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Pablo Zoghbi-Manrique-de-Lara¹, Miguel A. Suárez-Acosta¹,
and Teresa Aguiar-Quintana¹

Abstract

Contrary to conventional wisdom, loyalty may be a driver of hotel guests' favorable behavior when they are satisfied with a hotel's service recovery effort. Instead of having satisfaction with service recovery directly influencing guests' supportive actions, loyalty acts as a precondition to consumers' positive citizenship behavior. Moreover, the factors that drive such favorable behavior may be independent of those that cause guests to offer favorable word of mouth after a hotel stay. Based on a study of 288 guests in seven high-end hotels in Spain's Canary Islands, satisfaction with service recovery has a direct effect on loyalty, which in turn has a strong effect on customer citizenship behaviors. However, loyalty plays its mediating role only on the effects of satisfaction with service recovery on favorable citizenship behavior. That is, the fact that a guest is loyal helps to explain why a guest decides to help the hotel after satisfactory service recovery. On the other hand, loyalty does not enter into the equation when a guest is not happy with the service recovery and elects to behave dysfunctionally, including trashing the room.

Keywords

Service recovery, customer dysfunctional behavior, customer citizenship behavior, guest behavior, loyalty, revisit intention

Hotel managers and researchers alike are aware of the importance of service recovery (Kelley and Davis 1994). Guests' satisfaction (or dissatisfaction) with a hotel's attempts to rectify a service failure has been found to be an important driver of their subsequent behavior (see, for a review, Gelbrich and Roschk 2011; Matos De, Henrique, and Vargas-Rossi 2007). Depending on a guest's reaction to the firm's complaint handling, the customer may defect (Keaveney 1995), may feel increased loyalty or plan to return to the hotel (e.g., de Ruyter and Wetzels 2000; Karatepe 2006), or may share positive or negative word of mouth (WOM) about the hotel, just to name a few possibilities (Mattila 2001). Guests' response to service recovery is of particular interest since it is linked with intentions to repeat the hotel purchase (Oliver 1997, 392).

The thing we have noticed about studies of behavioral responses to satisfactory service recovery is that few of them involve full performance constructs. Some studies have examined postcomplaint satisfaction and commitment (see, for a review, Gelbrich and Roschk 2011), but these represent only customer attitudes. Studies of loyalty and defection have mostly approached these concepts as intentions to make a return visit, rather than measure actual actions (e.g., de Ruyter and Wetzels 2000; Karatepe 2006). Another set of studies, regarding WOM, have specifically

focused on WOM as displayed by guests after (rather than during) their stay at the hotel (e.g., Kim, Kim, and Kim 2009). This approach neglects the role of WOM during a guest's stay, particularly in reaction to service recovery (e.g., Betts, Wood, and Tadisina 2011; Wirtz and Mattila 2004). In fact, we have seen no study of WOM as it directly helps or harms hotels' internal services and processes.

Two contrasting responses to service recovery during a guest's stay are customer citizenship behavior and customer dysfunctional behavior. Customer citizenship behavior refers to "voluntary and discretionary behaviors that are not required for the successful production or delivery of the service but that, in the aggregate, help the service organization overall" (Groth 2005, 11), whereas customer dysfunctional behavior comprises customers' activities that deliberately violate the generally accepted norms for conduct (Reynolds and Harris 2009). Examples of customer

¹University of Las Palmas de Gran Canaria, Spain

Corresponding Author:

Pablo Zoghbi-Manrique-de-Lara, Department of Economics and Management, University of Las Palmas de Gran Canaria, Campus de Tafira, Saulo Toron, 4, Edificio Empresariales, Las Palmas de Gran Canaria, The Canary Islands 35004, Spain.
Email: pzoghbi@dede.ulpgc.es

citizenship behavior include taking actions to help reduce the hotel's costs and concealing irritation with those who squander the hotel's resources, whereas examples of customer dysfunctional behavior include consuming more than the acceptable amount of resources and dirtying the hotel more than necessary.

Despite the large number of studies in hotel settings that have found support for a broad range of behavioral reactions to satisfaction with service recovery by guests, hospitality and tourism behaviorists have paid relatively little attention to developing theoretical explanations for this relationship (Kim, Kim, and Kim 2009 is a rare exception). No patterns have emerged to shed light on why guests respond as they do to a hotel's service recovery efforts. At first glance, guests' cognitions, rationalizations, and social exchange dynamics (Blau 1964) seem to suggest that their behavioral response would stem from self-interest concerns (Berry and Parasuraman 1991). However, theory suggests that the positive and negative emotions that customers can feel during the process and outcome of recovering the failed service are also embedded in their resulting satisfaction (Morgan and Hunt 1994; Wong and Sohal 2002). In this regard, Davidow (2000, 478) refers to satisfaction with service recovery as an "affective feeling about the firm as a result of the firm's complaint handling." Since emotions are able to ethically motivate behavior (Folger 2001), emotions embedded in satisfaction with service recovery can create an ethical context in which customer citizenship behavior and customer dysfunctional behavior occur (Yi and Gong 2008).

This paper suggests further mechanisms that may underlie the link between satisfaction with service recovery and customer citizenship behavior or dysfunctional behavior. Drawing on social identity theory (Tajfel and Turner 1985), we suggest that when service failure is satisfactorily rectified, satisfaction with service recovery leads guests to identify more with their hotel organization and then experience loyalty. These feelings of loyalty, in turn, would encourage guests' constructive responses in the form of customer citizenship behavior and decreased customer dysfunctional behavior. This study is also based on Oliver's (1997, 1999) conceptualization of loyalty as the result of both cognitive and affective processes. In this regard, we argue that cognitions (e.g., self-interest about the hotel as a place that deserves a return visit) and emotions, such as feelings of liking (and moral obligation) toward the hotel, are involved in the process of guests' identification with the hotel, building a loyalty context where customer citizenship behavior or, if identification does not take place, customer dysfunctional behavior can occur.

Before we examine the predicted mediating role of loyalty, let's look at the evidence that satisfaction with service recovery predicts loyalty.

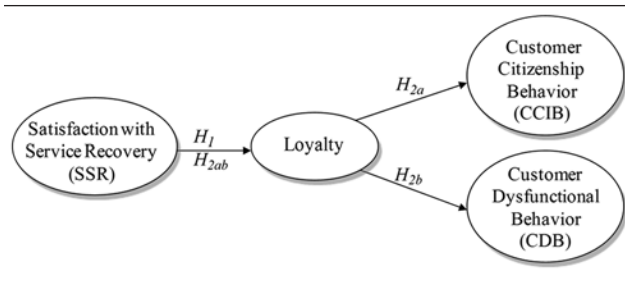
Theoretical Background and Hypotheses

Practitioners and researchers are interested in the nature of customer citizenship behavior (also known as customer discretionary behavior, Ford 1995), customer voluntary performance (Bailey, Gremler, and McCollough 2001; Bettencourt 1997), organizational citizenship on the part of customers (Lengnick-Hall, Claycomb, and Inks 2000), coproduction (Gruen, Summers, and Acito 2000), customer extra-role behaviors (Aherne, Bhattacharya, and Gruen 2005), and customer dedicational behaviors (Bendapudi and Berry 1997; Kang and Hyun 2012; Stanley and Markman 1992). This concept includes such actions as providing suggestions to improve the hotel; helping other customers; and recommending the hotel to others (Groth, Mertens, and Murphy 2004). Also on the list of customer dedicational behaviors are enhancement or customer actions leading to greater investment in the exchange (Bendapudi and Berry 1997; Cross and Smith 1995), cooperation or customer actions that help to exceed what the firm can achieve by itself (Anderson and Narus 1990), and advocacy or customers' support for the service company (Bendapudi and Berry 1997).

Customer dysfunctional behavior, on the other hand (Harris and Reynolds 2003), has also been described as aberrant consumer behavior (Fullerton and Punj 1993), consumer misbehavior (Fullerton and Punj 2004), unethical consumer behavior (Babakus et al. 2004), consumer retaliation (Huefner et al. 2002), and customer verbal aggression (Grandey, Dickter, and Sin 2004). This study uses measures of customer citizenship behavior and customer dysfunctional behavior directed at the hotel as criterion variables since these guest behaviors specifically help or harm the material functioning of the hotel during a guest's stay.

Guest loyalty is a key element in this equation. Rather than focus on loyalty as a measure of repeat-purchase frequency (e.g., Newman and Werbel 1973; Tellis 1988), much of the literature examines loyalty as a feeling or attitude that may develop into behaviors (Oliver 1997). The issue here is how satisfaction with service recovery can turn into feelings of loyalty. Oliver (1999) states that during the service encounter, a customer passes through two phases before developing loyalty. First, in a cognitive phase, customers develop their loyalty based on prior knowledge or experience-based information. In this view, if service failure occurs and the hotel successfully recovers, the guest will have a positive judgment based on that knowledge. As a result, guests could become loyal to the hotel due to cognitive self-interest.

In a second, emotional, phase, as further recovery occasions occur (some satisfactory and some not), guests could also develop greater liking or dislike (or other feelings)

Exhibit 1:**Hypothesized Model of Loyalty as a Mediator of the Link between SSR and both Customer Citizenship Behavior (CCIB) and Customer Dysfunctional Behavior (CDB).**

toward the hotel (Oliver 1999). Abundant research has found that satisfaction with service recovery builds guests' feelings of confidence (Boshoff 1997; Boshoff and Leong 1998), trust (Kim, Kim, and Kim 2009), pleasant relationships with the hotel (Bitner, Booms, and Tetreault 1990; Hart, Heskett, and Sasser 1990; Michel 2001; Spreng, Harrell, Mackoy 1995), and even loyalty (e.g., de Ruyter and Wetzels 2000; Karatepe 2006). Using these findings as a guide, satisfaction with service recovery should be able to predict guests' loyalty toward the hotel (see Exhibit 1). Therefore,

Hypothesis 1: Satisfaction with service recovery will be positively associated with guests' loyalty.

The weight of the evidence indicates that the idea that the level of satisfaction with service recovery leads guests to engage in customer citizenship behavior or customer dysfunctional behavior is simplistic. Instead, mediators underlie this relationship. Thus, for example, Kim, Kim, and Kim (2009) supported trust as a mediator in the link between satisfaction with service recovery and WOM, based on a social exchange explanation.

Although it is unusual to refer to guests as organizational members, Vargo and Lusch (2008) suggested an exchange relationship between a service organization and its customers because "the customer is always a coproducer." Thus, Bowen (1986) suggests that guests and employees constitute part of a hotel's human resources, and customers may supplement or even replace employees in some instances (Halbesleben and Buckley 2004). This seems to suggest mediators in the relationship between satisfaction with service recovery and customer citizenship behavior or customer dysfunctional behavior. In a study of employee citizenship, Moorman and Byrne (2005) and Moorman, Blakely, and Niehoff (1998) also proposed trust, as well as

perceived organizational support and leader-member exchange, as mediators that explain why unfairly implemented organizational procedures lead to employee citizenship behavior.

Specifically concerning workplace deviance, Conlon, Meyer, and Nowakowski (2005) proposed pride and respect for the organization as mediators between unfair procedures and organizational members' misbehavior. In both cases, they referred to the social-identity-based explanation to justify the performance of the mediating variables in these relationships. This study also invokes social identity theory (Tajfel and Turner 1985) to suggest loyalty as a further mediator in the link between satisfaction with service recovery and customer citizenship behavior or customer dysfunctional behavior.

Ashforth and Mael (1989) found that social identification leads individuals to perform activities that are congruent with their identity and support institutions that embody the identity. Accordingly, depending on whether guests consider the handling of service failures to be satisfactory, they will probably identify with (or feel alienated from) the hotel organization, thus building loyalty links toward the hotel.

Guests' identification with the hotel organization (or lack thereof) and its subsequent impact on guests' motivation or reluctance to support the organization could explain why loyalty mediates the link from satisfaction with service recovery to customer citizenship behavior and customer dysfunctional behavior. Based on Oliver's (1997, 1999) statement that loyalty comprises both cognitive and affective aspects, the process through which loyalty carries the effects of satisfaction with service recovery to customers' behavior could have two vectors. If guests who are loyal because of satisfaction with service recovery identify more with (or are less alienated from) the hotel, they are likely to attribute less culpability to it for the service failure.

On the one hand, loyalty cognitions, following social exchange theories (Blau 1964), would lead guests to exhibit a calculated response to satisfaction with service recovery to try to preserve or restore the positive dynamics of social exchange. Based on the assumption that people are rationally motivated in their dealings with others (e.g., Miller 1999), self-interest concerns may explain this first cognitive reaction. Conversely, a sense of being lodged in a "temporary hotel" that does not deserve a repeat visit may lead guests to feel "disloyalty" and have fewer qualms about harming or not bothering to help the hotel (Buskens, Raub, and Snijders 2003). Since guests usually understand satisfaction with service recovery to be a contractual obligation of the hotel, a lack of satisfaction with service recovery should dilute guests' expectations of a pleasant future in the hotel, thus favoring reactions in the form of decreased customer citizenship behavior and customer dysfunctional behavior.

Exhibit 2:**Sample Comparative Descriptions.**

Description (Total)	Nationality						
	Germany (25%)	United Kingdom (16.2%)	Scandinavia* (30.6%)	Holland (4.7%)	Ireland (5.0%)	Spain (9.1%)	Others (9.4%)
All-inclusive (30.2%)	11.5%	53.7%	46%	14.3%	14.3%	16%	10%
Age <41 years (28.2%)	12%	36.5%	38.3%	12.5%	5.9%	40%	33.3%
Age +55 (34.5%)	38.5%	32.7%	31.4%	43.8%	64.7%	23.3%	26.6%
Average stay (9.34 nights)	9.91	8.98	8.76	7.80	11.13	6.23	13.67
Male (57.7%)	62.2%	53.7%	55.2%	60%	62.5%	48%	58%
Female (42.3%)	37.8%	46.3%	44.8%	40%	37.5%	52%	42%
University degree or higher (54.5%)	51.3%	55.3%	60%	70%	33.3%	46.6%	53.8%

*Scandinavian countries include Denmark, Sweden, Norway, and Finland.

In contrast to a self-interest motivation, Folger (2001) proposed that people also take the correct path simply because they believe it is the “right way to act.” Since guests can interpret a hotel’s service recovery failure as mistreatment, loyalty emotions due to satisfaction with service recovery could cause them to engage in customer citizenship behavior or customer dysfunctional behavior in an effort to restore equity. Thus, if satisfaction with service recovery leads guests to feel emotionally connected to the hotel out of loyalty, even sacrificing personal gain (Turillo et al. 2002), they will feel morally compelled to help the hotel as a response to their satisfaction. On the other hand, with the same moral imperative and forcefulness, “disloyal” guests may harm the hotel if they are dissatisfied with the service recovery effort. In this instance, even if guests cognitively accept blame for harming the hotel, it will be easier for them to “deny the hotel as a victim” (Sykes and Matza 1957) and retaliate against “this deserving hotel unable to rectify service failure” (Thurman 1984). However, the fact that “loyal guests” can feel emotionally compelled toward the hotel because of satisfaction with service recovery can make it more difficult for them to find cognitive reasons to deny the hotel as a victim, leading them to decide not to harm their hotel, even at a cost to themselves (Kahneman, Knetsch, and Thaler 1986; Turillo et al. 2002).

In sum, guests’ behavioral motivations seem to be explained via the mechanism that loyalty (rather than satisfaction with service recovery directly) is a mediator in the relationship from satisfaction with service recovery to customer citizenship behavior and customer dysfunctional behavior, as summarized in the following:

- **Hypotheses 2a and 2b:** Loyalty will mediate the positive relationship between satisfaction with service recovery and customer citizenship and the negative relationship between satisfaction with service recovery and customer dysfunctional behavior.

Method**Survey Respondents**

We surveyed guests over age eighteen who had stayed at least four nights at one of the four 4-star hotels or three 5-star hotels in Gran Canaria in early 2012. We reasoned that service failure and service recovery are particularly important for hotels at this level. We observed an average occupancy of 80 percent for the four-star hotels and 76 percent for the five-star properties. With an average guest stay of 6.8 nights, we estimated a population size of 1,093,540 guests and established a sample of 384 guests for a 5 percent sampling error. As shown in Exhibit 2, the sample comprises guests who stayed in half-board (includes breakfast and dinner), full-board (includes breakfast, lunch, and dinner), and all-inclusive packages.

Research Setting

The Canary Islands is one of Spain’s leading sun-and-beach tourism destination. Gran Canaria receives about 3.23 million foreign tourists a year, with European countries being its principal markets. British and German tourists jointly represent 41 percent of the total, and Scandinavians are 28 percent. About half of the islands’ hotel properties hold four or five stars. Hotels in the sample range from 88 to 676 rooms, with a mean of 343. International chains operate four of the eight sampled hotels.

Questionnaire Design and Procedure

In constructing the customer behavior assessment scales, we drew items from the theoretical and empirical base available in organizational behavior research (e.g., Bennett and Robinson 2000; Organ 1997, 1988; Robinson and Bennett 1995) and marketing studies (e.g., Yi and Gong 2008). We followed Schriesheim et al.’s (1993)

recommendations for number of items per scale (4-6 per scale) and item scaling. Following Hinkin's (1998) suggestions, we checked that inter-item correlations of the variables were greater than .4, factor loadings were less than .4, and the variance explained by each of the items was greater than 60 percent. We also pre-tested the language in the German and Spanish questionnaires.

We asked respondents in various locations in the eight hotels to fill out questionnaires in January 2012 and February 2012, offering no incentive other than face-to-face advice when necessary. We started with 384 responses, but rejected 41 due to incorrect completion and incoherent information. We then removed 55 of the remaining 343 because we screened out respondents who had not encountered service failures during their stay. Thus, 288 valid responses were retained for further data analysis. All items were scored on a 7-point Likert-type scale ranging from (1) *strongly disagree* to (7) *strongly agree*, except for customer behavior, where the anchors were (1) *never* and (7) *constantly*.

Statistical Analysis

We analyzed these data using the statistical package for social sciences (SPSS). Structural equation modeling (SEM) was used to assess the validity of the measures and to test the hypothesized relationships through AMOS 19.0. The mediation tests follow the approach of Baron and Kenny (1986) and Anderson and Gerbing (1988). Following Hinkin's (1998) guidelines, we used exploratory factor analysis (EFA) for item reduction with orthogonal rotation, followed by the planned confirmatory factor analysis (CFA) to test the construct validity of the customer citizenship behavior and customer dysfunctional behavior together with measures of loyalty and satisfaction with service recovery. The indices used include goodness of fit (GFI), comparative fit (CFI), normed fit (NFI), Tucker-Lewis (TLI), incremental fit (IFI), and root mean square error of approximation (RMSEA). We also calculated the convergent and discriminant validity of the constructs. Reliability was assessed by using Cronbach's alpha. Results are shown in Exhibit 3.

We measured the variables as follows. For satisfaction with service recovery, we used a four-item scale adapted from Brown et al. (1996) and Maxham III and Netemeyer (2002). Guest loyalty was assessed with a six-item measure developed by Zeithaml, Berry, and Parasuraman (1996). A seven-item scale was constructed for customer citizenship behavior by drawing on the eight-item scale developed by Lee and Allen (2002) about employee citizenship directed at the organization. We measured customer dysfunctional behavior on a six-item scale that took into account Bennett and Robinson's (2000) measure of workplace deviance directed at the organization. This scale was designed to

gauge the extent to which the measured guest behavior violated the functioning norms of the hotel, thus harming it as a whole.

Control variables. We include the following demographic variables as control variables since they could covary with the dependent and independent variables: gender, age (five groupings), and nationality. To control for potential home country differences, we gave a guest's nationality variable a value of zero if the home country was Spain and a value of one otherwise. The control variables were incorporated directly into the model as stand-alone variables (not as cause or effect indicators), allowing a structural path to all exogenous and endogenous factors within the structural, but not the measurement, portion of the model (Hancock and Mueller 2006).

Results

Results suggest that while customer citizenship behavior encounters significant intercorrelations in the expected directions, customer dysfunctional behavior was not correlated with loyalty ($r = -.027$; p n.s.) as shown in Exhibit 4. These results appear to be a good starting point to support the mediating role of loyalty in the link from satisfaction with service recovery to customer citizenship behavior but not to customer dysfunctional behavior. The exploratory factor analysis performed for item reduction, which includes loyalty and satisfaction with service recovery, suggests that two customer citizenship behavior items, namely, I show pride when talking about the hotel with others (Y15), and I defend the hotel when others criticize it (Y18), should be rejected due to low factor loadings. Consequently, they were dropped. However, the remaining items loaded as predicted in the expected factors.

Confirmatory factor analysis tested the fit of the hypothesized four-factor model and indicated that the variables were, in fact, four separate constructs. As a result of this test, we deleted "I cannot conceal my irritation with those who squander the hotel's resources" (Y17) because its factor loading was less than .5. A subsequent recalculation brought the average variance extracted (AVE) for each construct from .487 to .550 (supporting convergent validity, per Bagozzi and Yi 1988 and Fornell and Larcker 1981) and Cronbach's alpha from .822 to .831. The indexes of the new model provide an acceptable fit, with most statistics above the standards suggested by Hair et al. (2006): $\chi^2 = 487.005$, $df = 183$, $\chi^2/df = 2.66$, GFI = .88, CFI = .942, IFI = .942, TLI = .927, NFI = .911, and RMSEA = .069. Exhibit 3 shows that the composite reliability ranged from .822 to .959, which is greater than the standard of .6 (Hair et al. 2006). In addition to testing the convergent validity of the variables, we tested discriminant validity of the scales by calculating the AVE for all the pairs of constructs and comparing this value to the squared correlation between the two

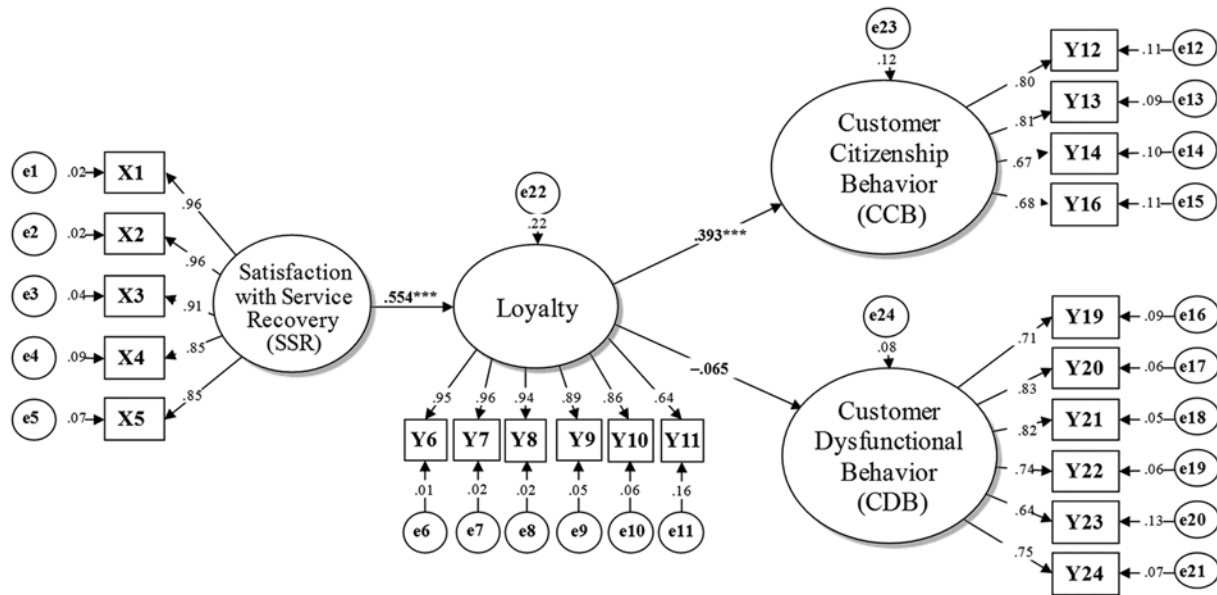
Exhibit 3:
Results of Confirmatory Factor Analysis.

	Factor Loadings	Composite Reliability	AVE
(F1) Satisfaction with Service Recovery (SSR) (Cronbach's alpha's = .955)		.959	.823
X01 I am satisfied with the treatment from the employees in resolving the problem	.960		
X02 I am satisfied with the procedure (way of working) and the resources used to solve the problem	.965		
X03 In my opinion, the hotel provided a satisfactory solution to this particular problem	.909		
X04 I am satisfied with the compensation offered by the firm (service restoration, refund money, and similar)	.846		
X05 I am satisfied because the steps taken by the hotel to resolve the problem were fast and efficient	.850		
(F2) Loyalty (Squared multiple correlation = .312; Cronbach's alpha's = .952)		.952	.772
Y06 I will say positive things about this hotel to other people	.948		
Y07 I would recommend this hotel to someone who seeks my advice	.955		
Y08 I will encourage friends and relatives to stay in this hotel	.942		
Y09 I consider this hotel my first choice for accommodation	.886		
Y10 I will consider this hotel more for accommodation in the next few years	.861		
Y11 I would stay in this hotel, even if the price of the stay increased by 10%	.639		
(F3) Customer Citizenship Behavior (CCIB) (Squared multiple correlation = .143; Cronbach's alpha = .822)(+)		.822	.487(+)
Y12 I take actions to protect the hotel from potential problems	.794		
Y13 I take actions to help to reduce the costs of the hotel	.807		
Y14 I support improvements in the hotel	.674		
Y15 I show pride when talking about the hotel with others (*)	—		
Y16 I demonstrate concern for the effective functioning of the hotel	.682		
Y17 I cannot conceal my irritation with those who squander the hotel's resources (**)	.483		
Y18 I defend the hotel when others criticize it (*)	—		
(F4) Customer Dysfunctional Behavior (CDB) (Squared multiple correlation = .001; Cronbach's alpha = .874)		.885	.563
Y19 I recognize that I have misused some of the hotel's services	.708		
Y20 I have refused to follow instructions from the hotel staff	.830		
Y21 Sometimes, I have broken the rules of the hotel	.815		
Y22 I tend to dirty the hotel more than I should	.734		
Y23 I put little effort into my duties as a customer in this hotel	.643		
Y24 I recognize that I consume more resources than acceptable at this hotel	.754		
(*) These items were dropped because in the previous EFA they showed cross-loadings over .4			
(**) This item is dropped because its factor loading in CFA is above .5			
AVE refers to average variance extracted			
(+) When item Y17 was dropped, the AVE for CCIB changed from .487 to .550 and the alpha from .822 to .831			
Cmin = 487.005; df = 183; $p < .001$; Cmin/df = 2.661			
GFI = .88; CFI = .942; IFI = .942; TLI = .927; NFI = .911; RMSEA = .069			

Note: EFA = exploratory factor analysis; CFA = confirmatory factor analysis; GFI = goodness of fit; CFI = comparative fit; IFI = incremental fit; TLI = Tucker-Lewis; NFI = normed fit; RMSEA = root mean square error of approximation.

Exhibit 4:

Accepted Model of Satisfaction with Service Recovery (SSR), Loyalty, Customer Citizenship Behavior (CCIB), and Customer Dysfunctional Behavior (CDB).



Note: We incorporated gender, age, and nationality differences as stand-alone control variables directly into the model (with a structural path to all exogenous and endogenous factors). X and Y codes refer to the statements in Exhibit 3. $N = 288$. $\chi^2 (252, 288) = 636.327$, $df = 252$, $GFI = .887$, $IFI = .928$, $TLI = .914$, $CFI = .928$, $RMSEA = .066$.

* $p < .05$. ** $p < .01$. *** $p < .001$.

Exhibit 5:

Means, Standard Deviations, Correlations, and Reliabilities.

Variables	M	SD	1	2	3	4	5	6	7
1. Gender	—	—	—						
2. Age	—	—	-.243***	—					
3. Nationality	—	—	-.013	-.078	—				
4. Recovery (SSR)	5.55	1.30	-.078	.116	-.093	(.955)			
5. Loyalty	5.35	1.31	.019	.192**	-.152	.577***	(.952)		
6. CCIB	5.33	1.22	.085	.156**	.061	.216**	.378***	(.831)	
7. CDB	1.79	1.09	-.072	-.034	-.039	-.165*	-.027	-.069	(.874)

Note: The numbers in parentheses on the diagonal are alpha coefficients. $N = 288$. SSR = Satisfaction with Service Recovery.

* $p < .05$. ** $p < .01$. *** $p < .001$.

constructs of interest. The results supported the variables' discriminant validity.

We tested the resulting model using structural equation modeling. Exhibit 5 is a path diagram that shows the relationships between the observed variables (survey answers in rectangles) and the unobserved latent variables (circles). The various fit indices used, also shown in Exhibit 5, reveal an acceptable fit of the model. The significant path between satisfaction with service recovery and loyalty supports Hypothesis 1 ($\beta = .554$; $p < .001$).

To test Hypotheses 2a and 2b, a nested-models comparison was conducted using the sequential chi-square difference test (SCDT). Following Anderson and Gerbing's (1988) recommendations, the hypothesized model (more constrained) was compared with the saturated alternative model (less constrained) in which two direct paths from satisfaction with service recovery to customer citizenship behavior (or customer dysfunctional behavior) were added. This latter model only represents a partially mediated model of the effects of satisfaction with service recovery on

Exhibit 6:

Chi-Square and Fit Index Comparison of the Fully and Partially Mediated Models of the effects of Satisfaction with Service Recovery (SSR) on both CCIB and CDB.

Model	Betas	A Direct Path/s Linking SSR and CCIB/CDB?	χ^2	df	GFI	CFI	RMSEA	PGFI	PNFI	AGFI
SSR→CCIB	($\beta = .236$; $p = .002$)	Main effect model	137.351	56	.933	.951	.065	.539	.661	.899
SSR→CDB	($\beta = -.143$; $p = .021$)	Main effect model	229.554	79	.923	.935	.072	.652	.680	.887
SSR→Loyalty both CCIB and CDB (Exhibit 5)	SSR→Loyalty ($B = .554$; $p < .001$)	Yes CCIB ($B = .093$; p n.s.)*	629.632	250	.886	.928	.067	.760	.740	.806
	Loyalty→CCIB ($\beta = .393$; $p < .001$)	Yes CDB ($B = -.218$; $p < .05$)								
	Loyalty→CDB ($B = -.065$; p n.s.)	No** ($\chi^2_d = 6.695$; $df_d = 2$; $p = .035$)	636.327	252	.887	.929	.066	.767	.745	.814
SSR→Loyalty→ CCIB***	SSR→Loyalty ($\beta = .554$; $p < .001$)	Yes ($B = .086$; p n.s.)*	406.227	135	.886	.936	.077	.764	.717	.810
	Loyalty→CCIB ($B = .392$; $p < .001$)	No** ($\chi^2_d = 5.581$; $df_d = 1$; $p = .018$)	411.808	136	.886	.936	.076	.770	.722	.816
SSR→Loyalty→ CDB***	SSR→Loyalty ($\beta = .554$; $p < .001$)	Yes ($B = -.214$; $p < .05$)	486.530	170	.885	.933	.074	.763	.730	.810
	Loyalty→CDB ($\beta = -.056$; p n.s.)	No ($\chi^2_d = .581$; $df_d = 1$; p n.s.)	487.111	171	.885	.932	.074	.769	.733	.810

Note: We incorporated gender, age, and nationality differences as stand-alone control variables (with a structural path to all exogenous and endogenous factors) directly into the model. CCIB = Customer Citizenship Behavior; CDB = Customer dysfunctional behavior; GFI = goodness of fit; CFI = comparative fit.

*Although SEM "offers" this saturated model the possibility that SSR has direct paths to both CCIB and CDB, they are no longer significant.

According to the fit indices provided, this fully mediated model shows a better fit, above all regarding the RMSEA (root mean square error of approximation) index, which decreases; and PGFI (parsimony goodness-of-fit index), PNFI (parsimony normed fit index), and AGFI (adjusted goodness-of-fit index) parsimonious fit indices, which are stronger. *Sub models where CCIB and CDB were separately tested.

customer citizenship behavior or customer dysfunctional behavior. In addition, the three Baron and Kenny (1986) conditions for mediation were inspected: (a) The independent variable (satisfaction with service recovery) has to predict the criterion variables (i.e., customer citizenship behavior or customer dysfunctional behavior); (b) the proposed mediator (loyalty) has to be predicted by the independent variable (satisfaction with service recovery) and predict the criterion variables; and (c) the direct path between satisfaction with service recovery and customer citizenship behavior or customer dysfunctional behavior has to decrease when the mediator is added (preferably to nonsignificance for full mediation). According to standardized beta results in Exhibit 6, conditions (a) and (b) are fulfilled for customer citizenship behavior, but condition (b) is not met for customer dysfunctional behavior, since loyalty does not predict customer dysfunctional behavior ($\beta = -.065$; p n.s.).

The results of the comparison of the two models again confirm the mediating effect of loyalty on consumer citizenship behavior but not dysfunctional behavior. To offer a more complete picture, we included in our analysis the main effects between satisfaction with service recovery and

customer citizenship behavior or customer dysfunctional behavior and two submodels separately linking satisfaction with service recovery with customer citizenship behavior and customer dysfunctional behavior (see Exhibit 6). The fully mediated model—with no direct paths linking satisfaction with service recovery and customer citizenship behavior or customer dysfunctional behavior—was compared with the partially mediated model, which included two direct paths linking satisfaction with service recovery with customer citizenship behavior or customer dysfunctional behavior. The change in the chi-square test of the hypothesized model, $\chi^2(206, 288) = 636.327$, when compared with the saturated model, $\chi^2(204, 288) = 629.632$, is 6.695 for two degrees of freedom, providing a significant change ($p = .035$). Again we see that Baron and Kenny's third condition of mediation was only fulfilled for customer citizenship behavior. Although satisfaction with service recovery was initially associated with customer citizenship behavior ($\beta = .236$; $p < .001$) and also customer dysfunctional behavior ($\beta = -.143$; $p < .05$), the direct path-linking satisfaction with service recovery to customer citizenship behavior ($\beta = .086$; $p =$ n.s.) was no longer significant when loyalty was added, as suggested by Baron and Kenny.

Moreover, an inspection of the data for the two submodels in Exhibit 6 reveals that only the SCDT for the submodel linking satisfaction with service recovery to customer citizenship behavior confirmed a significant change, $\chi^2_d = 5.581$; $df_d = 1$; $p = .018$. In summary, these patterns support Hypothesis 2a but not 2b.

Finally, the confirmation of satisfaction with service recovery's indirect effects on customer citizenship behavior (.218) and customer dysfunctional behavior (−.036) provided by the SEM outputs is consistent with the mediation thesis. This analysis also shows that only satisfaction with service recovery experiences significant indirect effects on customer citizenship behavior through loyalty.

Discussion

This study shows the importance of loyalty in explaining hotel guests' reactions to service recovery efforts. The results indicate that satisfaction with service recovery makes guests more loyal to their hotel and that these loyalty feelings (and not satisfaction with service recovery directly) are what actually lead guests to react by engaging in customer citizenship behavior and (albeit with no significance) in dysfunctional behavior. Looking at this study's theoretical implications, most research has modeled loyalty by following a habitual sequence of relationships, according to which loyalty is usually posited as the criterion variable, that is, as an outcome of satisfaction with service recovery (e.g., de Ruyter and Wetzels 2000; Karatepe 2006). Instead, we tested the possible role of loyalty as a driver of subsequent customer behavior and found that it is a mediator in the link between satisfaction with service recovery and guest performance—but only in a supportive context. In this view, loyalty appears to be a powerful “breeding ground” for guests' cognitive and affective feelings. These feelings, in turn, are able to unleash guest behaviors that can substantially help the hotel during their stay.

Loyalty was found in this study to perform a full mediating role in the relationship of satisfaction with recovery efforts with guests' customer citizenship behavior. However, contrary to expectations, the results did not support significant effects of loyalty on customer dysfunctional behavior. The question is why loyalty does not enter into the model of dissatisfaction with service recovery and customer dysfunctional behavior. At first glance, if the results suggest that customer citizenship behavior is a consequence of “an act of loyalty” triggered by satisfaction with service recovery, it seems logical to assume that this same loyalty would also be able to restrain or perhaps even to favor customer dysfunctional behavior as “an act of disloyalty.” However, according to the assessments, a lack of loyalty may not necessarily imply “disloyalty.” Instead, the motivation and mechanisms underlying the two relationships may be very different. Although emotions such as anger are

found to be important antecedents of customer dysfunctional behavior (Grégoire, Laufer, and Tripp 2010), a lack of loyalty may not be (able to activate) a powerful enough emotion to explain guest reactions to satisfaction with service recovery in the form of customer dysfunctional behavior.

Second, the study results also shed light on the old debate among marketing, tourism, and hospitality behaviorists about how to delineate three closely linked behavioral constructs: positive WOM (intentions and behavior), customer citizenship behavior, and loyalty (intentions and reported behavior). Thus, positive WOM behavior could be one component of customer citizenship behavior since it refers to the performance of a customer who is not trying to obtain monetary gain (Bailey, Gremler, and McCollough 2001). The picture becomes complicated, though, because some studies have used WOM intentions to measure loyalty intentions (Gremler and Brown 1999), while other studies suggest that WOM behavior serves as an indicator of customer citizenship behavior (Yi and Gong 2008). If WOM behavior is linked to customer citizenship behavior and, in turn, WOM intentions to loyalty, the implication would be that customer citizenship behavior and loyalty behavior share a similar nature.

Our results do not support the idea that these two constructs are similar. Once the two WOM measures were dropped as being different from loyalty, our test of convergent and discriminant validity assessed them as distinct behavioral reactions. We also must point out that WOM is a discretionary behavior, but we don't see loyalty in that light. Although loyalty has a clear behavioral aspect, it falls within the expected (but not guaranteed) role of a hotel guest and, hence, cannot be an extra-role behavior. Finally, in contrast to WOM behavior, where a guest is not trying to obtain monetary gain (Bailey, Gremler, and McCollough 2001), guests who are loyal may be trying to obtain a benefit. Thus, unlike WOM, social exchange theories suggest that loyalty behavior may directly or explicitly seek compensation from the hotel as, for instance, the preservation or restoration of long-term positive dynamics of social exchange (Blau 1964).

Third, the main effects of satisfaction with service recovery on customer citizenship behavior and customer dysfunctional behavior, and the mediating role of loyalty on customer citizenship behavior, seem to be important pillars in designing practical strategies to deal with hotel guests' behavior.

Although we have seen numerous studies on responses to satisfactory service recovery, we have also seen that few of them involve full performance constructs but rather guests' attitudes and behavioral intentions. In that regard, our study takes a step forward by supporting the connection of service recovery satisfaction with guests' reported performance in the form of citizenship and

destructive behavior. As such, this paper highlights the idea that, during their stay, guests' performance can provide a chance to improve the effective functioning of a hotel. Managers must discuss this fact with employees and should highlight the idea that episodes of unrecovered service failure on their part are relevant to the current performance of the hotel, not just for future revisit intentions. Furthermore, the explanation this study has offered for why service recovery judgments may affect customer citizenship provides hotel managers with the mechanism through which service recovery affects the degree to which guests support the effective functioning of their hotel. The mechanism we have outlined creates a loyalty climate in which the guests are likely to reciprocate with citizenship behaviors. Hotel managers should make correct decisions in this regard. Our results suggest that the link between service recovery satisfaction and customer citizenship behavior is possible with loyal guests. To prevent this mechanism from being disabled, managers should pay careful attention to incidents that can decrease loyalty (via other routes) and neutralize the positive climate created by loyalty. In other words, hotel managers should make an effort to maintain the loyalty achieved after satisfaction with service recovery, since this loyalty is a key to ultimately getting the above-mentioned useful help of guests. Research has found, for example, that guests show signs of reduced loyalty when perceiving acts of injustice to staff by others (Zoghbi-Manrique-de-Lara, Aguiar-Quintana, and Suárez-Acosta 2013). Hotel management must control and discourage incidents like these or other similar outcomes.

Finally, the results suggest that there is no intercorrelation between citizenship behavior and dysfunctional actions. Instead, they appear to be two roles that can be performed by the same actor in a parallel manner. That is, guests could independently take negative actions (even ignoring constraints imposed by the hotel) and positive actions as a way to react to satisfaction with service recovery. This finding that they operate via separate mechanisms suggests that the same managerial tools for eliciting customer citizenship behavior reactions may not be useful for discouraging customer dysfunctional behavior. The results suggest that all actions designed to foster satisfaction with service recovery should have a prominent place in hotel managers' agendas, since satisfaction with service recovery is able to control the incidence of both customer citizenship behavior and customer dysfunctional behavior. In the case of customer citizenship behavior, however, since the mediating role of loyalty was significantly supported, the authors can further suggest that hotel managerial actions designed to promote satisfaction with service recovery will be able to elicit customer citizenship behavior if they send guests the message that the hotel deserves their loyalty.

Future Research, Limitations, and Conclusion

Some questions remain open and could form a basis for future research. First, the literature contains numerous proposals that the perception of unfairness leads a guest to react by attempting to restore justice, which, in turn, causes him or her to engage in retributive actions against the hotel as the perceived perpetrator. Since loyalty appears to act as a "breeding ground" for positive emotions, research could examine whether this is a further mediating variable in this relationship between perceptions of hotel injustice and different forms of guest performance. Second, given the importance of loyalty, research could examine the process involved in developing customers' feelings of loyalty through longitudinal studies. Finally, the significant results of this study about hotel guests' performance should elicit new research that combines positive and negative WOM with customer citizenship behavior and customer dysfunctional behavior. One could compare guests' citizenship-related actions and WOM behavior in the light of their reactions to satisfaction with service recovery or perceived injustice.

The study has strengths, but it also has several weaknesses. First, it might suffer from mono-method or single source bias. Second, the data set stems from a limited universe, raising concerns about the generalizability of the findings. Along that line, the surveyed guests are all Europeans; hence, they are influenced by certain cultural conditions that can offer a specific view of the variables used and the hotel exchange. Consequently, the performance of the constructs used in this study, as well as their implications, could vary in other cultures and countries. Finally, the studied hotel guests' responses to service recovery in the form of customer citizenship behavior and customer dysfunctional behavior address the hotel organization as a whole and do not allow us to test the findings and conclusions of this study in specific areas of the hotel where there may be special considerations.

This paper, on the other hand, contributes to a better understanding of why guests make decisions about helping or harming their hotel in response to satisfaction with service recovery. This study begins to unravel the uneven findings from other studies involving loyalty in the hospitality industry, given that these studies do not sufficiently explain the role loyalty can play in guests' decisions to act in one way or another. By confirming the main effects of satisfaction with service recovery on two forms of guest performance—one that helps the hotel's functioning and another that may put that functioning at risk and further identifying loyalty as a mediator in the link between satisfaction with service recovery and customer citizenship behavior—this study supports the important role played by loyalty in guests' supportive actions. Thus, the positive guest behavior that the hotel staff can favor by satisfactorily rectifying

service failure might be explained by loyalty, since the hotel then earns the loyalty of its guests. In that case, the hotel's success lies in the support received from its guests.

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Author Biographies

Pablo Zoghbi-Manrique-de-Lara Ph.D. in Business Administration at Las Palmas de Gran Canaria University, Spain, and he is an Associate Professor in HR Management and Organizational Behavior. He spent 6 years in industry and finance, training and HR management positions (mainly with El Corte Ingles and Ionics) prior to his return to academia. His primary research interests include issues surrounding the causes and consequences of deviant and citizenship behaviors in organizations.

Miguel A. Suárez-Acosta, Industrial engineer, Master in Business Administration at Las Palmas de Gran Canaria University, Spain, and recently he got a Doctorate in Tourism Management at the same university.

Teresa Aguiar-Quintana Ph.D. in Business Administration at Las Palmas de Gran Canaria University, Spain, and she is an Associate Professor in Tourism Management of the Institute of Tourism and Sustainable Development (TIDES).