

**ANÁLISE DOS FATORES QUE CONTRIBUEM PARA O DESENVOLVIMENTO
DO COMPORTAMENTO CIDADÃO DO CONSUMIDOR E DO
COMPORTAMENTO DISFUNCIONAL DO CONSUMIDOR EM BARES E
RESTAURANTES NA CIDADE DE PUEBLA, MÉXICO.**

**ANALYSIS OF THE FACTORS THAT CONTRIBUTE TO THE DEVELOPMENT
OF CITIZEN BEHAVIOR OF THE CONSUMER AND DYSFUNCTIONAL
CONSUMER BEHAVIOR IN BARS AND RESTAURANTS IN THE CITY OF
PUEBLA, MEXICO.**

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RESUMO: Este documento visa enquadrar o estudo do Comportamento de Cidadania do Cliente (CCB), bem como o Comportamento de Cidadania do Cliente Disfuncional (DCCB), através da análise dos principais fatores que contribuem para o desenvolvimento destes comportamentos, especificamente centrados em bares e restaurantes na cidade de Puebla, México. É considerada uma revisão bibliográfica, na qual são expostas e examinadas as diferentes teorias e modelos relacionados com CCB e DCCB, bem como uma investigação qualitativa através de 15 entrevistas aprofundadas. O Comportamento de Cidadania do Cliente (CCB) mostrado pelos comensais nos bares e restaurantes da cidade de Puebla, está intimamente ligado a alguns aspectos que ocorrem durante o serviço, tais como a simpatia e simpatia do pessoal, por outro lado, a ausência destes comportamentos do pessoal, propiciam que os clientes mostrem DCCB. É apresentada a análise dos principais aspectos que dão origem a BCC ou DCCB durante o serviço prestado, uma vez que ambos os comportamentos podem ocorrer simultaneamente, identificando os principais fatores que produzem BCC e BCCB. A análise e compreensão dos principais fatores que dão origem a BCC ou DCCB permitirão à indústria de restauração e bares de Puebla desenvolver estratégias adequadas e precisas para uma maior competitividade. Até à data, não existe investigação relevante que aponte os principais fatores que contribuem para a geração do BCC e a correta gestão do DCCB em bares e restaurantes em Puebla, México.

ABSTRACT: This paper aims to frame the study of Customer Citizenship Behavior (CCB) as well as Dysfunctional Customer Citizenship Behavior (DCCB), through the analysis of the main factors that contribute to the development of these behaviors, specifically focused on bars and restaurants in the city of Puebla, Mexico. A literature review is considered, in which the

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different theories and models related to CCB and DCCB are exposed and examined, as well as qualitative research through 15 in-depth interviews. The Customer Citizenship Behavior (CCB) shown by diners in bars and restaurants in the city of Puebla, is closely linked to some aspects that occur during the service, such as the friendliness and sympathy of the staff, on the other hand, the absence of these behaviors of the staff, propitiate those customers show DCCB. The analysis of the main aspects that give rise to BCC or DCCB during the service provided is presented, since both behaviors can occur simultaneously, identifying the main factors that produce BCC and BCCB. The analysis and understanding of the main factors that cause BCC or DCCB will allow the restaurant and bar industry in Puebla to develop adequate and accurate strategies for greater competitiveness. So far, there is no relevant research that points out the main factors that contribute to the generation of CCB and the correct management of DCCB in bars and restaurants in Puebla, Mexico.

Key words: Customer Citizenship Behaviors, Dysfunctional Customer Citizenship Behavior, bars and restaurants.

INTRODUCTION

Companies in the service sector play an important role in the development of the Mexican economy, specifically the food and beverage preparation industry in Mexico presents a steady growth during the last 10 years with the exception of 2013 (fall reaching just 2.4%, with respect to the immediately preceding year). Restaurants and bars (economic units dedicated to food and beverage preparation) generated 247,360 million pesos, this represented 1.1% of the country's total GDP during 2018 (CANIRAC, 2019).

Even though the bars and restaurants as economic units, contributes significantly to the growth of the service sector, the effort that the bars and restaurants industry devoted to the study and analysis of the satisfaction of their consumers is still limited, this reality represents an area of opportunity since the satisfaction of the consumer is related to their participation (Bendapudi & Leone, 2003). This voluntary, unpaid and discretionary customer participation is known as Customer Citizenship Behavior (CCB) (Groth, 2005).

The CCB can be positive for the organization as it influences over cooperation and participation, but it can also be dysfunctional and bring significant consequences for the firm, for instance; it can lead to the loss of current customers and the exclusion of some new potential customers (Fowler, 2013). Although various researches have been carried out on the subject (Walker, 2001; Nyadzayo, Matanda & Ewing, 2016) the marketing literature on the subject is still limited and their understanding remains an area of opportunity (Fowler, 2013). Research on citizenship behavior has focused almost exclusively on employees rather than consumers (Groth, 2005).

The service sector has important areas of opportunity, due to it has increased the interest of companies in this field to identify and meet the expectations of their consumers to improve their competitiveness (Yi & Gong, 2008). The increased attention that service companies place on consumer behavior is not surprising and creates a unique challenge for organizations to better understanding how to effectively manage CCB (Groth, 2005). Generally, consumer satisfaction and perspective are formed based on the service and quality they receive (Garza, Abreu & Badii, 2008). It is relevant to go deeper into the CCB study because marketers need to know and understand the motivations that lead customers to participate in CCB (Chio and Lotz, 2016).

On the other hand, when people are in positive effect, they are more likely to show citizenship behavior (George, 1991). Nevertheless, Customer Citizenship Behavior and Customer Dysfunctional Behavior (DCCB) occur simultaneously during service encounter, hence benefits or threats can be present in the service area firms (Yi & Gong, 2008). When Citizen Behavior is achieved, a more pleasant social context is created, and consumers are more likely to enjoy and gain from the service experience (Van, Tuan, & Hoang, 2016).

The general research objectives are to analyze the factors that contribute to develop customer citizenship behavior or to generate dysfunctional customer citizenship behavior in relation to a specific bar or restaurant in Puebla, Mexico. The above by means of the following specific objectives.

- Identify the key aspects that customers take into account in order to evaluate as satisfactory a service in bars and restaurants.
- Identify the key aspects that customers take into account in order to generate a dysfunctional customer citizenship behavior in bars and restaurants.
- Determine the repercussions that the omission of customer citizenship behavior generation has on bars and restaurants, over their business.
- Explore the factors of customer citizenship behavior and dysfunctional customer citizenship behavior in bars or restaurants sector in Puebla, Mexico.

For the purposes of the research, some research questions and hypotheses were developed.

- Q1. What factors do the consumers consider most important to develop CCB in the services of bars and restaurants in Puebla Mexico?
- H1. Kindness and Services Quality are the key factors to develop CCB in bars and restaurants in Puebla, Mexico.
- Q2. What aspects do the consumers consider generating dysfunctional CCB in bars and restaurants in Puebla Mexico?
- H2. Bad Service Experience is the mean factor to generate DCCB in bars and restaurants in Puebla, Mexico.
- Q3. What are the repercussions that bars and restaurants have for not generating CCB for their brand through the service they are giving?

- H3. The repercussions for bars and restaurants for not generating CCB are customers and potential customers lost.

Some scopes and limitations are discussed within the framework of the research. An exploratory research will be developed on the perspective of consumers of restaurants and bars in the city of Puebla, Mexico. A non-probabilistic and convenient sample will be used for the research. Determining the most valued service characteristics by consumers to generate CCB based on the benefit received, this analysis contributes to determining the most notable benefits of CCB generation in the service industry specifically bars and restaurants, as well as the disadvantages that a DCCB brings with it. The exploratory research uses a discretionary selection of consumers and does not delimit the socioeconomic level of consumers and the classification of restaurants and bars focuses on an analysis but not an evaluation of the results because they will approximate the general environment. The research will be contextualized in Puebla, Mexico, which not represents the entire country.

LITERATURE REVIEW

Customer behavior in service sector

For service companies, the roles that consumers play in the delivery process affect performance and organizational productivity (Choi & Kim, 2013). Customer participation refers to in-role or required actions, essential for service co-creation and CCB represents a discretionary behavior that can provide unexpected outcomes to the firm but is not required for successful service delivery (Groth, 2005; Yi & Gong, 2013). Bowen (1986, p. 371) posits that “a central difference between service and manufacturing firms is that customers are often physically present when the service is provided, quite unlike manufacturing firms where customers are only rarely present during production”. Therefore, customers and employees are the human resources of the service organization. The research explains that customers frequently use to perform the work that employees might otherwise perform, as result customers may even substitute employees in service-based organizations (Halbesleben & Buckley, 2004). Thereby, in marketing service literature, CCB is studied considerably, due to bring positive impacts to the effective functioning of companies (Groth, 2005).

Customer Citizen Behavior

The concept of CCB is derived from organizational citizenship behavior. Scholars increasingly consider customers to be “partial employees” of the organization (Groth, 2005). Today, consumers are more active than in the past and base their decisions on information they receive through various channels, such as their family, friends and strongly of the opinions expressed on the Internet (Choi & Kim, 2013). CCB has been conceptualized in several items, for instance, as “Individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (Organ, 1988, p. 4). More recently it has been defined as "Individual, discretionary and voluntary behavior that is not directly or explicitly expected or remunerated by the organization, but which contributes to the high quality of the service and promotes the effective functioning of service companies" (Groth, 2005, p.8).

Customer citizenship behavior refers to helpful, constructive behavior exhibited by customers that are valued or appreciated by firms but is not related to the enforceable or explicit requirements of their role (Gruen, 2000). Examples of CCB include customers providing feedback to service providers regarding services they have received and suggesting constructive ideas to improve the service business (Chio & Lotz, 2016). Therefore, CCB is considered to bring extra values to companies. Bettencourt (1997) mentions that one characteristic of the CCB is that behavior customer is voluntary performance and refers to helpful; also, discretionary customer behavior supports the ability of the firm to enhance the given service. CCB is potentially predicted related with customer satisfaction than costumer socialization and is commonly stronger than the connection among worker satisfaction and task performance. On the other hand, other perspectives conclude that CCB is mainly determined by the price and speed of service (Groth, 2005).

Customer Citizen Behavior Scales

Concerning the dimensionality of CCB, Bettencourt (1997) suggests the components those represents customer voluntary performance are: loyalty, with the customer as a promoter of the firm, cooperation with the customer as human resource and participation with the customer as an organizational consultant. Thereby he proposes that customers support service quality through their characters as agents of the firm, co-producers of the service firm and advisors to the organization. Groth (2005) measured three intercorrelated dimensions of CCB,

recommendations, helping customers and providing feedback. Likewise, states that customer satisfaction is related and leads to customers being more likely to engage in voluntary citizen behavior during service. Thereby these behaviors are not obligatory actions that are required to receive successful service but are voluntary behaviors performed out of customer discretionary willingness. The research also posits that customer socialization and customer satisfaction are predictors of CCB.

Yi and Gong (2008) argue that CCB includes feedback, advocacy, helping and tolerance dimensions, also states that positive effect facilitates the relationship between customer justice perception and customer citizenship behavior. The central model of the scale is based on demonstrating that distributive, procedural, and interpersonal justice perceived by customers lead to greater positive effect, this positive effect, leads to greater CCB. Rapp Johnson (2010) developed the scale of Customer Helping Behavior (CHB), this scale permitted an additional comprehensive measure of discretionary, extra-role behaviors that customers give to aid a company, in this way investigators can study multiple behaviors concurrently. Walsh Bartikowski (2009) theories that customer-based corporate reputation (CBR) might affect customer citizenship behaviors (CCB) and that both engagement and loyalty intermediate the CBR–CCB relationship, having as a result CCB regarding helping other customers and CCB regarding helping the company.

Curth., Uhrich, and Benkenstein (2014) present an investigation where CCB is measured with 4 dimensions and they put forward the positive direct relationship between affective commitment and customer citizenship behavior. Likewise, they hypothesize that commitment to the service organization facilitates the effects of commitment to an associated customer on CCB. Bove, Robertson, and Pervan (2003) developed a CCBs scale with 8 dimensions. The researchers investigate this topic empirically across service contexts. According to the research, customer organizational citizenship behaviors (OCBs) are voluntary and are not necessarily part of the customer's participation during the service provided, and customers provide help by actively participating in effective organizational functioning. In this research, the commitment to the service provider is the most important predictor of client OCBs.

Encinas and Cavazos (2016) carried the scale of CCBs developed by (Bove, Robertson and Pervan, 2003) and they permeated it to educational services, through a research work in the

field of higher education in Mexico, the validation of the scale was focused on Citizenship Consumer Behavior (CCB) in the sector of educational services at the country, the research was carried out with 8 dimensions. The results highlighted those benevolent acts in the facilitation of the service is a strategic element to generate CCB. In contrast, the research shows that the dimension on display of affiliation relationships is the one that has the least influence on CCB generation. Choi and Lotz (2016) developed a validation of a new scale to measure the CCB motivation (CCBM), focusing in services contexts to comprehend the different motivations that lead customers to show voluntary participation behaviors.

Table 1
Scales developed to measure Consumer Behavior

	Name	Dimensions	Items	Researcher	Year	Country	Reliability
1	Customer Voluntary Performance	Loyalty	3	Bettencourt , L.	1997	USA	0.75
		Cooperation	7				0.69
		Participation	7				0.85
2	Consumer Citizenship Behavior (CCB)	Recommendations	4	Groth, M.	2005	Australia	0.93
		Helping customers	4				0.92
		Providing feedback	4				0.8
3	Consumer Citizenship Behavior (CCB)	Distributive justice	3	Yi, Y., Gong, T.	2008	Korea	0.9
		Procedural justice	3				0.91
		Interactional justice	3				0.92
4	Customer Helping Behavior (CHB)	Expanding behaviors	6	Johnson, R.	2009	USA	0.95
		Supporting behaviors	4				0.78
		Forgiving behaviors	3				0.79
		Increasing quantity	3				0.89
		Competitive information	5				0.91
		Responding to research	4				0.83
		Displaying brands	2				0.83
		Increasing price	2				0.7
		CBR	3				0.88
5	Consumer Citizenship Behavior (CCB)	Commitment	3	Brickowski , W.	2009	French	0.86
		Loyalty	3				0.79
		CCB 1 (help other customers)	3				0.88
		CCB 2 (help the company)	3				0.85
		Negative feedback	3				0.63
6					2014	Germany	

	Consumer	Positive feedback	3	Curth, S.,				0.75
	Citizenship	Monitoring behavior	2	Uhrich, S.,				0.68
	Behavior (CCB)	Helping behavior	3	Benkenstein, M.				0.75
7	Consumer Citizenship Behavior (CCB)	Positive recommendation	6	Orozco, F. C. E., Arroyo, J. C.	2016	Mexico		0.6
		Word of mouth						
		Suggestions for improving the service	4					0.67
		Supervision of other consumers	3					0.82
		Active voice						0.69
		Benevolent acts in the provision of the service	4					0.76
		Affiliate Relationship	3					0.53
		Display						
		Flexibility	3					0.54
		Participation in university activities	3					0.69
8	Customer Citizenship Behavior Motivation (CCBM)	Self-enhancement	3	Choi, L., Lotz, S.	2016	USA		0.89
		Personal principles	3					0.84
		Desire to support the service provider	3					0.76
		Perception of the service provider's past performance	3					0.85

Source: The authors

Dysfunctional Customer Citizen Behavior

Customers who cause in some form problems to the company or prejudice the experience of the rest of the customers are a relevant issue to the companies; this kind of consumer is dysfunctional (Yi & Gong, 2006). The dysfunctional behavior of the consumer turns out to be easier to understand in practice, however, the academic understanding of how this phenomenon is generated is somewhat limited (Daunt & Harris, 2012).

This type of customer behavior has been more studied and has increased in both practical and academic interest that has produced several terms regarding the bad customer behavior and the different forms that it has been defined. Dysfunctional customer behavior in the service area has been viewed as behavior that disrupts generally accepted norms of conduct and which is commonly viewed as seedy (Daunt & Harris, 2012). The interest in this growing topic regarding customer dysfunctional behavior is the increasing prevalence of such behavior in service

organizations and the vast associated costs (Yi & Gong, 2006). One of the first definition about, was the one stated by Fullerton and Punj (1993, p. 570) they conceptualized dysfunctional behavior consumer as “behavior in exchange settings which violates the generally accepted norms of conduct in such situations and which is therefore held in disrepute by marketers and by most consumers”.

Some previous studies have used different terms to describe activities that consumers behave. The main characteristic of this kind of behavior is that in some way outcomes opposing to the social and organizational expectations, most of these behaviors are not straightforward to determinate not even easy to generate or avoid (Harris and Reynolds, 2003). More recently the definition has been changing and dysfunctional customer behavior is referred to customer behavior characterized as inconsiderate or abusive that causes difficulties for the service organization, its personnel, and even other customers (Yi & Gong, 2008).

Dysfunctional Customer Citizen Behavior Scales

Customers who exhibit customer dysfunctional behavior have been referred in different forms, for instance; Fullerton and Punj (1993) sets that aberrant behavior of the consumer is one that generally acts in an unaccepted way, respect to the expected citizen behavior during the consumption process and exchange settings. The model is set from the interactions between the consumer traits and predispositions like so the characteristics of the exchange setting and marketing institutions, factors that can be led to behavioral attitudes. They developed a scale with three dimensions: The consumer, the exchange setting and marketing institution and finally the interaction effects, as shown in Table 2 The investigations have had different nuances. Some investigators have not only divided in functional or dysfunctional the citizens' behavior of the consumers. For instance, Woo & Fock (2004) presents a scale holding 3 levels of consumers; Right customers, 'at-risk' right customers and wrong customers.

The paper states wrong customers, in this regard, this behavior is conceptualized as “Those genuinely dissatisfied customers with relatively low ratings on both attribute satisfaction and overall satisfaction. "At-risk" right customers are those who have a higher attribute satisfaction but lower overall satisfaction, or vice versa” Woo & Fock (2004, p. 198). 4 dimensions form the construct: Core service, auxiliary service, tangibles and pricing policy, as shown in Table 2. Likewise, customer dysfunctional behavior has been described variously

as “behavioral acts by consumers, which violate the generally accepted norms of conduct in consumption situations, and thus disrupt the consumption order” Fullerton & Punj (2004, p.1239). In addition to the definition, the authors mention that this type of behavior is very visible and obvious. The research has three dimensions: the nature of the act, the degree of disruption and reaction (s) by marketers and other consumers, as shown in Table 2

Babakus, Cornwell, Mitchell, & Schlegelmilch (2004) refer to customer dysfunctional behavior as unethical consumer behavior. The research provides some findings and understandings regarding the point of view of the consumers about unethical consumer behavior in the context of cross-cultural consumer behavior. In order to develop the research, the authors retake the scale from Vitell and Muncy (1992). With 6 items applying it into 11 different scenarios, as shown in Table 2 Yi & Gong (2008) define Customer Badness Behavior as customer behavior that causes problems for the service company, its employees, and other customers in a thoughtless or abusive manner. Therefore, dysfunctional customers are a major problem because they cause damages for the company in some form and prejudice the consumption experience for other customers. The research is developed by 3 dimensions: Distributive justice, procedural justice and interactional justice as shown in Table 2

More recently Daunt & Harris (2012) explain regarding the motives of dysfunctional customer behavior through an empirical study, the article states that there are main motives which ones can generate dysfunctional customer behavior: Financial gain motives, ego gain motives and revenge motives. The study mentions about customers that have intended conduct; Unkind acts, or insulting during the negatively affected service, this kind of behaviors are constituted as dysfunctional behavior. Within the dimensions of research, Table 2 shows with more details of the scale mentioned.

Table 2
Scales developed to measure Dysfunctional Consumer Behavior

Name	Dimensions	Items	Researcher	Year	Country	Reliability
1	The Consumer	4	Fullerton, R., Punj, G	1993	USA	.
	Aberrant consumer behavior	6				.
	The exchange setting and marketing institution	5				.
2	Wrong customers / At-risk right customers	Core service	Woo, K., Fock, H.	2004	Hong Kong	0.84
		Auxiliary service				0.73
		Tangibles				0.78
		Pricing policy				0.61
3	Consumer misbehavior	Nature of the act	Fullerton, R., Punj, G.	2004	USA	.
		Degree of disruption				.
		Reaction(s) by marketers and other consumers				.
4	Unethical Consumer Behavior	6 items and 11 scenarios	Babakus, E., Cornwell, T., Mitchell, V., Schlegelmilch, B.	2004	USA, Australia, UK and Austria	.
5	Customer Badness Behavior	Distributive justice	Yi, Y., Gong, T.	2008	Korea	0.9
		Procedural justice				0.91
		Interactional justice				0.92
6	Dysfunctional customer behavior	Severity of dysfunctional customer behavior	Daunt, K., Harris, L.	2012	UK	0.91

Source: The authors

BAR AND RESTAURANT CONTEXT IN PUEBLA, MEXICO

Bar and restaurant industry in Mexico and its characteristics

The temporary accommodation, food and beverage preparation services are classified within Sector 72, according to the North American Industrial Classification System (SCIAN 2017). The food and beverage preparation in service industry are some of the most important for the economic development of Mexico; This service industry generates investment, jobs and

is the second most important sector of the tourism sector. The food and beverage sector, includes 568,866 economic units, of which 97%, or 544,937, belong to the subsector of food and beverage preparation services (CANIRAC, 2019). Within this total, 515,059 establishments are dedicated exclusively regarding the preparation of food and alcoholic and non-alcoholic beverages, so only 7223 are about food preparation on request in Mexico (CANIRAC, 2019).

With the exception of self-service restaurants, in Mexico 97% of the establishments dedicated to the preparation of food and alcoholic and non-alcoholic beverages are micro and small companies with a maximum of 10 employees, even with this the average annual growth rate from 1999 to 2019 was 4.5% and comparing the restaurant industry and bars in Mexico with other economic sectors, it can be said that for each private educational unit there are 9.8 restaurants and for each unit of the health sector there are 3.1 restaurants (CANIRAC, 2019).

The restaurant industry in Mexico represented 10.6 of the national economic units with activity during 2013, in addition to employing 6.6% of the people employed in the country. In addition, it affects 48% of the economic activity sectors. Finally, as a national data, 34% of the current expenditure of Mexican families is destined to buy food and 21% of this food and beverages spending is outside the home (CANIRAC, 2019).

Bars and restaurant services industry in Puebla, Mexico

In Mexico, five states concentrate 40% of the establishments dedicated to the service of preparation of foods and beverages. Puebla is one of the states with more restaurants and bars in Mexico as it occupies the fifth position with 27,574 business units, being thus 5.34% of the national total (CANIRAC, 2019). In 2013, Puebla grew by 135% the number of tourists to the entity and Puebla is the city with greater growth in the influx of visitors in Mexico, with an increase of 42.24% at present, those tourists affect the general food and beverages purchase (Rojas, 2013).

The restaurants and bars industry in Puebla, growth 6.4% from 2008 to 2013 and the 22 738 restaurants that exist in Puebla generating 16.7% of the GDP's state (CANIRAC, 2019). Even more, the sector of food and beverages has been consolidated in the state of Puebla, so the average closure is only 0.6 establishments for each new opening and by 2017 is expected to grow to 14% (Galvez, 2016). About the tourist offer of bars and restaurants, in Puebla there are

70 bars and 975 tourist restaurants, placing the state in the eighteenth and ninth place respectively in the national average (INEGI, 2010).

METHOD

The subjects of the research were selected under the inclusion of specific criteria, consider some demographic characteristics like age, gender, educational attainment and place of residence, while income and socioeconomic level were excluded. On the other hand, some consumption characteristics were considered, the subjects must attend with frequency pubs and restaurants. However, the level of consumption and classification of bars and restaurants were excluded. It was developed a qualitative research, through 15 in-depth interviews, the method sought a horizontal communication between the researcher and participants, it studied several factors corresponding to the behavior of the customer citizen and dysfunctional behavior of the customer greater spontaneousness in the natural environment of the interviewees. The in-depth interview is based on consumer citizenship behavior scale developed by Bove, Robertson and Pervan (2003), which is composed of 8 a priori and emergent categories, however, the referred scale was not just used to determine the factors that constitute to generate consumer citizenship behavior, but also was used to compare the factors that constitute to generate dysfunctional consumer citizenship behavior in the context studied.

This study was conducted out in a convenience sample of customers of bars and restaurants, who on average went to these establishments four times during the month in the city of Puebla in Mexico, the interviewees were between 20 and 29 years of age, seven are female gender and eight are male gender. Most of the interviewed had university studies or are currently attending university courses. In the case of those who are already active in the labor field, most of them are dismantled in professional and specialized areas.

Table 3
Characteristics of the interviewees

Interviewed	Gender	Age	Employment	Most frequent place	People with whom they hang out	Bars and / or restaurants assistance frequency
Int-1	F	20	Bachelor's degree student	Bars	Friends	Twice a month
Int-2	M	27	Foreign trade professional	Restaurants	Friends and relatives	Four times per month
Int-3	M	24	Architect	Restaurants	Friends	Twice every three months
Int-4	F	28	Government employee	Restaurants and Bars	Friends	Four times per month
Int-5	M	26	Sales professional	Restaurants and Bars	Friends and relatives	Four times per month
Int-6	F	25	Accounting assistant	Bars	Friends	Four times per month
Int-7	M	20	Bachelor's degree student	Restaurants and Bars	Friends and relatives	Four times per month
Int-8	F	25	Community manager	Restaurants	Friends and relatives	More than four times a month
Int-9	M	24	Tourism professional	Restaurants and Bars	Friends	Once a month
Int-10	M	25	Lawyer	Restaurants and Bars	Friends and relatives	Four times per month
Int-11	F	26	Sales professional	Restaurants and Bars	Friends	Eight times a month
Int-12	M	26	Engineer	Restaurants and Bars	Friends	Four times per month
Int-13	F	20	Bachelor's degree student	Bars	Friends	Two or three times a month
Int-14	M	29	Psychologist	Restaurants and Bars	Friends	Two or three times a month
Int-15	F	28	International business professional	Restaurants and Bars	Friends and relatives	Seven or eight times a month

Source: The authors

ANALYSIS

The analysis and interpretation of the qualitative data are based on the results of 15 In-depth interviews, carried out on Bove, Robertson and Pervan's Scale (2003). The construct is grouped into 8 categories derived by a priori and emergent subcategories. In each category, a series of subcategories were identified in response to indicators provided by the different informants and directly linked to the main themes selected beforehand, which allowed us to manage the accumulation of information gathered during the research and to present the results according to the proposed objectives.

Table 4
Adapted Scale to CCB and DCCB.

Categories	Subcategories of the category
1. Positive word-of-mouth	a. Establishment Value b. Restaurant/Bar Recommendation c. Recommendation Attributes d. People to whom the recommendation is made e. Encouraging others to visit the establishment f. Means of recommendation g. Feelings when others use the recommend the restaurant/bar
2. Suggestions for service improvements	a. Suggestions for service improvements b. Reasons to make or not suggestions c. Means for making recommendations to the establishment d. Staff to whom recommendations are made e. Service Survey f. Response to requests / opinions of the restaurant (studies, focus group) g. Feedback through social networking h. Complaints through social networks i. Stronger motivation in order to make a complaint or feedback
3. Policing other consumers	a. Notify about special situations in establishments b. Provision to prevent problems in the establishment c. Advise other consumers to improve the experiences
4. Active voice	a. Reaction to a negative experience b. Reasons leading to the complaint or omission c. Staff with whom to complain d. Search for external instances
5. Benevolent acts of service	a. Comprehensiveness during service and consumption b. Contribute to employee job

facilitation	c. Let know about service satisfaction d. A sample of appreciations to the establishment
6. Displays of relationship affiliation	a. Use of advertising items b. Types of advertising items c. Reasons to use advertising items or do not use it d. Disposition for buying advertising items or expect them as a gift
7. Flexibility	a. Timeouts and service b. Situations of complacency
8. Participation in organization events/activities	a. Try new services b. Participation in events c. Types of events

Source: The authors based on Bove, Robertson and Pervan's Scale (2003)

Contribution of in-depth interviews

The factors that contribute to develop customer citizenship behavior or to generate dysfunctional customer citizenship behavior in relation to a specific bar or restaurant in Puebla, Mexico based on input from the interviews are analyzed below:

1.POSITIVE WORD-OF-MOUTH

Encouraging others to visit the establishment

A relationship between the factors that consumers consider recommending a place and how others are encouraged and try a restaurant or bar was found. The recommendation is based on their own experiences as the following response show

"Well, it's one of my favorite restaurants and I love the place, and that's where I usually celebrate my birthday" (Int-4).

On the other hand, some consumers encourage others to try the recommended place through expressing some emotional adjectives, showing emotional connection with their favorite restaurant or bar, for example, two interviewed said.

"Well, I tell them with much emotion, I do not know how fantastic the place can be". (Int-7).

"Well, it's one of my favorite restaurants and I love the place, the place I really like is wonderful" (Int-4).

One of the predominating characteristics regarding encouraging to other people is about the consumers will spend a little money;

“How do I encourage them? It's the way they talk about the place, I tell them that because of the way they treat us and above all it's not very expensive, it's cheap to go to certain places (Int-3).

“Well that the place is nice, besides that we are not going to spend a lot of money and speaking hamburgers, it is the best option that I have tried in the city” (Int-1)

The general feeling to recommend a place is based on how consumers have felt themselves over the restaurant or bar then, they take into account the personal experience and decide to make the recommendation. For example, some of the informants said:

“Well, it is one of my favorite restaurants and I love the place, the place I like very much because it is an old house that is decorated as a very alternative place and the food is very good, then yes. And that's where I usually celebrate my birthdays” (Int-4).

“Usually, when I recommended it, I almost always do it with these people, and as companions and since as what the trust offers, because obviously I consume things and they do not know maybe they feel confident by that action” (Int-2).
Means of recommendation.

There are two primary means by which the consumers usually make a recommendation for an establishment: The traditional media and word of mouth. However social networks have achieved an extremely important market place to communicate and therefore of recommendation.

Respondents, in general, have used social networks to make recommendations, although they do not completely replace the traditional media, social networks are used on a large scale. Most of the interviewees use both media, traditional and social networks, one participant said how he uses to make a recommendation... *“verbal, face-to-face and social networks” (Int-7).* Another contributor said: *“Well, I have recommended it, especially on social networks in my personal accounts when I have attended or something like that, I recommend it when they ask me for some specific place and especially if they ask for Italian food is the first one” (Int-8).*

“Through social networks what would include WhatsApp and instant messages, that mainly and sometimes personally, for example; I mean when

you have a direct deal from one person to another or do not know another person new or not new people for example friends of your friends are just like there is to do this, I do not know I think that's how I do it" (Int-13).

2. SUGGESTIONS FOR SERVICE IMPROVEMENTS

The willingness to make recommendations for improvement is divided, some interviewees like to make such recommendations, while others prefer not to. The reasons are varied, and some are related to: the consumer's personality, some specific circumstances, the perceived quality of the service and the time with which the consumers count. Some consumers who do not make suggestions expressed:

"I do not do. I think they are actions that take more time and maybe sometimes the service may not be very good, but it is better to let it happen than wasting time on it" (Int-1).

"Usually not, it is very rare because they do not take it from a good point and take it wrong, so, either ignore the suggestions, it does not go with my personality" (Int-3)

"Only when there is a very notable failure, otherwise not. A suggestion when I know that they can do something better to meet the needs of customers, or for example, when it is not the sauce that I ordered, or is missing a specific ingredient from that typical saucer, or just the attention, hey smile a little more! " (Int-9).

Reasons to make or not suggestions

Some of the participants prefer do not make any suggestions, there are several reasons, among them is remarkable the fact that consumers do not like overreacting to the service's attention, for instance, an interviewed said: *"Because I do not like to feel myself like a king served, if what I find is nice, because I already have that, I'm not asking for more than what I get and if I think that's good" (Int-2).*

Another important element refers to the satisfaction of consumers, when they are satisfied, is when they normally do not make any recommendations, like the following comments exhibit:

"It seems to me that there has not been anything that really makes me enough noise so that I might need to improve on something, right? I guess the situation is right for me" (Int-10).

"Well, when I'm not satisfied is when I leave suggestions, there if I always leave suggestions" (Int-11)

On the other hand, most of the contestants showed that a bad service received in a bar or restaurant, is the main reason why they in fact, prefer to do some recommendation, even when the service is efficient, kindness and cleanliness are highly valued as is exposed by some comments below:

“For example, there are times when food arrives cold, right? Also, the speed with which they should attend you, or perhaps the cleanliness of the place, is something that has happened to me” (Int-9).

“If I ever see him in another restaurant that is not my favorite if I tell the waiter or when I go out to the cashier or if I get to see the captain I make the recommendation, but more serious because something I did not like the service” (Int-15). Finally, some of the consumers prefer to do not make recommendation because they think is a difficult activity, for instance one of the participants expressed the following comment:

“I do not make recommendations because it's complicated and I think sometimes it's just wasting time, it's annoying” (Int-7). Other comments are similar compared to the last one as is shown below.

“Because I do not know how the service is there, but even to give suggestions there is a mailbox where you must write notes, as it is very complex for me to be writing suggestions, I only do that when there is a horrible service” (Int-12).

“I do not make recommendations because usually it is much to write or do, and at the end you do not gain anything” (Int-14).

Complaints through social networks

Some consumers use social networks in some way to thank the service of restaurants and bars, also to look for options, however many also use social networks to make complaints. Consumers are more likely to use social networks to complain when something they do not like during their stay, even those who never use social networks to give a good comment, they absolutely use it to make their complaint, as is shown below:

“Yes, if it's something that bothers me if I would” (Int-1).

“Yes, always, well almost always, most the places or companies to which I have made some observations, have responded, either with an apology or saying that they would take into consideration my complaint or whatever, then yes” (Int-10).

“Twitter is very good for surveys more than Facebook, because Facebook is more sociable, but like to relax. In my point of view, Twitter still has a bit more decency, but they are not paging for that properly” (Int-9).

Stronger motivation in order to make a complaint or feedback

A good service, at times can lead to the costumers to make good comments about the brand of the restaurants or bars that they frequent, by the mean of their preference, however, most of the participants affirmed that a bad service very easily can lead them to make some feedback or complaints. Even those who prefer not to make any feedback if the service is good, they absolutely could make some feedback or complaints if the perform is bad. Some comments below show how poor service is the strongest reason why a consumer can complain or make a feedback:

“Well, it would be bad service, at least in my case, it is a bad service which would give me more confidence to tell them things, to suggest that they have to change so I am not the only customer that wants to enjoy.” (Int-7).

“I think a bad service why? Because we are used to get a good service, well testy, because you are not going to suggest that they continue like this, right? and when something bad comes out, you tell them, that they can lose a customer or even worst they can be already missing me, so I think it's a bad one” (Int-8).

There is a relationship between good service and friendliness regarding the perception of the consumer, although service is well evaluated when it meets different characteristics expected by the client, kindness is the most valued by the respondents. When kindness is missing during the service, this is one of the key factors to make a complaint, the following response from one of the participants exemplifies the issue:

“The situation of kindness, I find that this element of kindness is the most emphasized in a service provided, right? I am even supportive to say that the success of the place depends on a lot on the treatment of its employees in terms of customer service” (Int- 10).

The interviewee previously mentioned explain how he believes that unkindness is equal to bad service, also mentioned that unkindness is the main factor that he considers deciding to return or not to the restaurant or bar, as is reported below:

“I would not return, and I will repeat the same about kindness, at the time when the service is not kind somehow, right? And I do not mean kindness in extremely, like that one that almost get down on their knees, I am talking about that as long as I feel that it is no longer appropriate and it is transgressing your integrity as customer, this case, I think that's when I decide not to go anymore” (Int-10).

About unsatisfactory service as one of the main reasons why some interviewed could complain, some of the interviewed affirmed that they could overlook even some disappointing food conditions but never a bad service. The following comment reflects this finding as shown below:

“I got something that I did not want at all, I asked to change it, they took what I did not like, but I asked to change it, but they didn’t, so, I am willing to tolerate a bad food’s temperature but not a bad service” (Int-14).

3. ACTIVE VOICE

Reasons leading to the complaint or omission

Many of the interviewees said they did not complain in bars and restaurants due to several reasons, including; long processes complaints, lost time and uselessness the following two comments shown some examples:

“Well, because I don’t think it is productive, sometimes I think it takes longer to be changing the product, or they say that there is no more, or something like that, if it doesn’t bother me so much, I better don’t say nothing else” (Int-1).

“Complaints have a very long protocol, in three months they give you an answer that they will do something, or you make your complaint today for example, and in three months they tell you if they are going to proceed or not” (Int-13).

On the other hand, some participants assured that they do not complain if the unsatisfactory situation is not serious and can be overlooked because they rather prefer to do not return and do not recommend that bar or restaurant, as shown below:

“Because I prefer not to return at all, yes there are places to which I no longer return anymore” (Int-14).

“Well, sometimes unless it is something that really annoys me, so I complain and don’t go back to the place, but if it doesn’t bother me so much, then usually I just don’t go back to the place anymore” (Int-2). I don’t like to complain either, I prefer don’t return to the place, or just don’t recommend it, or return” (Int-12).

4. BENEVOLENT ACTS OF SERVICE FACILITATION

Comprehensiveness during service and consumption

A considerable part of the interviewees mentioned that they are usually sympathetic during the service provided in a bar or restaurant, some of them highlighted some of the reasons why they are or could be kind, in this sense the most outstanding reasons are; Empathy with the workers, a lot of affluence in the place and for being frequent clients and having a cordial relation with the employees, some comments below show these assertions:

"I'm very comprehensive, I used to work on that side when I was younger, right? I was on that side, so I think when we go to a restaurant, it's a place that has a complex organization and many times we complain to someone about a mistake that he didn't make, that's it" (Int-10).

"I am very sympathetic with the employees, I even make jokes with them, in fact, they already know me, and always say hi and they give me the wine that I like without asking, and they use to ask me; What am I celebrating? what am I going to want to drink? So, I am very nice to the staff" (Int-8).

A majority of respondents stated that some occasions may be sympathetic to the service provided in a bar or restaurant, nevertheless, this tolerance will depend on internal and external factors of the place, within the external factors highlight the mood of the customers as well as their level of their appetite, while some internal factors are the fact that even when service is slow, consumers observe that employees do everything possible to provide the best service, as shown below:

"It depends, I think it depends on my mood of that day, because if I am in a good mood and I see that they are busy is like it doesn't matter, I try to understand, but if I'm already hungry and I want to eat, it changes" (Int-6).

"Depending on the circumstances. When you realize that a person is new, when they have many people, when we see that it is not their fault directly, I do not get angry, but if the person is responsible and I am not having a good time. then I am not tolerant" (Int-15).

"I can be very tolerant, very comprehensive, if I see them running, it doesn't matter if they are not fast, I can say ok, or if the restaurant is full, I say okay, okay. If treat me very serious but not rude, I understand, but if there are five in a restaurant and three servers are talking, I am not tolerant in that case" (Int-14).

Finally, a minority mentioned not being comprehensive during the provision of the service in bars or restaurants; they generally mentioned that more than 5 minutes for each of the attention required by the service is no longer a time that can be overlooked as shown below:

“No, I am very desperate, I like that when I ask the check it doesn't have to take a long time. Because there is a limit, right? For me, it could be not more than 5 minutes if it takes like 10 minutes, I get angry” (Int-12).

“Well, I think my tolerance is for the times, at 5 minutes I say okay, and at 10 minutes I start being bothered and at 15 minutes I get angry too much” (Int-13).

Let know about service satisfaction

Most respondents usually let known about good service in the bars and/or restaurants they frequent, although some of them ensured that they do it directly, either written or verbal, even by social networks as shown below:

“Yes, for example we have gone to eat, and we really liked the food, so we congratulate the manager because the food was very good or that the service was awesome, as well as I complain I also congratulate” (Int-6).

“If I am completely satisfied, I directly go with the waiter or manager and tell them, if the experience was super good, I try the same through some social network, the one that

“Of course, I congratulate and say thank you, I thank the waiter and I tip him very well, sometimes even when I pay at the table, I go to the cashier and say thanks, everything was very tasty, is how I express that everything was fine” (Int-13).

Other interviewees mentioned that they use to let know their service satisfaction indirectly, either by giving a generous tip, friendly gestures and returning to the establishment, the following comments show the way in which the interviewees let the bar or restaurant know that the service complied their expectations:

“Okay, usually not verbally, but my way is with the tip” (Int-14).

“Just maybe with gestures, or by tipping very well or going back to the place, is my way of saying I like the place” (Int-2).

“Yes, it seems clear to me, specifically speaking of restaurants, the way is tipping decently, that speaks a lot of how satisfied I am, I think that is the best form, I mean not overly money, but at least if you recognize in proportion to what you consumed that service was enjoyable” (Int-10).

“I think you can appreciate the good service by tipping great, that if the service was really good is going to be reflected by the tip” (Int-3).

5. FLEXIBILITY

Situations of complacency

There are several factors that contribute to the costumers who attend bars and restaurants are complacent to circumstances not completely satisfactory that can occur during the service that receives during the visit to the establishment, for instance; oversights by staff, the way which one the staff report the issue, during high demand dates and new places as shown below:

“I would be considerable, if it is a new place for example, right? I'm also very flexible, I cannot be too demanding about it, since I do not know the place, but maybe after an evaluation you can measure that level” (Int-10).

“Let's say if it's a very demanded date, I can be a bit consider, they can tell me; we do not have a reservation at seven, but I can give you an eight-thirty, so I can be accommodating in that regard” (Int-5).

However, most of the interviewees mentioned being more willing to overlook deficiencies of the product that of the service, therefore, the lack of kindness is a reason that would prevent the consumer to be complacent or reasonable as shown below:

“Well, when you obviously go calm down and when people know how to tell you what is happening and make you understand that it is not something that is in their hands and you are not holding back your plans” (Int-1).

“It depends on a lot on how they ask me or how things happen or how they treat you, is how I respond, sometimes it doesn't matter the circumstances even in a mistake about the food, if I am asking politely and people do it in the same way.

RESULTS AND DISCUSSIONS

Throughout this qualitative research, the previous researches and the results obtained were taking relation and emerged some differences. Consumers are more active than in the past and base their decisions on information they receive through the opinions expressed on the Internet (Choi & Kim, 2013). This reality applies to bars and restaurants service in Puebla

Mexico, due to the participation of the customers relative to their participation is present by an active response, feedback, and recommendation through social networks.

CCB is meant, the constructive behavior exhibited by the customer to the establishment (Gruen, 2000). For instance, the interviewees showed how they use to suggest some ideas to improve the services, besides encouraging others to visit the establishment based on their own experiences, in this regard, they bring extra values to companies (Chio & Lotz, 2016). Other perspectives have concluded that CCB is mainly determined by the price and speed of service (Groth, 2005). However, the results of this qualitative research show that customers of bars and restaurants in Puebla Mexico value some attributes such as the kindness and friendly service of the staff of the place above the price of food and beverages.

Another important aspect lies in the citizen participation of the voluntary consumer and its relationship with the intention of the consumer to give back to the establishment, in this respect, Bove, Robertson, and Pervan (2003) mentioned that customer citizenship behavior is voluntary and is not necessarily part of the customers' participation during the service provided. This dissertation by the aforementioned authors is also observed in the results of this research, since most of the interviewees as consumers of bars and restaurants in Puebla Mexico, mentioned that even when they are satisfied with the service provided, would not necessarily let know their satisfaction by showing to the establishment some type or generating some benefit to the organization, the most recurrent response was that they simply return to the place and that is how they demonstrate that they are satisfied.

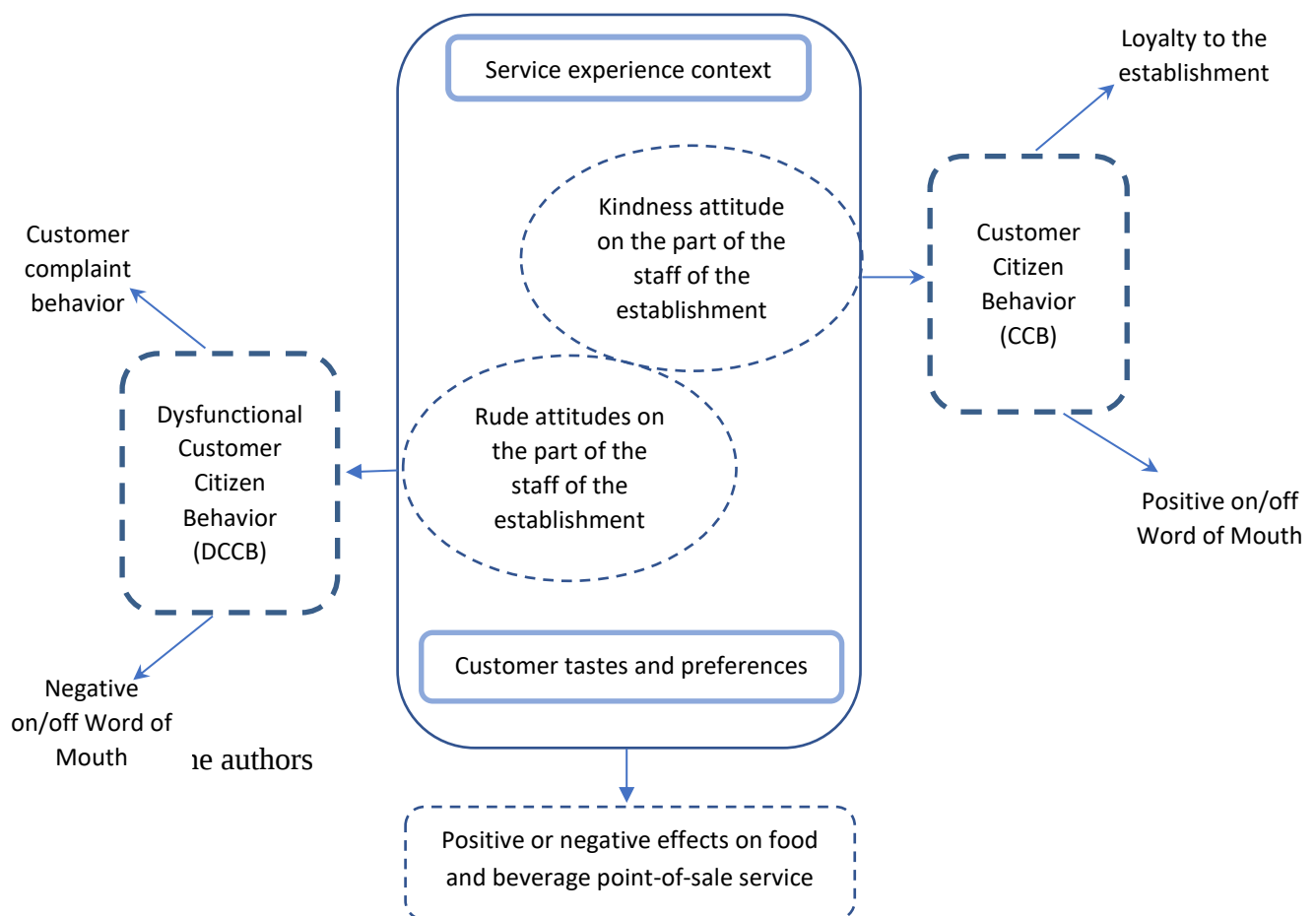
On the other hand, Bove, Robertson, and Pervan (2003) also mention that consumers who show citizen behavior contribute significantly to the efficient development of the service so that the commitment that the consumer makes to the service provider becomes an important forwarder of citizen behavior. However, the results of this research indicate that most of the interviewees mentioned that they are not willing to contribute to the better functioning of the service, unless this benefits them directly, on the other hand even if they develop a commitment to the place by considering it a favorite, many of them are not willing to make it known. Finally,

if they would make public their dissatisfaction if the service did not meet their expectations through all possible means, both traditional and digital.

Finally, the results of the research show a special focus on service, even above the basic elements of the marketing mix and the service environment, customers of bars and restaurants in Puebla in Mexico highly value the friendliness of service and are completely unwilling to put up with a rude or unfriendly attitude on the part of the establishment's staff, being the factors, they appreciate the most. The above is showed explained as follows in Diagram 1.

Diagram 1

Factors to contribute to generate CCB / DCCB in food and beverage point-of-sale service



CONCLUSIONS

In a competitive and changing market, customer focus is relevant to service areas due to as changes occur. It is necessary to study and understand in detail all the issues that service management faces achieving differentiation, competitiveness, and permanence over time, for this reason, the bars and restaurants industry should consider CCB implementation strategies as well as avoid generating DCCB to achieve commercial and profitability objectives. Among the great challenges that the bars and restaurant service industry, management faces are the correct handling and harnessing of the CCB as well as the challenge of minimizing the DCCB and its negative results. In this sense, several investigations have been developed regarding the topic studied, however, the application of the concepts and theories of the CCB and DCCB over specific areas still has a wide field of action.

After the qualitative analysis regarding the factors that contribute to develop customer citizenship behavior or to generate dysfunctional customer citizenship behavior. It specifically concerning bars or restaurants at Puebla, Mexico. It is possible to mention the key aspects those customers consider evaluating as satisfactory service in bars and restaurants in Puebla Mexico mostly are kindness and service quality even over the flavor of the food and the beverages. Nevertheless, as a result as the analysis of the eight categories derived by a priori and emergent ones during this qualitative study, highlights the speed of the service, the clarity of the products description, facilities of the place, and the friendliness of all the participate staff during the service experience.

On the other hand, among the key aspects that could lead to customers show a dysfunctional customer citizenship behavior in bars and restaurants highlights the bad service, exemplified by the customers like the absence of kindness by the staff. The results point to the fact that the customers could overlook even some disappointing food conditions but never a bad service considering this factor as the most valuable one during the service, thus, customers consider that the unkindness is the main factor that they consider deciding to return or not to specific restaurant or bar. Even when some customers do not always let bars or restaurants know their complaints due, they consider that complaining means a long process, lost time, or uselessness, the fact above does not mean they do not show their dissatisfaction. Thus,

sometimes when the service has failed, the customers do not always complain, nevertheless, there are some repercussions over the bars and restaurants business because of the omission of CCB, among them, highlights the negative word-of-mouth due to the recommending is based on their own experiences, the dissatisfied customers will not recommend the place.

A good service, at times, can lead to the customers to make good comments about the brand of the restaurants or bars that they frequent, by the mean of their preference; however, a bad service very easily can lead to making some feedback or complaints. The trend is not to making any feedback if the service is good, but if the service is bad, the customers absolutely could make some feedback, complaints or simply show their dissatisfaction. Among the customer of bars and restaurants, there is a tendency to use social networks as a digital medium to make known their negative or positive opinions about the establishments, even to formally complain about the service provided, such public comments and rapid dissemination reach more consumers, who have high esteem for the evaluations previously made by other diners.

The trend towards social media and its growing participation as a source of information and reference among consumers complement the fact that customers have active participation directly in bars and restaurants to improve the service of other people or avoid situations that undermine the performance in the provision of service. However, they avoid direct participation in service or facility locations if such situations do not directly harm them, customers notify the bars and/or restaurants about certain situations that could occur, even more so if the situation was very annoying for them and it would spoil their service experience.

In a situation where the service has been unsatisfactory for customers, the results indicate that most of them prefer to make their discomfort known through specific attitudes such as: having a rude attitude, not tipping, giving a bad rating to the place through social networks, and reporting the bad service in general. Mostly they prefer to make complaints known to the managers in charge and expect situations to be resolved in the same establishment without having to submit the complaint to the government agencies. However, some customers prefer after an unpleasant service situation in a bar or restaurant, do not to return to the place anymore, without making any complaints or letting the staff know what was unsatisfactory in any way.

The findings obtained from this qualitative research of a plundering nature are the result of a discretionary application of consumers, without delimiting the socio-economic level of consumers and the classification of restaurants and bars focuses on analysis but excludes an evaluation of the results because they are close to the general environment. The research will be contextualized at Puebla, Mexico, which does not represent the entire country so that other applications of the same scale of applied research in other geographic areas could result in different and diverse results. This qualitative research should serve as the basis for further empirical research conducted in different types of social and demographic environments and other states of Mexico or even other countries. This would provide a cross-cultural perspective to a sector such as bars and restaurants which is highly influenced by domestic cultural values.

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