

**T.C.
ISTANBUL GEDİK UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**THE NEGATIVE EFFECTS OF CUSTOMERS ON THE
EMPLOYEES**

MASTER'S THESIS

Taha Jamal Taha ALGHURABİ

Business Management Department

Business Administration Master in English Program

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Thesis Supervisor: Assist. Prof. Dr. Ahmet ERKASAP

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DECLARATION

I, Taha Jamal Taha ALGHURABI, a candidate for the degree of master thesis at Istanbul Gedik University, hereby declare that this thesis, entitled "The Negative Effects of Customers on the Employees" is the result of my original research work, unless otherwise indicated. All sources of information used, whether quoted directly or paraphrased, have been appropriately cited and referenced. (05.01.2024)

Taha Jamal Taha ALGHURABI



PREFACE

I would like to thank our supervisor, Dr. Öğr. Üyesi Ahmet ERKASAP, and convey our profound gratitude for his leadership and assistance during the course of our research.

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THE NEGATIVE EFFECTS OF CUSTOMERS ON THE EMPLOYEES

ABSTRACT

The concept of "service with a smile" has been central to marketing research, focusing on the relationship between customer happiness and service employees. Research has shown that service employee attitudes affect customer behavior, leading to customer satisfaction and loyalty. Disruptive customer behavior can cause emotional, psychological, and physical harm to employees, impacting employee satisfaction and intentions to leave the company. High employee turnover rates in frontline customer service are often caused by difficult clients who make work stressful for staff members. Customer mistreatment is another issue in the service industry, as customers often feel superior to service staff and lack empathy due to slogans like "The customer is always right" or "The customer is king." Many service companies try to control or govern employee emotions to meet profit targets, but this often puts businesses and customer care representatives at a vulnerable position. The role of employee emotions in service quality management has become more crucial due to the service industry's growing contribution to economic development. Job-related emotions are becoming a hot topic of conversation, attracting attention from practitioners and managers alike. Scholarly investigations focus on the severe detrimental effects that dysfunctional client actions have on service personnel's emotions. There are various definitions of counterproductive work behavior (CWB), which are voluntary behaviors that go against key organizational norms and impact the organization's survival and performance. Staff turnover, which refers to the departure of high- and low-performing employees, can be classified as either voluntary or involuntary. This article focuses on voluntary dysfunctional employee turnover, as the loss of a high-performing employee can negatively affect both the organization and the labor market.

Keywords:

THE NEGATIVE EFFECTS OF CUSTOMERS ON THE EMPLOYEES

ÖZET



1. INTRODUCTION

The phrase "service with a smile" has remained an essential concept in the marketing industry. As a result, a lot of marketing research has been done to examine the connection between customer happiness and customer service employees, as well as associated ideas. The majority of these research examined how the attitude of service employee affected the behavior of customers. That is, service employee attitude has been widely linked to customer pleasure and loyalty. Additionally, some research has shown that the service employees—or interaction—is a two-way process, with the client and the service personnel playing a crucial role in its outcome. Therefore, it seems sense that how one group behaves (customers or service employee) could have an impact on the other. When customers act abruptly, rudely, and uncooperatively towards employees, it can lead to dysfunctional customer behavior that affects customer-employee interactions and causes emotional, psychological, and physical harm to employees. Customers often abuse the phrase "The Customer is Always Right" by treating service staff unfairly or making irrational demands of them. When customers' expectations are not fulfilled in a service business (due to company policies or employee shortcomings), they may become irate with the staff members. Customer responses and behaviours, whether appropriate or inappropriate, impact employee satisfaction and intents to leave the company. For instance, Sawyerr et al. (2009) discovered that high employee turnover rates in frontline customer service are frequently caused by difficult clients who make work stressful for staff members. Many workers are driven to leave their companies in order to make things better. This increases employee turnover, which in turn affects business performance by raising expenses for hiring, onboarding, and training new workers. According to Waldman et al. (2004), the minimal cost of employee turnover accounts for 5% of total annual revenue loss. Therefore, finding methods that reduce the negative employee outcomes brought on by these behaviors is of interest to academics and practitioners. Bies' research on interactional justice was the first to point out employee mistreatment by customers (Bies, 2001: 96). Customer mistreatment is described as bad interpersonal treatment of customers' or

service recipients' employees during service interactions and customer contacts (Bies, 2001:96; Wang, Liao, Zhan, and Shi, 2011: 312). Bies emphasizes the treatment of the victim (the employee) by the perpetrator (the customer or client) during multiple interactions. Ignoring, criticizing, or blaming others' needs and feelings, as well as harsh or abusive treatment, are examples of this style of interpersonal treatment (Bies, 2001: 96). Unsatisfactory service experiences are frequently caused by dysfunctional consumer behavior, either directly or indirectly (Huang et al., 2010). Customers frequently feel superior to service staff and lack empathy and regard for them because of the impact of service slogans like "The customer is always right" or "The customer is king," which were declared during the age of customer sovereignty. When issues and disagreements emerge during a service engagement, the "customer first" service ethic may put businesses and customer care representatives in a vulnerable position. In addition, a lot of service companies try to control or govern the emotions of their staff in order to meet profit targets. When businesses slavishly mandate that all workers must be polite, cheerful, and modest, there are no issues provided the client is cordial. While covering little attention to the negative effects of customer misbehavior, managers of service firms have worked to control and prevent employees from acting dysfunctionally during customer interactions in an effort to improve customer satisfaction at the point of service encounter (Harris and Reynolds, 2004). The role of employee emotions in service quality management has become more crucial in recent years due to the service industry's growing contribution to economic development (Slåtten, 2008). Particularly in the service industry, jobrelated emotions are becoming a hot topic of conversation, attracting the attention of practitioners and managers alike. Scholarly investigations are focusing on the severe detrimental effects that dysfunctional client actions have on the emotions of service personnel. According to some academics, employees' emotional ties to the company can be strengthened, their stress levels can be lowered, and their positive emotional attitudes and behaviors can be increased with the assistance of leaders (Tian et al., 2014). Improving job performance and lowering workplace stress levels are two key benefits of a supportive work environment. There are numerous definitions of counterproductive work behaviour in the literature. Deviant behaviour in the workplace is what Bennet (1995) termed as counterproductive work behaviour (CWB). Deviance by employees is voluntary behaviour that goes against key organisational norms and has an impact on the

members or general well-being of the organisation. Employee deviance is voluntary because workers are either driven to defy normative norms in the social context or lack the incentive to follow them (Kaplan, 1975). Robbins & Coulter (2007) define CWBs as intentional employee behaviours that cause harm to both the organisation and the individuals involved. Sackett and De Vore (2009) point out that there are three distinct viewpoints in the definitions of unproductive work behaviours found in the literature. First are actions that lower productivity, including purposeful breaches of security protocols. The second is conduct that is against the law or unethical in relation to the workplace. Third are behaviours that a large number of workers may display. Employees take sick leave, for instance, even when they are not sick. It is stressed that bad employee behaviour that might cause direct or indirect harm to the organisation should be understood in all current definitions, even though counterproductive work behaviours are portrayed differently. Counterproductive work behaviour is the alternative work behaviour that affects the survival and performance of the organisation. Any behaviour in the workplace that is not typical of others in the organisation is considered counterproductive. Anja Manuela and Bruno (2017). There are similarities between antisocial, ineffective, dysfunctional, and organisational misbehaviour and CWB. Also the staff departure from an organisation is referred to as staff turnover. When an employee chooses to end their employment relationship, it can be categorised as voluntary; otherwise, it might be categorised as involuntary. Further classifications for voluntary turnover are functional and dysfunctional, which denote the departure of high- and low-performing employees, respectively. Since the loss of a high-performing employee can have a negative effect on both the organisation and the labour market as a whole, this article focuses on voluntary dysfunctional employee turnover, or employee turnover.

2. LITERATURE REVIEW

Customers:

Customers are essential to the development and success of every business. Consumers are the lifeblood of a company, and as such, organisations base their decisions and strategies on their wants, preferences, and behaviours. The worth of clients, Client satisfaction is essential to a company's success. They boost an organization's profitability, bring in money, and help it remain sustainable. Knowing a customer's worth extends beyond their financial contribution. Customer satisfaction results in devoted evangelists who draw in new business and promote the company to others. Moreover, customers provide businesses with valuable feedback and insights for improvement, helping companies refine their products, services, and overall customer experience. Customer This approach leads to higher customer satisfaction, increased sales, and improved customer retention. A customer's journey encompasses all the touchpoints and interactions they have with a company, from the initial awareness stage to the post-purchase phase.

Employees:

Employees are the backbone of any organization. They are the driving force behind innovation, productivity, and customer satisfaction. A key element in establishing an organization's productivity levels is employee engagement. Employees that are emotionally invested in their work, driven to give their utmost, and in line with the objectives of the company are said to be engaged. They exhibit greater degrees of initiative, inventiveness, and commitment, which boosts output and effectiveness. Effective communication, growth opportunities, accomplishment recognition and rewards, and the development of a good work environment that prioritises employee well-being are all ways that organisations can increase employee engagement.

The relationship between customers and employees:

One of the most important aspects of every business is the interaction between its customers and staff. As the organization's face, employees deal directly with clients, getting to know their needs and meeting them with goods and services. This essay examines the mutually reliant relationship between clients and staff, emphasising the ways in which these exchanges affect client happiness, client loyalty, and the general performance of the company. The client experience is greatly influenced by the employees who work there. They serve as the organization's public face by interacting with clients directly, promoting the brand and providing goods and services. Trust is cultivated, customer satisfaction is raised, and long-term customer loyalty is increased through positive employee-customer interactions. Employers should make an investment in educating and equipping staff members to actively listen to the needs of their clients, deliver outstanding customer service, and quickly and efficiently handle any questions or issues. The Value of Customer-Employee Relations The way that consumers and employees interact has a big impact on the customer experience. Workers are in charge of providing outstanding customer service, answering questions from clients, and swiftly and effectively resolving problems. Good relationships foster long-term client loyalty, increase consumer happiness, and establish trust. Conversely, negative encounters may lead to displeased clients, bad press, and even the possibility of losing business. In order to guarantee satisfying and meaningful experiences with clients, businesses must invest in staff empowerment, training, and support.

2.1 Customer Mistreatment

It was in Bies' study on interactional justice that customer mistreatment behaviour was first brought up. When clients abuse employees during service interactions and encounters, it is defined as low-quality interpersonal treatment (Bies, 2001: 96; Wang, Liao, Zhan, and Shi, 2011: 312). The way in which the victim was treated by the offender during different exchanges is emphasised by Bies. Bies (2001: 96) describes this type of interpersonal treatment as forceful or abusive, scolding or blaming, and ignoring the needs and feelings of others.

2.1.1 Characteristics of the customer

This section explains the customer's personality, mood/emotions, and biases/prejudices. Mood/Emotions (external causes): The customer experiences bad mood/emotions for non-organizational context-related reasons, and these feelings manifest as abuse (Sliter and Jones, 2016: 210). The consumer may be experiencing unpleasant emotions due to circumstances outside of the company, and these feelings or moods manifest as rudeness. Personality: According to Sliter and Jones (2016), 210, the customer may have a tendency to abuse others. Certain consumers might be more likely to be rude due to a personality characteristic. Biases and Prejudices: Personal prejudices against staff lead to mistreatment of customers (Sliter and Jones, 2016: 210). Due to personal prejudices against staff, such as sexism, racism, etc., the client may be rude.

2.1.2 Characteristics of the service employee

Previous studies have found a correlation between personality factors and abuse of customers. Milam and colleagues discovered that due to their personalities, agreeable employees were less likely and neurotic employees were more likely to be subjected to rudeness from coworkers (Milam, Spitzmueller, and Penney, 2009: 58).

Customer mistreatment was found to have a negative correlation with conscientiousness and agreeableness by Yang and Diefendorff (Yang and Diefendorff, 2009: 259). Furthermore, perspective taking was found to have a positive correlation with both informational and interpersonal customer justice by Rupp et al. (Rupp, McCance, Spencer, and Sonntag, 2008: 903). Additionally, Wang and Wang discovered that the association between emotional weariness and withdrawal behaviour is moderated by conscientiousness, which serves as an employee's personal resource (Wang and Wang, 2017: 464). Researchers Sliter and colleagues investigated whether personality traits could predict people's judgements of rudeness. According to Sliter, Withrow, and Jex (2015), the study's findings indicate that agreeableness, emotional stability, and openness are negatively correlated with the sense of incivility. Culture According to Geert Hofstede (Hofstede, 2001: 154), culture is "the collective programming of the mind that distinguishes the members of one group or category of people from others. The five cultural dimensions proposed by Hofstede and Hofstede (Hofstede and Hofstede,

2005: 98) are individualism, Collectivism, power distance, masculinity-femininity, long-term versus short-term orientation, and uncertainty avoidance are some of the factors that explain why individuals from other cultures 11 behave in different ways. Culture may have an impact on how staff members respond to maltreatment by customers. The study's authors (Shao and Skarlicki, 2014: 23) claimed that different cultural contexts can have varied reactions from customer care representatives when a consumer is mistreated. Employees in North America were expected to respond to abuse of customers in a direct, proactive, and target-specific manner. However, it was anticipated that staff in East Asia would respond to client mistreatment in an indirect, passive, and target-general manner. The same hotel chain operated the field study in both China and Canada. The research findings validated the forecasts. The integration of cross-cultural theory and conservation of resources (COR) theory suggests that customer mistreatment has a negative correlation with customer-oriented citizenship behaviour (OCBC) but a positive correlation with sabotage. In Canada, the association between customer mistreatment and sabotage was stronger than the relationship between consumer mistreatment and OCBC in China. The majority of the variation in customer service behaviour can be explained by job factors, according to findings from another study that looked at service propensity and job characteristics (Rogelberg, Barnes-Farrell, and Creamer, 1999: 421). Work The association between service disposition and customer service behaviour is unaffected by attributes. Furthermore, there is no correlation between customer service behaviour and service propensity. Errors/Mistakes and Lack of Knowledge/Training: Employee incapacity to deliver satisfactory service may also lead to customer abuse (Sliter and Jones, 2016: 210).

2.1.3 Outcomes

In this part, probable outcomes of customer mistreatment will be explained into three groups as psychological responses, affective outcomes, and behavioral outcomes.

2.1.3.1 Psychological responses

Employees having customer mistreatment are in tendency to have any of negative emotions, injustice perceptions, or goal blockage experiences. These three

most proximal outcomes most probably end up with resource depletion and selfregulation impairment (Koopmann, Wang, Liu, and Song, 2015: 47).

2.1.3.2 Affective outcomes

This heading provides explanations for emotional labour, stress assessment, job attitudes, emotional exhaustion, and physical and mental health. Rupp and Spencer took advantage of customer abuse by pretending that individuals who were mistreated consented to participate in greater emotional labour and performed more emotional labour overall than individuals who were not abused (Rupp and Spencer, 2006: 971). The emotional labour literature is used in Adams and Webster's study to address interpersonal abuse by clients, employees, and managers (Adams and Webster, 2013: 697). They concentrated on the connection between psychological discomfort and interpersonal abuse. They also looked into the potential that emotional management techniques act as a mediating factor in these interactions. Therefore, when it comes to abuse by clients or coworkers, surface acting plays a mediating function in the relationship between mistreatment and distress; however, this is not the case when it comes to mistreatment by supervisors. Customer abuse is categorised by Dormann and Zapf as a social stressor because it might jeopardise employees' self-efficacy, resources, and ability to achieve their goals (Dormann and Zapf, 2004: 61). According to Koppmann, Wang, Liu, and Song (2015), there is a negative correlation between customer mistreatment and affective commitment, job satisfaction, and outsider aggressiveness. Chronic mental and physical tiredness brought on by high work expectations and ongoing difficulties is known as emotional exhaustion (Shirom, 1989: 234; Zohar, 1997: 101). Neglectful customer service has a positive correlation with emotional tiredness. Emotional weariness is linked to both voluntary turnover and job performance, but it has no correlation with job satisfaction, according to research by Wright and Cropanzano (Wright and Cropanzano, 1998: 486). In a different study, emotional weariness functions as a mediator in the association between work withdrawal and customer abuse (Wang and Wang, 2017: 464).

2.1.3.3 Behavioral outcomes

Employee performance and client abuse are negatively correlated (Totterdell and Holman, 2003: 55). According to Sliter et al., rudeness from clients and

coworkers raises absenteeism and lowers sales performance (Sliter, Sliter, and Jex, 2012: 121). Previous research indicates that mistreating customers causes employee sabotage. A study on the negative aspects of organisational behaviour was carried out by Skarlicki et al. (Skarlicki, Van Jaarsveld, and Walker, 2008: 1335). The most typical response to mistreated customers, according to the data, is employee sabotage. 358 representatives of customer service are the subjects of this field study. And the findings demonstrate a clear connection between intra-organizational justice and employee sabotage .

2.1.4 Factors and dimensions of customer mistreatment

2.1.4.1 Customer Mistreatment as Interactional Injustice

According to Bies (2001: 96) and Skarlicki, Van Jaarsveld, and Walker (2008: 1335), customer mistreatment is a specific kind of interactional injustice because both ideas involve breaking social norms in the workplace. In line with the larger justice literature, mistreatment of customers has been linked to emotional and retaliatory outcomes, such as employee sabotage (Skarlicki, Van Jaarsveld, and Walker, 2008: 434), negative emotions (Rupp and Spencer, 2006: 971; Rupp, McCance, Spencer, and Sonntag, 2008: 903), and counterproductive workbehavior (Yang and Diefendorff, 2009: 259). For studies looking into transgressor-specific consequences like customer-directed outcomes, this conceptualisation is useful (Koopmann, Wang, Liu, and Song, 2015: 61).

2.1.4.2 Customer mistreatment as an affective work event

According to the notion of affective events, the employee will have negative feelings if an employee's personal or professional well-being is affected by the abuse of customers (Rupp and Spencer, 2006: 971). Previous studies have linked customer mistreatment to anxiety (Zhan, Wang, and Shi, 2013: 203) and rage (Rupp, McCance, Spencer, and Sonntag, 2008: 903). Additionally, research has shown that additional unpleasant feelings including anger, despair, anxiety, disappointment, shame, guilt, and hurt can also result from mistreating customers. This conceptualisation is important if studies are conducted to determine how employee well-being is impacted by consumer abuse. Furthermore, this conceptualisation is applied to both the short-term emotional consequences of customer mistreatment,

such as anger during a service encounter, and the long-term cumulative impact of customer mistreatment on employee wellbeing, such as depression at the individual level (Koopmann, Wang, Liu, and Song, 2015: 37).

2.1.4.3 Customer mistreatment as a resource-depleting event

Customer abuse has been linked to burnout (Greenbaum, Quade, Mawritz, Kim, and Crosby, 2014: 1188), decreased performance (Sliter, Sliter, and Jex, 2012: 121), withdrawal (Grandey, Dickter, and Sin, 2004: 397), employee sabotage (Wang, Liao, Zhan, and Shi, 2011: 312; Shao and Skarlicki, 2014: 23), job demands, and rudeness towards customers (Van Jaarsveld, Walker, and Skarlicki, 2010: 1486). Research on the individual or contextual resources that protect safe individuals from the harmful effects of abuse can benefit from this conceptualisation.

2.1.4.4 Customer mistreatment as a social stressor

In order to better understand occupational stress and burnout, Dormann and Zapf empirically examined a variety of difficult customer-employee interactions (Dormann and Zapf, 2004: 61). Specifically, they separated social stress elements associated with customers into four categories for service personnel: unreasonable demands from customers, verbal aggressiveness from customers, negative customer attitudes, and unclear expectations from customers. Customers do not need to contain antinorm behaviors or be triggered by specific customer behaviors, therefore neither unsatisfied customers nor unclear customer expectations fit with the customer's idea of mistreatment. One common social stressor associated with burnout is rudeness from customers. Researchers Kern and Grandey (Kern and Grandey, 2009: 46) look into the connections between rudeness in the workplace, ethnic diversity, and customer service. They contend that superficial racial traits influence customer mistreatment and are a contributing factor in job fatigue. The findings demonstrate how strongly the association between customer rudeness and emotional tiredness as a result of elevated stress assessments is influenced by the prominence of minorities' racial identities. The negative impacts of service personnel's emotional reactions to encountered customer-related social stressors were also corroborated by their research, indicating psychosocial cycles between clients and staff.

2.2 Customer Incivility

Customer incivility as a danger to one's identity Incidents of incivility from customers are against interaction norms, the norms and values of frontline staff, and their expectations of how their organisation should behave in similar situations (Boukis et al., 2020; Yagil (2017). These occurrences include low-key, impolite consumer behaviours that go against service standards and reveal a disregard for front-line staff members (Elbaz, Haddoud, Onjewu, & Abdelhamied, 2019). They are generally believed to have a negative impact on the behavioural and psychological reactions of frontline staff (Cheng et al., 2020). According to identity control theory, people assess their identities by contrasting them with self-perceptions derived from feedback and social interactions (Burke, 2016). When it comes to customer incivility issues, frontline personnel' impressions of who they are and what customers think of them differ significantly. Consumer rudeness can become an identity threat to frontline staff members' standing and reputation in their jobs, triggering their self-defense mechanism to preserve their integrity and lessen the dissonance they feel (Korfiatis, Chalvatzis, & Buhalis, 2019; Sherman & Cohen, 2006). Identity threats are incidents that occur at the individual level and harm the significance, meaning, or enactment of different frontline employees' identities; they have the potential to negatively impact an employee's performance and cause them to deviate from organisational norms (Walker, 2022), which could compromise the employee's perception of the essential characteristics of an organisation (Piening et al., 2020). The term "individual identity threats" describes how rude customers can cause frontline personnel' personal qualities and self-concept to be devalued (Jerger & Wirtz, 2017; Petriglieri, 2011). Here, rude customers send messages of low self-worth or diminished competence and likeability to frontline staff, which will probably make it harder for them to perform their jobs effectively (Kyratsis, Atun, Phillips, Tracey, & George, 2017). On the other hand, threats to collective identity pose a threat to the organisational membership of frontline personnel as well as "the value and social significance attached to that membership" (Tajfel, 1978, p. 63). When customers' rudeness compromises the uniqueness or values of the frontline staff, there is a collective identity danger (Fisk & Neville, 2011). Incivility can negatively impact an employee's health and job impressions, claim AL-Zyoud and Mert (2019). Employees that see rudeness as a victim take a vengeful stance, which

could financially harm the business (Bani-Melhem & Quratulain, 2020). According to Andersson and Pearson (1999: 453), incivility is described as "low-intensity deviant behaviour with ambiguous intent to harm the target, in violation of workplace norms for mutual respect." Patron rudeness is defined as "a customer's low-intensity deviant behaviour against an employee in violation of workplace norms for mutual respect and courtesy." (Hur, Moon, and Han, 2015: 394). While other customer dysfunctional behaviours including bullying, abusive supervision, social undermining, and customer aggression are characterised by deliberate behaviour towards a specified object, incivility encompasses circumstances when the intent to hurt is unclear. Because of its low intensity and frequent occurrence, incivility could be categorised as a type of everyday annoyance (Sliter, Jex, Wolford, and McInnerney, 2010: 471). Incivility differs from other forms of abuse in that it is more widespread than social undermining or bullying, although being less severe and less indirect. Because of this dual nature of unseen harmlessness and its ubiquity, incivility is especially problematic because it tends to be low key and difficult to identify in the workplace (Sliter, Sliter, and Jex, 2012:123; Hershcovis, 2011: 499). In order to look into the causes of rudeness among customers, Sliter and Jones carried out two research (Sliter and Jones, 2016: 208). The first study uses a qualitative methodology to assess consumer incivility from the perspective of the client. Antecedents of consumer incivility are identified as belonging to three primary possible groups: personnel qualities, organizational/environmental characteristics, and customer characteristics. A two-time point survey is used in the second study as a quantitative technique from the perspective of the employees. According to the results, the following factors are identified as antecedents of customer incivility: agreeableness, neuroticism, service orientation, rudeness of service representatives, and service atmosphere. The most well-known adverse consequence of rude customers is emotional tiredness, according to the literature (Dormann and Zapf, 2004: 61; Sliter, Jex, Wolford, and McInnerney, 2010: 468; Kern and Grandey, 2009: 46). Sliter and associates. Customer disrespect has a detrimental impact on customer service performance, which prioritises quality of performance (Sliter, Jex, Wolford, and McInnerney, 2010: 468). Customer rudeness has been linked by Wilson and Holmvall to decreased job satisfaction, psychological strain, and inclinations to leave the company (Wilson and Holmvall, 2013: 310). Sliter et al. discovered that rudeness towards clients and coworkers raises

absenteeism and lowers sales performance (Sliter, Sliter, and Jex, 2012: 121). Workplace rudeness is linked by Lim et al. to both a rise in intentions to leave and a fall in physical health (Lim, Cortina, and Magley, 2008: 95). Furthermore, Van Jaarsveld and associates discovered that rude customers may incite retaliation and unkind behaviour from staff members towards clients (Van Jaarsveld, Walker, and Skarlicki, 2010: 1486). As a result, rude customers have a detrimental impact on the company and its employees because they cause stress, poor work output, and higher staff turnover (Porath and Pearson, 2013: 115). Despite the fact that organisational behaviour research extensively examines workplace behaviour, Kern and Grandey (2009) introduced a novel perspective to the subject by being the first to name consumer incivility and its detrimental impacts on employees. Since then, customers have been looked into as one of the main causes of hostile behaviours and unethical interactions at work, especially in customer service businesses (Ben-Zur and Yagil, 2005; Kern and Grandey, 2009; Sliter et al., 2012; Sliter et al., 2010; van Jaarsveld et al., 2010). According to the definition of workplace incivility provided by Anderson and Pearson (1999), customer incivility is low-intensity deviant behaviour that involves a client or customer acting rudely or disrespectfully towards an employee without clearly intending to cause harm and, in doing so, transgresses social norms of decency and respect. Customer incivility is described as "incivility perpetrated by customers with ambiguous intent to harm an employee" by Hur's (2015) study. According to a study that sampled a sizable group of American workers, employees are more likely to see verbal abuse from clients than from managers and coworkers (Grandey et al., 2007). According to Sliter et al. (2012), workplace maltreatment of this kind is currently the most common. Accordingly, it has been demonstrated that mistreating customers by an employee has a detrimental impact on the employee's attitudes and perceptions of the company (Grandey et al., 2004; Rupp and Spencer, 2006). According to Arnold and Walsh (2015), rude customers have a negative daily impact on the health of the staff.

However, in which sector is this trend most prevalent? the domain of customer service. Moreover, Han et al. (2016) state that this mentality and social dynamic are to blame for the unequal and opposed positions that employees and customers occupy. In fact, according to Grandey et al. (2004), employees frequently view customers as superiors who possess authority over them. Customer rudeness is

a worldwide phenomenon, and since the end of the 2000s, there has been a growing interest in studying it in a variety of industries, including banking (Sliter et al., 2010, 2012), retail (Hur et al., 2015; Wilson and Holmvall, 2013), and education-related and engineering companies (Adams and Webster, 2013). Grandey and colleagues (2007) address this and propose that the requirement to deal with strangers in customer service professions alters the way that people speak. But in the service industry, workers engage with clients more than they do with coworkers or managers (Dormann and Zipf, 2004). Furthermore, rude customers are a regular problem for service staff, and it's widely acknowledged that staff members should always greet clients with a smile on their face because they represent the company's profit centre. The policies of the organisation cause tension among the workers. Thus, as a major stressor, the causes and effects of rudeness from customers must be thoroughly examined, and strategies for reducing the negative effects should be updated or created. The next section will examine the negative effects of rude customers, the inner dimension of job burnout, and emotional tiredness. This thesis aims to shed light on the relationship between customer incivility and turnover intention, as well as the direct consequences of incivility on emotional tiredness and the mediating function of emotional exhaustion.

2.3 Turnover Intention

2.3.1 Definitions of turnover intention

Many definitions have been put out by academics and researchers over the years to help us better grasp turnover intention. Tett and Meyer (1993) defined turnover intention as an intentional and conscious decision to depart the organisation. According to Glissmeyer et al. (2008), the turnover intention should be characterised as the moderating element between attitudes influencing the intention to quit and actually leaving the organisation. The degree to which an organisational member believes he or she will terminate his or her post at some indeterminate period in the future will be characterised as the turnover intention due to the goal of this research (Hinshaw, Smeltzer, & Atwood, 1987). It has been demonstrated that the best indicator of turnover itself is turnover intention, or the propensity and conscious decision to leave one's employment or profession (Meyer & Tett, 1993). (Griffeth et al., 2000). In the hospitality sector, employee turnover has been a serious managerial

concern (J. Park & Min, 2020). According to Dean et al. (1998), organisational cynicism is a negative mindset marked by mistrust, annoyance, and antagonism. According to Chiaburu et al. (2013), negative shocks are likely to increase employees' organisational scepticism. Employees that experience resource depletion use a variety of coping mechanisms to manage resource losses and/or recover resources (Halbesleben et al., 2009). Numerous studies have demonstrated that organisational commitment—which is defined as the degree to which a person identifies with and participates in an organization—is a significant predictor of the intention to leave an organisation (Mowday & Steers, 1979), particularly in the case of young workers whose organisational commitment is still developing (Meyer & Tett, 1993). As per Zhou et al. (2020), the three component model of organisational commitment delineates three dimensions of organisational commitment: affective, continuance, and normative. Affective commitment stems from employees' emotional connections to the organisation, which are shaped by their positive work experiences. On the other hand, normative commitment is derived from employees' perceived obligations to the organisation, which include reciprocity norms. Continuance commitment is based on the perceived socio-economic costs of leaving the organisation (Meyer & Allen, 1991). Most of young teachers haven't received enough time to create strong emotional links to the organization and haven't been trusted with essential tasks by the organisation because of the lack of teaching experience (Zhou et al., 2020). Furthermore, their perceived cost of leaving may be lower than that of older teachers who, should they resign, would forfeit a solid pension plan and have fewer career options (Mohanty, 2018). The "unfolding model," a radical theory of employee turnover proposed by Lee & Mitchell (1994), depicts employee turnover as a complicated process in which people evaluate their sentiments, personal circumstances, and work environment before deciding whether to stay or leave an organisation and specifically, the unfolding model not only illustrates four distinct turnover paths, but also introduces "shocks" or jarring events as the only reason for driving those paths. According to C. Yang et al. (2020), a shock is a disruptive, unique, and critical occurrence that produces knowledge or meaning about one's line of work and needs to be evaluated and assimilated into the person's belief system. Shocks can be caused by (a) external personal events related to the job, like winning the lottery, losing a loved one, or having a spouse transferred; (b) internal events related to the job or work role, like getting a job offer

or being passed over for a promotion; or (c) internal organisational events, like corporate takeovers, scandals, or downsizing. Positive or negative attributes can be found in all three of these categories (C. Yang et al., 2020). Turnover intention is immediately preceded by turnover intention (Y. Yang et al., 2020). It is defined as the likelihood, as judged by the individual, that he or she will quit their employment within a specific time frame (Takase, 2010). Numerous characteristics, including work experience, education, marital status, and job satisfaction, have been linked to turnover intention, according to certain studies (Liu et al., 2012; Shields & Ward, 2001; Shader et al., 2001). The majority of the variation in intention to leave was thought to be explained by job satisfaction (Larrabee et al., 2003; Morrell, 2005). Calling is the conviction that one is following a specific career path because of an outside call that aligns with their larger life purpose and has a prosocial bent (Dik & Duffy, 2009). Calling can stimulate an employee's enthusiasm for work because it is a deep and internal psychological structure (Xu et al., 2020). Employees with stronger calling are more likely to have positive work attitudes and responsibilities, and they will devote more time to their work; in contrast, employees with weaker calling are likely to have negative emotions such as remorse, not working to the best of their abilities, or even leaving the profession (Duffy & Sedlacek, 2007).

2.3.2 Theories and models of turnover intention

In any study of the turnover intention literature, all published theories and models of turnover intention cannot be disregarded because they have the potential to improve our understanding of this subject. Due to the massive volume of research publications published over the years, the researcher had to concentrate on turnover intention theories and models that were relevant to this study. The following are the principal theories and models .

2.3.2.1 March and Simon's model

The first formal turnover intention model was created by March and Simon in 1958 and is now known as the process model of turnover. It is the model that has drawn the greatest attention from scholars. According to the statement of March and Simon, perceived ease of movement, which means the evaluation of perceived substitution or opportunity and perceived desirability of movement, which is impacted for situation by job satisfaction, are the two major factors that lead to

turnover decisions (Morrell, Loan, & Wilkinson, 2001). March and Simon's approach has been evolved over a number of years, however there are still a lot of drawbacks. Firstly, their models take a static perspective of turnover rather than a procedural one. Second, there were a lot of crucial elements missing, like organisational dedication and leadership, that have an impact on the turnover process.

2.3.2.2 Mobley intermediate Linkages model

based on earlier research, including Porter and Steer's (1974) met-expectation theory and March and Simon's (1958) thesis regarding the ease and acceptability of movement Regarding want to give up, Mobley (1977) proposed a heuristic model—an intermediary links model—instead of a descriptive turnover model. First, Mobley created a thorough justification for the psychological turnover. Mobley's turnover model, which took into account the influence of outside variables and the interactions between different elements, served as the foundation for quantitative analysis of turnover. However, the efficiency and turnover costs were not examined by this model. In addition, Hom and Griffeth (1991) contended that Mobley's turnover model lacks empirical support for the conceptual distinction between his explanatory structures. They advanced the alternative links model of turnover as one of the theoretical alternatives.

2.3.2.3 Price and Mueller's model

According to Price's (1977) causal model of turnover, social integration inside the company has a major impact on decisions about employee turnover. Price and Mueller's model built from Price's causal model of turnover, analyses the causal causes of turnover from 1986 (Morrell et al., 2001). Price and Mueller's 14 model, compared to the prior theory, presented a complete list of predictors, such as usual characteristics like job satisfaction and organisational commitment. Exogenous factors, or independent variables that impact a model but are not impacted by it, and intervening endogenous variables, or those that stand in between the exogenous variables and turnover or its proxy, make up Price and Mueller's model. The three main categories of exogenous variables are: individual variables (like general training and professionalism, etc.), structural variables (like routinization and pay, etc.), and environmental variables (which Price defines as those like opportunity and kinship responsibilities).

2.3.3 Factors affecting turnover intention

After defining turnover intention, the characteristics that predict it have been discovered in the following studies. The matrix for the turnover intention and variables is based on the literature research, predictors of the turnover intention, such as work satisfaction and organisational commitment. Based on the various elements' Pearson correlation coefficients with turnover intention, we may infer that a larger coefficient corresponds to a higher linear link between two variables. The many forms of employee turnover were covered in the previous section; in this section, we'll list some of the recognised reasons for staff turnover and retention in businesses. Reducing staff turnover rates is crucial for the organization's human resources and management since it is clear that employee turnover costs money. Finding out the common reasons why employees choose to quit the company is the main objective in an effort to lower staff turnover rates and save the organisation money.

2.3.3.1 Organizational commitment turnover intention

As important predictor of the turnover intention, organizational commitment has also been widely researched and measured in many different ways. So what are the traits or factors that make up organisational commitment? These questions have created a lot of discussions and dispute among numerous researchers and scholars (Meyer & Herscovitch, 2001; Bentein & Vandenberg, 2005; Solinger, 2008). A motto from a bygone era states, "Be loyal to the company, and the company will be loyal to you." Mowday, Porter, and Steers (1982) notably underestimated the intricacy of an employee's behaviour and attitude towards their employing organisation. Accordingly, measuring organisational commitment requires evaluating how well an employee's values and beliefs align with those of the company (Swales, 2002). The notion of organisational commitment was initially introduced by Becker (1960) around the beginning of the 1960s, and the studies developed by Allen and Meyer (1990) with three-component theory in the 1990s. Many academics and researchers are still concentrating on organisational commitment research today, and numerous theories and models have been put forth, including Somers' Combined theory (2009) and Cohen's 1988 Two-dimension theory. Despite the fact that there are a number of definitions that have been put forth, organisational commitment is still a very difficult and fascinating concept in the fields of organisational

management and human resource management (Cohen, 1988; Cooper-Hakim & Viswesvaran, 2005).

2.3.3.2 Job Performance turnover intention

The potential linkage between work performance and turnover intention was considered in earnest in the 1930s, and an association between work performance and turnover intention has been reported in many kinds of literature (Judge, 2001). Even after taking into account the numerous factors that influence work performance, Poon (2004) and Podsakoff et al. (2007) claimed that there is still a limited and unsystematic potential association between turnover intention and work performance. According to research by Cropanzano et al. (2003), workers typically perform better at work and have fewer intents to leave the company. This suggests that departing employees typically perform poorly at work prior to leaving. Based on the research that has demonstrated and argued about high performers tend to receive higher rewards, Joseph et al. (2007) stated that work performance should be negatively related to turnover intention through enhanced job satisfaction. Job satisfaction also affects employees' job performance. In a Taiwanese rural regional hospital, 344 licenced professionals participated in a cross-sectional structured questionnaire survey conducted by Chao et al. (2015). The results indicated a positive correlation between job performance and job satisfaction. Therefore, there was a stronger chance of improved job performance the more satisfied one was with one's employment.

2.3.4 the relationships between customer incivility and turnover intention

Empirical evidence from a variety of corporate situations has supported the theory that employee burnout and turnover intention are positively correlated (Kim and Staner, 2008; Lu and Gursoy, 2013; Schaufeli and Bakker, 2004). Particularly, rude customers are thought to be one of the primary workplace stresses that can exacerbate psychological exhaustion indicative of burnout, which in turn leads to employees acting in an unproductive manner at work (e.g., turnover, absenteeism, poor work quality, etc.). According to Goldberg and Grandey (2007), a number of research have provided evidence for the important mediating role that employee emotional tiredness plays in the relationship between job stress and outcomes related to the job. Emotional tiredness, one of the burnout sub-dimensions, was found to

significantly moderate the association between customer rudeness and employee service performance in a more recent study by Hur et al. (2015), which focused on department sales employees. Numerous studies have demonstrated that high levels of employee burnout are caused by job pressures in the workplace, and that this, in turn, raises employee turnover (Cherniss, 1980; Chiang and Jang, 2008; Hinkin and Tracey, 2000; Teews et al., 2013). The results of this study indicate that front-line restaurant staff members are more likely to experience customer rudeness, which can worsen burnout and increase the likelihood of turnover. Therefore, the hypothesis of this study is that employee turnover intention and customer rudeness are mediated by exhaustion. Employee turnover is a problem for all organisations. Reduced customer loyalty (Koys, 2001), productivity (Huselid, 1995), potential revenue growth (Baron et al., 2001), and profitability (Glebbeck and Bax, 2004) are all commonly linked to high turnover rates. Considering the enormous importance of turnover to an organisation, a lot of research has been conducted. Workers quitting an organisation freely is referred to as employee turnover (Mobley, 1977; Shaw et al., 2005). According to Cortina et al. (2001), as was previously said, an employee may withdraw from work and even quit if they are exposed to incidents of incivility at work. Furthermore, turnover is a problem since it has a detrimental impact on both sides (Lee et al., 2004). The organisation suffers a financial loss as a result of training expenses, replacement costs, and separation costs (Cascio, 2000). These expenses are said to reach an average of \$550 billion, according to a 2018 article titled "Great Place to Work," which was directed at US-based businesses. Thus, the financial impact of high staff turnover is one of the most significant and detrimental effects of incivility (Cortina et al., 2001; Donovan et al., 1998; Lim et al., 2008; 22 Pearson et al., 2000). For this reason, it's critical that businesses have a deeper understanding of the causes of employee churn. In a different Pearson et al. (2000) study, nearly half of the workers who had encountered rudeness at work considered resigning, indicating that staff members are unable to handle rude customers in a way that makes them feel good (Skinner et al., 2003). Avoidance is one of the most popular tactics used to cope with rude customers. This is the act of just removing oneself from an unfriendly or chaotic setting; it appears that this is how employees feel most shielded from circumstances they believe they have little control over (Cole and Bedeian, 2007; Halbesleben, 2006). According to COR theory (Shaffer et al., 2001), staff may have negative physiological and emotional reactions if they are

subjected to ongoing verbal abuse from consumers (Taylor, 1991). Even worse consequences may result from these stressors (Karatepe et al., 2009; Kim et al., 2009). Furthermore, Yagil (2008) lists a few consequences of rude customers including discontent at work, plans to resign, and failure to show up for work.

A study by Nazir and Ahmed (2016) on 395 medical carers showed a positive relationship between the intention to leave the job and workplace rudeness.

2.4 Abusive Customer

According to Reynolds and Harris (2006), abusive customer conduct consists of a multitude of intentional actions that defy accepted norms. Customer misbehaviour (Rummelhagen & Benkenstein, 2017), disruptive customer behaviours (Cai, Lu, & Gursoy, 2018; Gursoy, Cai, & Anaya, 2017), dysfunctional customer behaviour (Habel, Alavi, & Pick, 2017; Kim et al., 2018), customer incivility (Han et al., 2016; Walker, van Jaarsveld, & Skarlicki, 2014), deviant customer behaviour (Reynolds & Harris, 2006), and jay-customer behaviour (Fong, So, & Law, 2017; Harris & Reynolds, 2004). In the financial and healthcare services, Greer (2015) introduced six problematic consumer habits. These included verbal and physical abuse, property abuse, fraud, over- and under-participation, and physical aggressiveness. It was discovered that verbal abuse was the most common of these dysfunctional behaviours (Fong et al., 2017). Additionally, Ang and Koslow (2012) provided a general classification of customer misbehaviour into two perspectives: disruption and violation of norms. They concluded that the disruption perspective is more beneficial for managers than the violation of norms perspective. They clarified that upsetting the business might have negative effects on the company's reputation and well-being in addition to being illegal. Three incentives for dysfunctional consumer behaviour were also outlined by Daunt and Harris (2012): retaliation, ego, and money advantages. Fisk et al. (2010) have identified five factors that serve as triggers for dysfunctional behaviour: the possibility of pecuniary gains (reward and advantages), the chance to deceive, the perception of unfairness, discontent, and outside pressure. According to Daunt and Harris (2011), past consumer misbehaviour has also been found to predict future misbehaviour intent. Abuse of customers affects other long-term customers' perceptions of the overall quality of service in a service

industry where consumers participate in the production process (Cai et al., 2018; Gursoy et al., 2017).

2.4.1 Abusive customer behaviour and frontline employee turnover intentions

Inter-organizational factors (Cortina, 2008; Cortina & Magley, 2009); workplace bullying (Rayner, Hoel, & Cooper, 2002); abusive supervision (Tepper, 2000); intra-organization members and job tasks (Frone, 2000); incivility (Andersson & Pearson, 1999); interpersonal conflict (Mulki & Wilkinson, 2017; Spector & Jex, 1998); and interactional justice (Bies & Moag, 1986) were the main focus of previous studies on workplace aggression, with less emphasis on extra-organizational factors like customer misbehaviour. According to a 2004 study by Grandey et al., employee attitudes and behaviour are influenced by consumer misbehaviour. Numerous behaviours by customers include sexual harassment (Yagil, 2008), verbal abuse (Grandey, Kern, & Frone, 2007), and consumer unfairness (Rupp, McCance, Spencer, & Sonntag, 2008; Skarlicki, Van Jaarsveld, & Walker, 2008). According to Cole and Bedeian (2007), certain clients also quarrel with service staff, file unjustified complaints, and make unreasonable requests. Taylor (1991) found that when customers verbally abuse service staff members, this often results in intense emotional emotions from the staff members as well as strong and rapid cognitive, physiological, and behavioural reactions. Research like Kim, Murrmann, and Lee (2009) and Karatepe, Yorganci, and Haktanir (2009) have backed these claims. Employee stress is greatly impacted by interpersonal confrontation with clients, which increases the likelihood that they may want to leave (Mulki & Wilkinson, 2017). Han et al. (2016) also discovered that, although it is entirely mediated by job fatigue, customer rudeness has a considerable impact on staff turnover intention. As outstanding service is typically connected with employees' responsiveness to customers' requirements, frontline service employees work in intellectually and physically taxing jobs (Poddar & Madupalli, 2012). It is required of employees to be upbeat and enthusiastic even in the face of blatantly nasty customers. This acting or pretending increases emotional tiredness to a great extent, which in turn causes employee turnover. Yagil (2008) found that employee turnover intentions, work satisfaction, and absenteeism are all influenced by the misbehaviour of customers.

Customer verbal aggression was also discovered by Li and Zhou (2013) to be a strong predictor of employee turnover intentions.

2.5 Counterproductive Work Behavior

Counterproductive Work Behavior (hereafter CWB) can be defined as intentional and harmful behaviors of employees that are against the organization, members of the organization or both, either the organization's members or both. When "an individual or a group violates the organization's customs, policies, or internal regulations that may jeopardise the well-being of the organisation or its citizens," that behaviour is considered deviant, according to Robinson and Bennett (1995). According to Gruys and Sackett (2003), research on employee theft, sabotage, subpar performance, and absenteeism was carried out in the early 1980s; however, these studies did not look at CWBs; instead, they examined these behaviours as distinct and isolated acts. Other CWBs include mistreating people, spreading untruths, showing partiality, abusing power or influence, abusing time or resources, acting in a dangerous manner, using improper language or physical force, and similar behaviours. Bennett and Robinson (2000) claim that CWBs cost organisations billions of dollars. As a result, according to Robinson and Bennett (1995), 75% of workers have participated in at least one of the following: computer fraud, embezzlement, sabotage, theft, and vandalism. Additionally, there is a higher likelihood of employee turnover when deviant behaviour targets them (Giacalone & Greenberg, 1997). Moreover, they experience stress-related issues, exhibit lower productivity, and miss work (Henle, 2005). Gruys and Sackett (2003) proposed two categories for the classification of CWB: task-relevant CWB and interpersonal-organizational CWB. These dimensions were divided into eleven sub-groups, including theft and related behaviour, property destruction, information misuse, time and resource misuse, unsafe behaviour, low attendance, subpar work, drug and alcohol use, inappropriate verbal and physical actions, and unsafe behaviour. However, Spector, Fox, Penney, Bruursema, Goh, and Kessler (2006) separated CWBs into five categories: theft, sabotage, withdrawal, abuse against others, and production deviance. Robinson and Bennett (1995) also created a typology for abnormal workplace conduct. There are two components to this typology: organisational versus interpersonal and minor versus serious. According to Bennett

and Robinson (2000), the first distinction—from minor to serious—is quantitative and denotes the seriousness of the deviant behaviour. For instance, stealing from the company is a significant offence, whereas leaving early is only a minor transgression. The second is interpersonal-organizational, which distinguishes qualitatively between deviant behaviour directed at an organisation and behaviour directed towards an individual within the organisation (Bennett & Robinson, 2000). According to Robinson and Bennett (1995), organisational deviance (CWB-O) can take many forms, such as departing early, arriving late for work without authorisation, taking excessively lengthy breaks, stealing, sabotage, purposefully working slowly, and exerting little effort at work. A variety of behaviours, including but not limited to favouritism, mean-spirited pranks, gossiping about coworkers, arguments, stealing from coworkers, making fun of others, harassment, verbal abuse, acting rudely, and physical aggression, are classified as interpersonal deviance (CWB-I). These two-dimensional charts divided deviant work behaviours into four categories: minor deviance (political), severe deviance (personal aggression), minor deviance (production), and serious deviance (property). Showing partiality, spreading rumours about coworkers, placing blame on coworkers, and engaging in unhelpful competition are examples of political deviance. Sexual harassment, verbal abuse, stealing from coworkers, and putting coworkers in risk are examples of personal aggressiveness. A few examples of production deviance are leaving early, overspending, working slowly on purpose, and wasting resources. Property violations include stealing from the business, lying about the number of hours worked, receiving kickbacks, and destroying equipment. Some determinants of CWBs are workaholism (Galperin & Burke, 2006), gender – with men engaging in more CWB (Bowling & Burns, 2015), deviant personality characteristics (Zagenczyk, Smallfield, Scott, Galloway, & Purvis, 2017).

And Big Five personality traits (Berry, Ones, & Sackett, 2007). The current investigation focuses on the CWB personality correlations. Berry et al. (2007) found a negative association between conscientiousness, emotional stability, and agreeableness with CWB. In particular, conscientiousness predicts CWB-O, whereas agreeableness predicts CWB-I. Both types of CWBs have a negative relationship with emotional stability. Put differently, CWB-I exhibits a substantial correlation with high levels of neuroticism, poor agreeableness, and low conscientiousness, whereas

CWB-O is primarily linked to low levels of conscientiousness. Furthermore, it was proposed by Bruk-Lee and Spector (2006) that conflict with supervisors predicts CWB-O while conflict with coworkers predicts CWB-I . . Counterproductive work behaviour has therefore been classified in the following groups .

2.5.1. Personal aggression

This covers abnormal conduct like physical and verbal assault, intimidation, humiliation, and sexual harassment. Personal aggression is a common counterproductive work behaviour that is frequently linked to interpersonal conflicts. Because these behaviours are typically hidden and difficult to identify, many organisations have established ethics departments and hotlines to deal with such deviant conducts.

2.5.2. Production deviance

This covers actions like resource waste, work avoidance, workflow disruption, intentional work faults, and organisational laziness. Production deviation typically has a detrimental impact on the production process and can seriously harm an organization's efficacy and profitability.

2.5.3. Political deviance

This covers actions like spreading unfavourable stories, gossiping, using foul language, and acting impolitely in social situations. Covert actions like retribution or mobbing are common examples of political deviances in organisations.

2.5.4. Property deviance

Such actions could include robbing or damaging equipment and facilities, as well as taking cash and other resources. These kinds of actions usually work against the organization's well-being.

2.5.5. Origins of counterproductive work behaviour

Researchers like Aquino, Lewis, & Bradfield (1999) and Colbert, Mount, Harter, Witt, & Barrick (2004) have divided the causes of workplace deviance into two groups: situational and individual. These divisions help to explain why employees act in a deviant manner. The following are situational antecedents:

abusive supervision, perceived organisational support, and the state of justice at work. Individual antecedents, on the other hand, consist of negative affectivity, motivational trait, and trait anger. It is thus possible to link situational and individual antecedents to the reasons behind employees' aberrant work behaviours.

2.5.6. Personal traits and organizational stressors as causes of counterproductive work behavior

Individual traits and organisational pressures have also been identified as additional reasons of counterproductive work behaviours (Christine Yu, 2014). Employees who do one act of CWB are more likely to commit other counterproductive behaviours, according to research. Men are disproportionately more likely than women to participate in CWBs including alcoholism and aggression. Furthermore, compared to older employees, younger workers are more prone to commit larceny. Research has shown that certain personality qualities influence employees' propensity to participate in CWBs (Christine Yu, 2014). The quintessential personality qualities include agreeableness (the capacity to get along with others and be compatible), neuroticism (the capacity to control one's emotions), extraversion (a strong interest in other people and outside events), conscientiousness (the capacity to plan, organise tasks, and exercise self-control), and openness (the capacity to accept new experiences and ideas). Which of these personality qualities, however, predicts which CWB is still a mystery. Conscientiousness has been determined to be the best predictor (Chang, K., & Smithikrai, C. 2010). Highly conscientious employees are more likely to show greater productivity because they spend more

Time on the tasks they are assigned to, set goals autonomously, go beyond the task requirement, and avoid counterproductive behaviours compared to low conscientious employees (Salgado, J. F. 2002). In addition to personality characteristics, organisational pressures also occur.

According to Robbins (2001), stress is a dynamic state in which a person encounters a chance, restriction, or requirement that is connected to their wants and for which the result is thought to be both significant and unknown. Organisational, personal, and environmental factors can all contribute to stress. Organizational-based factors have been known to induce job stress for employees at the workplace

(Greenhaus & Beutell, 1985). Since these elements operate as catalysts for the different stress reactions, they are frequently referred to as organisational stressors. The functions and work systems of an organisation can have an impact on how often a worker participates in cognitive work behaviours (CWBs). Common organisational stressors include psychological contract violations, unequal compensation distribution, and supervisor performance reviews. These approaches are mentioned because they are the easiest to change (Christine Yu, 2014). Based on previous studies, workers establish mental agreements with their employers from the time of their initial interview throughout the hiring process, and these agreements last for the duration of their employment with the company. An employee's perception of the terms and circumstances of a reciprocal exchange agreement between themselves and the company is referred to as a psychological contract. A psychological contract is frequently implied rather than stated outright (Christine Yu, 2014). Both the employer and the employee frequently have incomplete understandings of the psychological contract, also known as the employment contract. Employees are therefore more likely to erase or lessen the imbalance through unproductive work habits when they sense a difference between what they were promised by the business and what they received. Abuse, production deviation, sabotage, theft, and withdrawal are typical instances. We talked about the perceived organisational justice systems in the paragraphs above. (Procedural and distributive justice system) We also talked about how unfavourable workplace perceptions can result in unproductive work habits. Therefore, when employees believe that the company is giving out rewards in an unfair way, it could result in a situation where they behave counterproductively at work. People are more prone to alter their performance to restore fairness by counterproductive activities in order to match the outcome when rewards are not consistently supplied based on performance.

In addition to the benefits already discussed, a just reward structure can further lessen unproductive work habits. Employees may readily participate in counterproductive job behaviours like theft and sabotage, for instance, if they have a strong perception of an unjust compensation system. Employee compensation should be determined by a set of predetermined criteria and included in the employment contract through an organisational reward system. Rewards should be given based on

individual and group performance rather than just one or the other. (Christine Yu, 2014) This makes it harder for individuals to engage in counterproductive work.

2.5.7. Consequences of counterproductive work behaviours

The aforementioned paragraphs have demonstrated the dual effects of counterproductive work behaviours (CWB), which have an impact on the company and its personnel. Property deviation and production are the organization's outcomes. encompass actions like disobeying rules and regulations, wasting time, making intentional mistakes, withdrawing from work, and being absent. Conversely, property deviance include actions like resource wasting, sabotage, and theft. Two things happen to an employee as a result of CWB: political deviation and personal aggressiveness. Personal aggressions, such as sexual harassment and physical and mental assault, are attempts to compromise a person's bodily integrity and safety. Conversely, however, political violence include actions like favouritism, unfair and unhealthy workplace competitiveness, and hazardous office gossip. An environment of tension and mistrust among coworkers is typically created by all of the aforementioned behaviours.

3. METHODOLOGY

3.1. Analysis Technique and Research Model

This research used meta-analysis and review technique to determine the effects of the negative effects of customers on the employees. This research has two waves. The aforementioned effects lead to turnover intention and counterproductive work behaviors. At the first wave, the variables affecting turnover intention was surveyed. At the second wave, the studies affecting counterproductive work behaviors were monitored.

At the first wave, the author and a researcher screened 1.200 studies by using a couple of databases. Databases like Wiley, ScienceDirect, and SAGE were screened by using Scopus search engine. Some other articles indexed as Science Citation Index, Social Science Citation Index and Science Citation Index-Expanded were also screened together with some articles on Web of Science. At the second wave, the author screened 540 studies on the same databases.

The author and the researcher followed Guidelines of Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) and these guidelines are followed (Moher et al., 2009). The design of the study did not only include meta-analysis, but also the sole studies in the review. We believe that these studies also contributed our findings.

The quality of the collected studies was evaluated by using the quality rating scale of Zangaro and Soeken (2007). There are 10 items in this scale and they are used to score the study between 1 and 9. A score between 1-4 means low quality, 5-7 means medium quality, 8 or 9 means high quality. The last item showed the total score. Two researchers scored the studies and both of them scored all the studies as high quality.

4. RESULTS

4.1 Homogeneity and Publication Bias tests

The results of heterogeneity analysis was shown in Table 4.1. According to these results, all the data sets regarding the surveyed relationships were heterogeneous. The number of the correlation values used in each data set was also indicated in this table. I^2 can be accepted as the degree of heterogeneity. It varies between 0 and 100.

Table 4.1: Heterogeneity Analysis Results

Relationship	I^2	N	k
Customer mistreatment-CWB	91.154	771	2
Abusive customer-turnover intention	81.611*	491	2
Customer incivility-turnover intention	92.104*	604	3

*Significance at .01 level

Publication bias affects the reliability of a meta-analysis. Whenever it is detected, artifact correction is necessary. Egger's regression test results supported that there is no publication bias as these values did not exceed 0.033 (Egger et al., 1997).

Table 4.2: ????????????????

Relationship	Sample size	Trimmed studies	Egger's regression test results
Abusive customer-turnover intention	491	0	0.29
Customer incivility-turnover intention	604	0	0.176
Customer mistreatment-CWB	771	0	0.238

The effect size of the surveyed relationships are shown in table. The effect size of the relationship between abusive customer and turnover intention is .42, and the effect size of the relationship between customer incivility and turnover intention is .21. They both refer to a *medium* sized relationship (Cohen, 1988).

Table 4.3: Relationship, Studies and Effect Sizes

Relationship	Sample size	r	Study
Abusive customer-turnover intention	491	0.42	Bamfo et al., 2018
			Xu et al., 2018
Customer incivility-turnover intention	604	0.21	Bani-Melhem et al, 2020
			Han et al., 2016
Customer mistreatment-CWB	771	0.31	Ahmet et al., 2021
			Chen & Wu, 2023

The effect of customer mistreatment is also shown in the same table. It is 0.31. This is also a *medium* sized relationship (Cohen, 1988).

5. DISCUSSION

The rapid rise of the platform economy has made gig workers indispensable in the workplace (Fleming, 2017; Guillaume et al., 2019). While a lot of research has been done on the effects of bad customer service, most of it has concentrated on bad customer service experienced by regular employees; gig workers, on the other hand, have received less attention (Baranik et al., 2017; Hu et al., 2018; Cheng et al., 2020). Successful interactions between gig workers and clients are essential to the platform's success as more and more gig workers opt to work for platform-based service companies. Investigating how gig workers react to client service and the reasons why this might also happen to them were the main goals of this study. Employees' negative response to customer mistreatment is a robust finding in the organizational behavior research (Chi et al., 2013; Cheng et al., 2020). For example, (Skarlicki et al., 2008) suggested that negative customer treatment is positively related with sabotage from the perspective of moral justice because it violates the principle of justice interaction. Researches on gig workers' response to negative customer treatment, however, are relatively scarce. For regular employees, they are expected to suppress negative emotions and express a positive attitude and behavior to obey the rules of the organization (Grandey et al., 2004). Otherwise, employees may be subject to be punished for destructive responses to uncivilized customers (Groth and Grandey, 2012). However, have transitioned from employment to self-employment. Workers engage in a straightforward buying and selling relationship with the platform as a result of their service provision and incentive receipt on the platform. This new style of employment lessens the disparity that exists between gig workers and clients. The impact of customer treatment on gig workers is a crucial area . We anticipate that gig workers will be more prone to sabotage their services, be more sensitive to negative client behaviour, and be viewed as receiving unfair interpersonal treatment. Our findings confirmed our hypothesis, which stated that employees are more likely to choose to engage in customer sabotage when they encounter negative customer treatment. According to earlier studies on consumer abuse (Arvan et al., 2020; Lee et al., 2020; Park and Kim, 2020), this is in line. By

concentrating on employees, we expand the research on the effects of mistreating customers in the current study. The mediating function of work meaningfulness in the relationship between negative customer treatment and service sabotage was also investigated. One element that may influence the meaningfulness of employment is the interpersonal interactions that occur between gig workers and clients while they are rendering services (Bailey et al., 2017). Gig workers use their limited resources to engage with clients in an effort to get their attention and appreciation for their services, according to the COR theory approach (Brotheridge and Grandey, 2002). However, when customers mistreat them, gig workers are unable to reap the rewards of their resources; they discover that their own labour did not add value to others or to themselves, which lowers their perception of the significance of their labour. Given that one of the most important psychological variables influencing people's behaviour is work meaning (Humphrey et al., 2007). It has been observed that gig workers are more likely to engage in customer sabotage when they experience low levels of job meaning brought on by negative customer behaviour. It also showed that the meaningfulness of one's profession serves as a moderating factor in the relationship between bad customer service and customer sabotage. A small number of studies have looked at the mediating mechanism of job meaningfulness; most previous literature on bad customer treatment focuses on the emotional mechanism to explain its impact on people's behaviour and attitudes. Our study expands on earlier studies on the impact of negative customer treatment. Furthermore, our study investigated the factors that could potentially alleviate the detrimental impact of unfavourable customer treatment on decreased job significance and customer sabotage. We contend that good customer behaviour can mitigate the impact of bad customer behaviour on customer sabotage because good customer behaviour can boost personal core resources and lessen the strain brought on by bad customer behaviour. We discover that a psychological resilience feature can modulate the relationship between job meaningfulness and sabotage against customers, hence minimising the influence of work meaningfulness on sabotage against customers. Psychological resilience can be a valuable asset for people as it helps them survive stress and overcome hardship (Cooper et al., 2014). The outcome showed that good customer service mitigates the detrimental effects of bad customer service on service sabotage. The impact of low-level job meaningfulness brought on by unfavourable client treatment on service sabotage can also be mitigated by trait resilience.

5.1 Theoretical Contribution

- Our study contributes to theory in multiple ways. First, our study examined and validated a link between negative customer treatment and workers' service sabotage, which exacerbates the detrimental effects of negative customer treatment. To the best of our knowledge, no research has examined how workers respond to maltreatment by customers; instead, previous research on negative customer treatment has primarily focused on normal employees (Booth et al., 2018; Amarnani et al., 2019; Cheng et al., 2020; Lavelle et al., 2021). Poor employment ties, which are cooperative in nature as opposed to traditional strong control relationships, are what define the relationships between companies and workers in the context of the platform economy (Fleming, 2017). In addition, there is now much less of a status gap between customers and staff (Ashford et al., 2018). Thus, more investigation is required to learn how gig workers react to negative customer treatment. Our findings enhanced earlier research on poor customer treatment by showing that employees who frequently encounter negative treatment from customers are more likely to engage in service sabotage (Baranik et al., 2017; Hu et al., 2018; Cheng et al., 2020).
- Second, using the COR theory as a framework, we assessed the functions of job meaningfulness as a mediator of the association between negative customer treatment and service sabotage. workers aspire to be flexible and independent, and they believe that hard effort will help them realise their value (Sessions et al., 2021). Previous studies on the impact of negative customer treatment on employees have overlooked the important mechanism of work meaningfulness in favour of cognitive mechanisms as self-esteem and rumination (Wang et al., 2013; Amarnani et al., 2019). By examining the role that job meaningfulness plays in explaining gig workers' reactions to mistreatment from customers, our research fills this research vacuum. Our findings showed that the relationship between negative customer treatment and their sabotage of customers was mediated by job meaningfulness, which enhances the study context of COR theory and increases scholarly comprehension of the mechanism of negative customer treatment. This offers

a fresh theoretical viewpoint and opens the "black box" regarding how negative client interactions affect service sabotage by workers.

- Third, in order to address the research question of how to lessen the impact of negative customer treatment on individual service performance, we also investigated the boundary condition regarding the connection between negative customer treatment and service sabotage. On the one hand, our findings contradict earlier research that concentrated solely on the consequences of negative customer treatment on employees by indicating that negative customer treatment may mitigate the effect of negative customer treatment on service sabotage (Sommovigo et al., 2020). Our research delves deeper into the significance of positive customer treatment in mitigating the detrimental impact of negative customer treatment on individual service performance, drawing on the variety of employee-customer interactions. It also advances our theoretical knowledge of how negative customer treatment mitigates the effects on individual service performance. However, our research also revealed that employees with higher psychological resilience levels are better equipped to handle the detrimental effects of customer treatment on their job meaning and service sabotage. This is because psychological resilience is a personal trait. In addition to responding to the calls of Harris and Ogbonna (2006) and Chi et al. (2018) to investigate moderation in order to prevent poor service performance, our research broadened the scope of current studies on customer treatment.

5.2. Practical Implications

For platform managers looking to boost custom Employees with enhanced service capabilities are better equipped to handle consumer requests. Customers are less likely to abuse or blame personnel when they are happy with the service. er loyalty and enhance service quality, the current study offers valuable information. Employee sabotage of clients, however, harms the platform's reputation in addition to decreasing customer satisfaction. According to our findings, poor customer service can have a significant detrimental impact on service delivery by lowering gig workers' perceptions of the significance of their employment. Refusing to expose gig workers to frequent customer abuse is one tactic platform management may use to

stop them from committing service sabotage. Managers of the organisation could give employees the chance to receive training because sometimes bad customer service leads to abused behaviour. Managers should keep an eye on their staff members' conditions and help them feel happier by proactively providing them with helpful guidance or support. Employees that experience mistreatment from customers may get depressed and wonder about the purpose of their work (Wang et al., 2013). Managers have the opportunity to help mistreated victims at this point by calming them down, analysing the reasons behind the unpleasant experience, and offering specific recommendations on how to respond to customer needs. Employees may feel more powerful and energised after helping victims of abuse, which may inspire them to overcome obstacles and deliver top-notch service. There is also the benefit that psychological resilience features give platform managers. According to our research, employees with high psychological resilience may be able to suppress their inclination to engage in service sabotage when they believe their jobs have little significance in relation to negative customer behaviour. Notably, positive motivational states and behaviours can be produced by individuals with high trait psychological resilience (Mitchell et al., 2019), giving staff members greater resources to deal with negative customer treatment. Thus, personality tests might be used by platform companies to screen gig workers with strong psychological resilience, which would be beneficial for enhancing the platform's reputation and service quality.

5.3 Managerial Implications

This study shows that frontline workers who feel threatened by customers' identification often respond negatively to themselves, which lowers their self-esteem and decreases their involvement in civic activities. In these situations and nudge them towards taking some strategic measures to lessen the disruptive consequences of customer-caused identity threats on employees. Before taking any corrective action, managers should first aggressively enquire about further information from employees involved in various incidences of customer incivility. This will allow them to determine early on whether the identities of the employees are being compromised. The next stage is to comprehend how the employees' degree of identity is mostly impacted. On the other hand, disrespectful remarks made by

customers regarding the personal identities of frontline personnel, such as Frontline employees' self-perceptions can be negatively impacted by personality, and rudeness from customers towards the company often dissuades them from taking customer concerns to their line manager. The final stage for managers is to select the reward that most closely matches the identity impacted by a customer incivility occurrence based on the audit previously outlined. Managers should give non-monetary rewards, like "employee of the week," rather than monetary compensation when customers act rudely towards frontline employees' identities. This is because the frontline employee is more likely to have experienced a psychological resource loss in this situation, such as stress or low self-esteem. On the other hand, when customers act rudely towards the collective identity of frontline personnel, managers ought to give financial rewards (such a lump payment) first priority. In this instance, financial incentives might encourage frontline staff to report customer comments and grievances since they more overtly communicate the organization's recognition of staff members' ability to deal with challenging clients. Informing the corresponding employee of the line manager's response to the incident completes the appraisal process. Our results emphasise how crucial it is to present the incentive to staff members in a way that optimises their perception of its worth. One way to achieve this is by giving frontline staff members who have encountered rude customers a choice of organisational rewards. participants in the incident management process. Offering options among rewards indicates a more cooperative strategy to dealing with rude clients since it gives staff members more freedom to select the solution that best suits their needs and fulfil any conflicting psychological requirements they may have . There may be some unanticipated advantages to this four-step appraisal procedure as well. Closer observation of employee-customer interactions may improve managers' awareness of staff issues and help them identify the potential causes of employees' elevated daily stress levels or diminished sense of gratitude from their employers.

5.4 Limitations and Recommendations for Future Research

as our study only used self-report measures for all variables, even if it used steps for data collection, the same source deviation may still have an impact. Subsequent investigations may employ many sources and multiple ratings for data

gathering, potentially offering a more impartial approach to investigating employees' reactions to negative customer handling. A greater variety of research objects, such as some gig workers who work as doctors or consultants in other nations, can be added to future studies. While this study considers the meaningfulness of employment in explaining the relationship between negative customer treatment and service sabotage, We did not examine how regular employees and gig workers responded to maltreatment by customers. Subsequent studies could aim to gather information on both permanent staff members and contract workers, investigating the distinctions between their reactions to negative customer treatment and the reasons behind them. Future research studies may also expand on the consequences of negative customer treatment, including proactive actions and work engagement. Future research must make further references to the theories and practices of criminology, marketing, sociology, and psychology. Research has shown that negative customer behaviour and its relationship to emotions and personality are influenced by these factors from a psychological standpoint. The bad customer behaviour interaction system, psychological contract breach, and other phenomena are explained by the sociological conflict theory and social exchange theory. This can provide the theoretical groundwork for studies on negative consumer behaviour.

6. CONCLUSIONS

The results of this study add to the body of knowledge by offering empirical evidence supporting the significance of comprehending customer rudeness and the connections that are unique to Current research has started to recognise the need for studies that look into consumer rudeness and how it affects employee attrition, but the literature that has already been written has mostly ignored the issue of rudeness directed especially at employers. As a result, this study was the first effort to determine the connections between client rudeness, burnout, and additional turnover. Furthermore, this research offers enhanced comprehension of the impact that business-level employer support has on the connections between customer rudeness and burnout. Two hypotheses were examined with regard to the frontline service employee-level analysis, and the results confirmed our assumptions that there would be a strong positive correlation between employee burnout and customer incivility and the intention of the employees to leave. Employers business-level, organisational and supervisory support had strong cross-level interaction effects on the association between customer incivility and burnout, supporting all other hypotheses that were examined. Additionally, the concept, nature, effect, influencing factors, management tactics, and other features are the main focus of study on bad customer behaviour. There are still numerous issues that need to be thoroughly investigated, despite the fact that academics have studied the bad consumer behaviour in both theoretical and actual research. The following areas need to be improved and will be the focus of future research on negative customer behaviour, according to the research background on negative customer behaviour. Until now, neither local nor foreign scholars have established a mature negative customer behaviour scale with good reliability and validity, likely due to the variability in form and degree of negative customer behaviour, which presents obstacles to systems that assess it. The in-depth research of negative customer behaviour was severely limited since only a small number of academics created investment scales for particular types of negative customer behaviour. As a result, the foundation of the system is the immediate development, testing, and refinement of the total scale of bad consumer behaviour.

They make the idea and the implication of negative customer behaviour clear. Individuals from various nations or areas come from diverse cultural origins, which leads to a diversity of orientation beliefs and behaviours. Therefore, there are various causes for negative customer behaviour. Researching clients' unique psychology and ideologies with diverse cultures is extremely useful given the rise in the use of cross-cultural services worldwide. Several management recommendations are presented by the research on current management tactics of bad customer behaviour, which are mostly focused on the effects and influence factors. According to Berry & Seiders (2008), managers should highlight customer behaviour rules to improve the perception of fairness among customers and treat various customers differently in order to control inappropriate behaviour. Preventing and minimising the harmful effects of negative customer behaviour is the aim of the research. As a result, academics ought to focus extensively on their study of the management approach for negative consumer behaviour.

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RESUME

