

***Majors: HRM
S.No. H12***

***Impact of customer incivility on turnover intention; a mediating role of job
burnout in front-line workers of five star restaurants in Islamabad***



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Spring 2023

FINAL PROJECT/THESIS APPROVAL SHEET

Viva-Voce Examination

Viva Date 13/7/2023

Topic of Research: *Impact of customer incivility on turnover intention; a mediating role of job burnout in front-line workers of five star restaurants in Islamabad*

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Abstract

Employee turnover continues to represent one of the most significant challenges faced by restaurant industry, and customer incivility is regarded as being related to this phenomenon. In order to obtain a better understanding about the relationships between customer incivility, restaurant frontline service employee burnout and their turnover, information was collected from 169 frontline service employees working in five star restaurants of Islamabad, Pakistan. Employees provided details of their experiences and attitudes regarding customer incivility as well as information on their job burnout and turnover intention. Results confirmed that customer incivility has a positive relationship with restaurant frontline service employee job burnout. Further, this study found that the relationship between customer incivility and turnover intention through job burnout were mediated. The moderating roles that organizational support and supervisory support play upon the relationships between customer incivility and burnout were also investigated. Results confirmed that organizational and supervisory support moderates the relationship between customer incivility and burnout.

Keywords: Employee burnout, turnover intention, customer incivility, organizational support, supervisor support, front line employees.

ACKNOWLEDGEMENT

In the name of Allah, the Merciful, the Beneficent.

All praise be to Allah Almighty for the completion of this thesis. I would like to express my sincere gratitude to my supervisor Ma'am Zara Saleem for her supervision, constant support, patience, motivation, enthusiasm regarding this topic. Her guidance helped me throughout the process of the research and writing of the thesis.

I would like to pay special thanks to Dr. Harris Laeeque for helping me out in my thesis. Throughout the process he served as a great mentor and kept me motivated. Through his guidance I was able to complete it well in time.

My deepest gratitude goes to my beloved mother, my sister and my mamoo for their encouragement, prayers and their endless love and support.

Last but not least, a sincere thanks to all my friends and especially Sana Dabir for keeping me motivated and encouraging me.

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Chapter 1: Introduction

1. 1 Background of the Study

Businesses with higher-quality customer service also have a larger base of pleased clients (Aaker & Jacobson 1994). Customer satisfaction is thought to affect intentions to purchase and behavior, which in return affects future revenue and profitability for an organization. The problem of service quality and client happiness has been the primary concern for the hospitality industries due to the direct connection with earnings. In an effort to draw in clients, more and more businesses are being forced to evaluate and enhance the quality of their services (Gilber & Veloutsou 2006).

Incivility at work is described as “low intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect” (Andersson & Pearson 1999). Speaking in a raised voice or making insulting or condescending comments are forms of workplace incivility. Employees who are exposed to unruly behavior may experience negative effects on their emotions, cognitive distraction, dread, sense of discrimination, harmed social identities, and rage. Employees may suffer detrimental impacts on the way they feel, mental processes, and social identity when they are subjected to such disorderly behavior. The employee who is the object of such behavior may feel afraid, distressed, or humiliated. If a customer, coworker or supervisor uses a stern voice or makes offensive remarks, this may result in physical symptoms such as physical illnesses. Additionally, being exposed to rudeness at work can instill an overwhelming feeling of dread in workers who may fear further abuse or harassment. This may result in a toxic work environment in which workers are less driven, efficient, and inclined to interact positively with one another. Workplace disrespect can have detrimental effects on both the workers who are exposed to it and the organization as a whole. (Cortina et al., 2001).

The target of the rudeness can suffer detrimental effects on their physiological, mental, and occupational health as a result of these responses. These unfavorable feelings can cause physical reactions in the body. These reactions can result in a variety of health issues, including heart

disease, headaches, insomnia or hypersomnia, weak immune system, etc. An employee's mental health may also suffer as a result of exposure to rudeness at work. Increased levels of burnout and work dissatisfaction, as well as symptoms of “depression, anxiety, and post-traumatic stress disorder (PTSD)”, might result from it. Incivility at work can potentially harm an employee's professional well-being by fostering a hostile workplace. It may result in decreased satisfaction from work, lower output, and a rise in absenteeism, more turnover, and decreased dedication to the company. (Cortina, 2008).

Many researches have been conducted on incivility that take place within an organization. The topics of incivility that have been discussed in many literature are mainly uncivil attitude displayed by coworkers and by supervisors. The two sorts of incivility that have received the most attention in the research are those that occur between coworkers and those that occur between supervisors and their direct reports. There is a substantial amount of scholarship that examines these two forms of rudeness and how they affect the workplace (Cortina & Magley, 2009). Literature needs to focus more on research topics regarding factors outside of organization that are causing mistreatment in the workplace. Light must be shed on the topic of uncivil behavior of customers towards employees (especially frontline workers) or towards the organization as a whole. Very little research has been conducted on this area and it has been overlooked for many years. There is a need for additional study on the rudeness of customers against staff members, particularly those working on the front line. These employees frequently deal with clients face-to-face and are more susceptible to abuse on their part. This subject has received very little study, and it has been disregarded for a very long time. By shedding light upon this subject, organizations may better understand the effects of employee mistreatment by customers and take action to solve it (Grandey et al., 2004). Researches that were later conducted showed that rude attitude of customer and their misbehavior has a huge impact on the behavior of employee and their attitudes (Rupp & Spencer, 2006).

According to the control model of demand management, when workers' work expectations are excessive, their capacity to perform their duties significantly declines. Exposure to rude clients during customer service encounters might make staff members feel more pressure to perform, which makes it harder for them to deal with customers confidently. The employees who deal with customers directly, they are frequently emotionally worn-out and lack the cognitive resources that

are required to be emotionally pleasant while dealing with unruly and rude customers (Hockey, 1993).

Workers who serve in the front lines and staff who directly offer services to customers, frequently engage closely face-to-face with clients (Wang et al., 2020). The necessity to behave in a civil manner increases as human interactions become more complicated and frequent (Andersson et al., 1999). After a 12-year-old passenger insulted the head steward, Xiamen Airlines turned the flight away. Following the event, Xiamen Airlines sent the flight crew a penalty notice. What would the personnel who had been punished think after all the focus has been on the passenger — whether from the airline or the general public? Are they unhappy at work? Will suffering an emotional loss affect how well they work? Nobody is aware of how their thought processes alter. This is a classic instance of rude customer behavior, and in handling the situation, the staff took the blame on themselves. This happened because as service advances towards a service-oriented paradigm, front-line staff are expected to operate under the guiding philosophy that the client is always the king. In the majority of contacts, they should cater to customer with smile and be upbeat, without caring for their own moods or emotions (Chu et al., 2012).

Employees at service industries, unavoidably, need to interact as well as communicate with clients. The first customer service principle is that it requires staff to put the customer first and prioritize them no matter what, which means they must apologize verbally or provide more attentive service when their interaction is not pleasing. Employees have to cater to the customer's needs and emotions first and put themselves last. In contrast, only a few individuals are concerned about the mental health of hotel staff and the staff that is working in customer service industry. Workers suffer from a lot of stress because management penalize the workers for not keeping a "polite" attitude at work and because public in general is very quick to criticize impolite consumers. Hotel workers must not only work partially mentally and physically to fulfil their responsibilities and tasks, but they must also respond to their emotions quickly and before time and work to keep their relationships with guests or clients positive. Those workers who find it hard to handle the emotional strain may eventually leave their jobs, which would result in a loss of talent and a reduction in service for the hotel or organization. The body either develops superficial behavior patterns in response to unpleasant emotions or develops fatigue, emotional sensitivity or depression (Chu et al., 2012).

Several companies, particularly the banking sector, are interested in researching customer impoliteness. This area of research focuses on analyzing and comprehending instances of patronizing or disrespectful conduct by clients towards service providers. Researchers want to learn more about customer rudeness in order to understand its causes, effects, and potential solutions. Studying client uncivil behavior specifically in the banking sector, where bank employees have direct customer contact, aids in determining the effects of uncivil behavior on employees' well-being, job satisfaction, and performance (Sliter et al., 2010). Interest of researching on the topic of customer impoliteness is also common in other industries such as retail workers (Kern & Grandey, 2009), call centers (Han et al., 2016), hotel staff (Alola et al., 2019) etc.

Stress at work is known to be significantly influenced by rude customers. Employees' general well-being suffers when they are subjected to clients' unpleasant or disrespectful behavior. Employees may consequently feel more stressed, which could have a detrimental impact on how well they perform at work and how satisfied they are with their job performance. Employees may also be less likely to engage in supplementary role behavior, which is going beyond what is required for their assigned duties, in reaction to such unprofessional interactions. A decrease in motivation and dedication, as well as the emotional and mental strain of dealing with unpleasant customers, can all contribute to the expectation of diminished supplementary role behavior (Bani-Melhem, 2020). Employee rudeness will cause further psychological damage, which will have an impact on work behavior such as loyalty, satisfaction with work and how they perform (Hussain et al., 2015). Employees who are treated disrespectfully at work may experience being depressed, disappointed, sadness, being afraid, worry, confusion, trauma, and feeling lonely (Pearson et al., 2006). It may also have an impact on an organization's performance, resulting in longer workdays, lower staff productivity, poorer job performance, and diminished organizational loyalty (Lim et al., 2008).

1. 2 Underpinning Theory

This research applies the “Conservation of Resource (COR) theory” to better explain client rudeness in the context of the restaurant industry (Hobfoll, 1989). The core idea of the COR (Conservation of Resources) hypothesis is that stress is caused by the loss or possible loss of

resources that people work hard to acquire and retain. In the study of stress and coping, this idea has become more well-liked. The COR theory offers a framework to comprehend how people use their emotional resources to complete the demands of emotional labor while safeguarding their psychological health in the setting of emotional labor, that refers to the handling of emotions in a work environment. Despite not being mentioned specifically in the COR theory, emotional resources are regarded as valuable and can be gathered and traded for other kinds of resources. According to COR theory, people make an effort to acquire, preserve, as well as safeguard ones psychological, emotional, societal, and physical resources. At the very least, people who are put in settings where rude customers are present experience discomfort, unhappiness, feeling rejected, irrational and resentment (Liu, et al., 2008). Service staff on the front lines frequently deal with disrespectful or impolite clients. As a result, these workers must devise strategies to safeguard their personal resources and emotional health against the damaging effects of rude customers. This study lends support to the notion that when workers encounter rude customers, it depletes their emotional and psychological reserves, resulting in job burnout and ultimately prompting them to quit. When the front line staff members are treated disrespectfully by customers, it negatively affects their mental and emotional well-being, leaving them feeling worn out and finally motivating them to resign.

1. 3 Gap Identification

Customer rudeness has gotten fewer scholarly attention, but it has grown in popularity as a research issue across a range of businesses, including engineering companies and educational services. In the past, the majority of study on workplace abuse concentrated on how fellow workers or bosses treat one another. Less focus has been placed on comprehending the effects of unkind customer behavior. However, there has recently been a rise in interest in researching how abusive customers affect businesses. This interest now extends to fields like engineering companies and educational services in addition to more typical businesses. Researchers are becoming more aware of the impact that consumer conduct and staff mistreatment can have on firms and employees' well-being. Researchers want to obtain a better grasp of the unique issues and outcomes it can have by investigating consumer rudeness in diverse business scenarios. The increased interest in researching customer rudeness indicates a growing understanding of its significance and the

requirement to create plans to address and lessen its detrimental effects on organizations and employees (Adams & Webster, 2013).

We can see that there has been an increase in interest in researching the effects of rude customers in a variety of sectors, including banking (Sliter et al., 2010), insurance (Walker et al., 2014), retail sales (Hur et al., 2015), engineering enterprises, as well as educational institutions (Adams & Webster, 2013). When it comes to particularly looking at this issue in the context of restaurants, there is still a significant research gap. While earlier study on organizational behavior has illuminated the consequences of rude customers, studies in the literature on hospitality have mostly neglected to look into the specific issues and potential remedies associated with rude customers in restaurants. (Han et al., 2016) looked into the relation among front-line staff that work at restaurants, emotional exhaustion as well as their intention to quit their professions in a study that was done in Florida. However, because their research was restricted to a particular region, it is challenging to generalize the results to front-line restaurant staff in other areas. Therefore, to ensure wider representation and improve the application of the findings, future research should aim to include more diverse and varied samples. With a focus on restaurants in Islamabad, this knowledge gap offers an opportunity to better understand how rude customers affect turnover intentions and the moderating effect of job fatigue.

1. 4 Problem Statement

It is common to observe a prevalent training approach in service-oriented businesses, especially in the restaurant industry, which puts an exaggerated emphasis on the notion that "the customer is always right" or "the customer is king," while believing workers to consistently serves having a smile on their face. This strategy is motivated by a desire to put customer's happiness first and build strong relationships with them. With a focus on their health, job happiness, and overall performance, this literature review intends to investigate the effects of an excessive emphasis on customer happiness on frontline service providers. The impact of client verbal hostility upon cognitive performance of service workers was investigated in a set of four experimental investigations. According to Study 1, consumers' verbal hostility decreased the employees' recall of customer's orders and requests. Based on these results, Study 2 broadened the focus by demonstrating how verbal abuse from customers significantly impacted employees' working

memory and recognition memory in a mobile communication provider environment. Study 3 looked at the impact of perspective-taking as a potential protective factor against the negative effects of customer's verbal abuse on employees' cognitive performance. Study 4 also found a link between verbal aggression from consumers and the standard of task performance, emphasizing the particularly damaging impact of hostile requests sent by high-status clients. Collectively, these studies offer persuasive evidence that even slight client aggressiveness can considerably lower the customer service agent's ability to execute their immediate cognitive tasks, which in turn lowers their ability to perform their entire work (Rafaeli et al., 2012).

Although incidents of rude client behavior are frequently recorded in the hospitality industry, the majority of the academic research that has been published so far has concentrated on ways to boost customer satisfaction while assuming that customers act logically. Therefore, even in scenarios involving clients who are considered to be acting rudely, front of the line staff that work in such an industry are expected to adhere to every rigorous business norms also laws about how feelings of the staff may be communicated. This emphasis on keeping a cool head and a positive attitude comes from the conviction that exceeding client expectations and offering first-rate service are essential. This method, however, ignores the psychological costs and difficulties faced by workers who must continuously control their real emotional reactions (Sliter et al., 2010). Understanding their experiences with unruly patron behavior was the main goal of a recent study, observations from 438 restaurant staff members, including serving staff, hosts, bartenders, cashiers, and managers. The results of this survey show that the majority of the respondents ascribed their high levels of stress on clients who behaved rudely or unfavorably. What is particularly noteworthy is that these instances of rude behavior frequently happened in settings over which the restaurant service providers had no control, adding to the stress levels felt by the staff (Taylor & Francis 2014).

“The main aim of this research is to explore an impact of customer rudeness on the desire to leave the work in Islamabad restaurants and explore the mediating role of job burnout. While early researches have looked into the impacts of customer incivility upon employee well-being, little attention has been given to its specific influence on turnover intention in the context of Islamabad restaurants. Restaurant managers and politicians must comprehend the link between rude customers and intention to leave in order to create successful employee retention and satisfaction

plans. This study also intends to shed light on the underlying mechanisms via which rude customers affect turnover intention by examining the mediation effect of job fatigue. By filling in this study gap, the findings will add to the body of knowledge on workplace abuse and offer useful recommendations for enhancing employee well-being and organizational performance in the restaurant sector.”

1. 5 Research Questions

1. What is the connection among customer incivility and burnout across restaurant front-of-house staff in Islamabad?
2. What relationship does job burnout play in mediating the relation between customer incivility and front-of-the-line employees' intention to quit in Islamabad restaurants?
3. What moderating effects do restaurant management's support and organization's support play on the link between client rudeness and first-line employee burnout?

1. 6 Research Objectives

1. To analyze the connection among customer incivility and burnout across restaurant front-of-house staff in Islamabad.
2. To examine how job burnout mediates the relation among client rudeness as well as front line employees' intention to quit in Islamabad restaurants.
3. To examine the moderating effects that restaurant management's support and organization's support play on the link between client rudeness and first-line employee burnout?

1. 7 Contextual Analysis

The restaurant sector, which is significant on a global scale, has been crucial to Pakistan's economy. Pakistan's GDP grew by 5.8% in 2019. The services sector, encompassing the hospitality industry, brings growth in Pakistani economy. The hospitality industry, which includes restaurants and hotels as a substantial portion, is important for creating jobs. Nearly 200,000 positions within the hospitality sector were distributed across the top ten trades from 2017 to 2018 across Pakistan (The restaurant industry of Pakistan, 2022). The dining-out trend has dramatically increased in

Pakistan's food business since the entrance of international food franchises in the 1990s. People have recently preferred eating out for two key reasons. First of all, rather than being restricted to special events, eating out is now viewed as a leisure activity or a social gathering. In the same poll, socializing was identified as the primary motivator for dining out, and 44% of Karachi respondents backed up this claim. Second, the trend has several aspects because it is not limited to a specific class or age. In early times high rates of restaurants made dining inaccessible for other income sectors, the idea was initially only higher income class used to welcome this idea. The industry has advanced since then, though, since restaurants now run a variety of promotions that increase the number of their customers (Sharif, et al., n.d.).

1. 8 Significance of the Study

The importance of this study rests in its contribution to academic understanding as well as its application to the Islamabad restaurant market. In order to better understand the unique difficulties experienced by staff in this situation, the study looks at the connections between rude customers, job burnout, and turnover intention.

According to research (Grandey, 2003; Hahn et al., 2014), rude customers can negatively affect the well-being of staff members and attitudes towards their jobs. For restaurant managers, understanding the effect of rude customers on the intention to leave is essential since elevated turnover rates may be expensive as well as disrupting the company's processes (Lee et al., 2017). The study offers an understanding of the underlying process by which rude customers increase turnover intention by examining the mediation function of job fatigue.

The results of this research can influence how restaurants are managed in Islamabad by demonstrating how crucial it is to handle client rudeness and its effects on staff morale. Employing methods to lessen job burnout, which include offering tools and support networks to workers, may minimize the likelihood that they would leave their jobs and increase retention of workers (Leiter et al., 2017). This can therefore result in better overall organizational performance and customer service excellence.

Furthermore, by focusing on these dynamics in the setting of restaurants in Islamabad, this study adds to the body of knowledge on customer rudeness and its impact on turnover intention. The

study increases the generalizability and application of the findings by concentrating on a particular cultural and geographic environment i.e. Islamabad.

The study on the influence of rude customers on intention to leave their job at a restaurant in Islamabad, together with the mediating effect of job burnout, holds relevance in terms of how it contributes to academic understanding as well as its practical implications in the restaurant sector. Restaurant managers may improve the well-being of their staff and lower the likelihood of employee turnover by knowing and resolving the problems caused by rude clients.

Chapter 2: Literature Review and Development of Hypothesis

2.1 Client Rudeness

The primary focus of the early studies on uncivil behavior was on investigating uncivil behavior between employees in the workplace. The researchers mainly looked at how workers interacted with one another and were disrespectful to one another. A research conducted proved that by examining numerous aspects of incivility, such as disrespectful behavior, insulting or passing rude remarks, and humiliation, this study adds to our understanding of workplace abuse. 71% of the 1,180 public sector employees whose data was gathered by the researchers, reported encountering rude coworkers in the prior five years. It was interesting to see from the survey that even influential people in the organization were involved in around one third of these uncivil actions. It was seen that incivility was more frequent among women than among men, but it had an adverse impact on both sexes' levels of job satisfaction, job retention, and career significance. It was additionally found that while unfriendly office environments were linked to higher levels of psychological distress, the effect on psychological and physical health metrics was quite small (Cortina et al., 2001). The majority of prior research on workplace aggressiveness has concentrated on aggression from managers or coworkers, ignoring the important contribution of client hostility in the service setting. The relationship between client hostility and service providers' perceived empowerment, coping mechanisms used, and burnout is examined in this study. In order to measure client aggression, empowerment, coping mechanisms used to manage customer violence, and burnout aspects including tiredness, depersonalization, and accomplishment, the researchers delivered questionnaires to 228 providers of services. The results of the path analysis showed a number of significant linkages. First, it was discovered that feeling empowered had a bad relationship with exhaustion and depersonalization, indicating that empowerment can lessen these aspects of burnout. Customer aggressiveness, on the other hand, revealed a positive link with exhaustion and depersonalization, suggesting that encountering customer aggression can lead to higher degrees of burnout in these areas. Depersonalization also showed a favorable relationship with emotion-focused coping, indicating that service providers might adopt these coping mechanisms when confronted with aggressive clients. A sense of empowerment and efficient problem-solving

techniques, on the other hand, showed positive connections with the accomplishment dimension of burnout, suggesting that a greater sense of success may result from both. Additionally, the study discovered a link between customer aggressiveness and empowerment that was unfavorable, suggesting that elevated consumer hostility may reduce service providers' feelings of empowerment. The study's conclusion emphasizes that increased burnout among service providers is a result of customer hatred and reliance on emotion-focused coping mechanisms. It also emphasizes how empowerment can work as a protective element, reducing the effects of client hostility and service provider exhaustion (Ben-Zur & Yagil 2005). Employees may view rude customers as a daily annoyance or just something they have to put up with as part of their job, in addition to its immediate effects. A single act of rudeness may not be extremely upsetting to the front line service employees. However, if these instances of perceived rudeness continue over time, it can have a negative impact on the workers. This indicates that compared to isolated incidences, the cumulative effect of several instances of incivility is more likely to have a negative influence on employees' well-being and job satisfaction (Kern & Grandey 2009).

The majority of recent study on customer rudeness has concentrated on how it affects organizational behavior. This study has repeatedly demonstrated that rude customers significantly worsen the emotional tiredness of the front line employees working in the retail sector. The results show how dealing with rude clients can have an adverse effect on employees' emotional health, leaving them feeling exhausted and possibly lowering their level of job satisfaction (Kern & Grandey 2009). Stress levels and emotional exhaustion of bank tellers are also increased due to customer incivility. In order to comprehend how emotional labor affects the relationship between customer rudeness and its effects, researchers in this study built and looked at two models. A positive connection between client rudeness and emotional fatigue was found in the data collected from 120 bank tellers, suggesting that witnessing rude behavior from customers enhanced bank employees' emotional exhaustion. Additionally, a negative link between customer incivility and customer service quality was discovered, indicating that the tellers' capacity to deliver positive customer service was harmed by the incivility they encountered. Both of the offered models were supported, which is crucial because it emphasizes the important mediation function of emotional labor in the relation among client rudeness as well as its results. (Sliter et al., 2010).

Employees of engineering firms were also found to experience significant effects of client rudeness on stress levels. This research looked at interpersonal maltreatment by clients, colleagues, and supervisors utilizing theory and research from the emotional labor literature that focuses on maltreatment of employees by customers. They specifically looked at the connections between psychological suffering and each of these three types of interpersonal abuse. This study also looked into the likelihood that these relationships were mediated by emotional regulating techniques. In Study 1, we concentrated on surface acting for its mediating approach for emotional regulation. The findings of that study, which included a sample of 256 adults who were employed, revealed that surface acting had a mediating function between maltreatment and distress for abuse by clients and fellow workers but not supervisors. As possible mediators between the causes of abuse and distress, deep acting as well as surface acting were measured in Study 2. In the second study similarly indicated that surface behaving mediated the association between maltreatment and distress for abuse by clients and fellow workers but not supervisors, to find this a sample of 138 individuals who are working. Furthermore, none of the correlations between the causes of abuse and psychological suffering were mediated by deep acting. They have come to the conclusion that surface behaving is a significant mediator in the association between psychological distress and interpersonal abuse by both clients and coworkers. (Adams & Webster 2013). Effects of client rudeness on stress levels were also studied on the sales employees of stores. The study looked at how rude customers impact service workers' emotional labor (surface acting), how surface acting heightens their emotional tiredness at work, and how this impairs service workers' customer orientations. In regards to structural equation modelling, a two-phase mediation model is applied to a representative group comprising 309 departmental store sales representatives in South Korea. According to the findings, customer rudeness is strongly correlated with the usage of surface acting by service personnel; this, in turn, causes sentiments of emotional tiredness that are negatively correlated with their customer orientation. That is, the results of this study demonstrate that service employees' surface behaving and emotional weariness entirely and progressively mediated the unfavorable association between unruly customers and service employees' customer orientation (Hur et al., 2015). Similarly, work has been done on bank tellers and the results indicated that the reason of absenteeism of the front line staff is the high amount of stress that is caused by uncivil behavior of customers. Organizational research frequently ignores

the connection among the interpersonal stressor of workplace harassment and measurable indicators of performance. On objective sales performance and withdrawal behaviors (to quit job), they looked at the particular and cumulative effects of two kinds of rudeness (client and colleague). Utilizing the preservation of resources model in support of hypotheses, they predicted that rude coworkers and customers would communicate to predict decreased performance and higher withdrawal. Researchers polled 120 bank tellers about incidents of rudeness and thereafter collected performance and removal of data for a number of months. The data supported the bulk of their provided hypotheses by showing that rudeness among colleagues and clients did interact to predict lower sales success and higher absenteeism. (Sliter et al., 2012).

2. 2 The Connection among Customer Incivility and Burnout

According to the Conservation of Resource (COR) hypothesis, rude customers may be viewed as an environmental stressor that depletes the emotional and cognitive resources of staff members. This study emphasizes the connection between regular customer rudeness, job burnout, and the significance of race in this situation. It implies that dealing with persistently rude clients can be an immense social stressor that fuels occupational burnout. The authors suggest that racial background, both as a surface-level traits as well as a deep-level identities, can aid in the explanation of emotional weariness, which is a key component of burnout among service workers. The authors looked for data to support the idea that "micro aggressions" were more inclined to target ethnic minorities, but they were unable to discover any. Additionally, they found no distinction between racial minority (mainly African American) as well as nonminority (White) retail personnel in terms of job-related tiredness. However, the text points out that the importance of racial identity for minority personnel contributes to the relationship between rude customers and emotional tiredness. This happens because, in line with Group Identity Lens Model, elevated stress evaluations result from racial identity's increased relevance (Kern & Grandey 2009). Another study on incivility discovered that it could increase work expectations for employees, necessitating steps to prevent psychological resource exhaustion. A lesser amount of focus has been given to outside-organizational sources, which include clients, in workplace incivility studies in favour of internal organisational factors. In a cross-sectional research, the authors discovered that service professionals (N = 307) who experienced more rude behaviour from customers also displayed more rude behaviour towards them. Results specifically indicate that job demands first,

followed by emotional tiredness, are connected to staff incivility towards customers, and vice versa (van Jaarsveld 2010).

"Burnout" is a term used to describe employee experiences that result in the depletion of their physical and emotional resources. The goal of the research was to create and evaluate a model that investigates the relationship between emotional tiredness and several frontline service workers' characteristics and emotional dissonance. The study's data came from a sample of the forefront hotel workers in Nigeria, a nation in sub-Saharan Africa which is regarded as an overlooked developing region, through the use of self-administered questionnaires. The majority of the predicted correlations were supported by the hierarchical multiple regression analyses the researchers performed on the collected data. They found numerous notable direct and partial mediating effects. Particularly, it was discovered that emotional dissonance served as a partial mediator in the relations between emotional tiredness and negative affectivity as well as intrinsic drive. This shows that emotional dissonance, along with negative affectivity as well as intrinsic motivation, has an indirect effect on emotional tiredness. The findings also suggested that emotional tiredness served as a partial mediator between emotional dissonance and turnover intentions. To put it another way, emotional dissonance exacerbates emotional tiredness, which in turn affects a worker's decision to quit their job. A surprising positive association among emotional dissonance and job performance was also discovered by the study, which is interesting. This suggests that frontline service workers who suffer emotional from dissonance may nonetheless function well despite the difficulties that come with it (Karatepe & Aleshinloye 2009). A study sought to examine the structural relationships between three workplace stressor dimension "(customer-related stressor, CRS; work environment-related stressor, WERS; job-related stressor, JRS), negative affectivity (NA), emotional exhaustion (EE), and the negative effect of that strain on customer orientation (CO) in the context of the emotional labor (EL)", among front-line hotel workers engaged in emotional labor. The frontline staff members of "deluxe tourist hotels" in Korea's room and food & beverage sectors, where emotional labor is challenging, were given self-administered questionnaires to gather data. The findings from structural equation analysis supported the predictions by showing positive correlations among the three stressors in the workplace (CRS, WERS, and JRS), as well as between NA and EE. Additionally, there was also a negative correlation seen between EE and CO, indicating that, as would be expected, emotional

tiredness had a negative impact on customer orientation. The moderating role of organizational level in the links between workplace stressors as well as NA was also studied in the study, and this role was verified. This suggests that depending on the worker's organizational level in the hotel, the effect of stressful circumstances at work on NA may vary. A different model was also taken into account, and it was discovered that whereas NA fully mediated the associations between CRS/WERS and EE, it only partially mediated the relation between JRS and EE. This suggests that while negative affectivity somewhat mediates the interactions between stresses related to the work environment and the customers, it entirely mediates the relationships between stressors connected to the job and the emotional weariness (Lee et al., 2012).

Burnout depletes the physical and emotional resources of employees. This reasoning is supported by the possibility that rude customers in the hospitality sector may also contribute to the exhaustion of psychological resources, which may include employee burnout. Compared to other industries, restaurant frontline staff have more frequent interactions with clients, which increases their risk of emotional fatigue. This study looks at personal resources being a mediator factor between "emotional exhaustion, extra-role customer service, and turnover intentions" and the impact of perceived organizational support. Structural equation modelling was used to evaluate the correlations using information gathered from frontline hotel staff in Cameroon with a one-month time lag. As indices of "personal resources, positive affectivity, intrinsic motivation, and self-efficacy" were used. The associations were evaluated using structural equation modelling on data gathered from frontline hotel staff in Cameroon with a period of one month lag. The makers of personal resources were considered to be positive affectivity, intrinsic drive, and self-efficacy. The findings imply that self-efficacy, intrinsic drive, and positive affectivity are important markers of personal resources. The influence of perceived organizational support on the emotional tiredness, extra-role service delivery to customers, and turnover intentions is totally mediated by personal resources, as predicted. Particularly, frontline staff who receive adequate support from the organization have high levels of positive affectivity, have an intrinsic drive, and have high levels of self-efficacy. These workers exhibit a high levels of extra-role client service behaviors and have low levels of emotional tiredness and turnover intentions (Karatepe 2015).

Initially, it was proposed that burnout or emotional exhaustion is a multidimensional notion made up of three elements: diminished accomplishment (a sense of not accomplishing enough), depersonalization (a sense of being cold and/or heartless), and emotional depletion (a sense of being exhausted and worn out) (Maslach & Jackson 1981). Worker emotional tiredness, which is one of the three aspects associated with burnout, is only briefly touched upon in the existing research on the detrimental effects of rude customers. In the context of customer incivility directed at frontline restaurant personnel, emotional weariness may not be adequate to capture all components of burnout including connections among people and human services (Maslach et al., 2001).

2.3 Burnout has a mediation function in the relation between customer rudeness and intention to leave

Work withdrawal behavior has been demonstrated to be closely related to burnout brought on by working pressures. In order to resolve the discrepancies seen in earlier studies about the relationship among stressors and retention related variables, this paper offers a 2-dimensional occupational stressor framework. The study attempts to provide a thorough understanding of how these stresses connect to various outcomes related to employee retention by categorizing stresses into hindrance and challenging stressors. The results, which were obtained through meta-analyses of 183 separate samples, showed significant patterns. The retention-related criteria for hindrance stressors showed dysfunctional correlations, with negative associations with satisfaction with work and organizational commitment and positive links with intentions to leave, turnover, and withdrawal behavior. The correlations between challenge stressors and other stressors were different, with positively associated with organizational commitment and work satisfaction and negatively associated with intentions to leave and turnover. The study also emphasized how job attitudes play a mediating role in articulating the divergent links between challenge stresses and hindrance stressors and those that are more distant criteria, such as withdrawing behavior and turnover. These findings help us comprehend the intricate relationships between stressors, workplace attitudes, and their effects on employee retention. The ramifications of these findings highlight how crucial it is to manage and handle various stressors in order to encourage great work outcomes and decrease turnover intentions and behaviors (Podsakoff et al., 2007). The argument that there is a direct correlation between employee burnout and intention to leave a company has

empirical evidence in a variety of business scenarios. This study looked at how burnout and the intention to quit among social workers are affected by role stress, workplace autonomy, and social support. A sample of 346 social professionals, chosen from a wider poll of 1,500 social workers in California with state registration, participated in the study. The results of structural equation analyses showed that role stress possessed a directly positively effect on burnout, suggesting that greater amounts of role stress were associated to increased burnout in social workers after controlling for variables like age, gender, organizational duration, and annual salary. Additionally, it was discovered that occupational autonomy and social support had a direct but negative impact on the intention to leave the job, suggesting that these factors were associated with decreased turnover intention when present at higher levels. The study also discovered that work autonomy correlated with role stress to predict burnout and that social assistance correlated with role stress to predict turnover intention. These findings emphasize the value of developing decentralized workplace environments to prevent burnout and constructing supportive workplace environments for keeping social workers that experience a great amount of duty stress. The research offers insightful information that will help businesses and policymakers create plans to improve social workers' retention and well-being (Kim & Stoner 2008).

Numerous studies have shown that the presence of occupational stressors at work contributes to high levels of burnout among staff members, which in turn raises turnover rates. Many human care professionals lose motivation and efficacy due to burnout, a normal response to workplace stress. Because a client changes and develops via interaction with the helper, it is crucial to effectively manage the motivation and skill of those providing human services. As a result, this book is meant for everyone who is concerned about stress of their work and exhaustion in their own careers as well as managers, researchers, university instructors, consultants, as well as trainers who work in the human services sector's personnel management field. In order to achieve this, the issue of burnout is defined, and its unique relevance for human service programs is taken into consideration. The psychological stress brought on by a perceived disparity between resources and needs (such as the desire for competence or efficacy) is thought to be an underlying factor in organizational burnout in human service contexts. Staff members are considered to be at risk for "learned helplessness" and emotional exhaustion if they feel they have no more control over the things that affect their effectiveness. Two burnout examples are analyzed, and the impact of the

organizational design and work environment—those formal features of a program that planners and administrators may manage—on burnout is investigated. In addition to personality qualities, aspirations and attitudes connected to a person's employment, and their lives outside of work, their historical and cultural roots of burnout are also taken into account. The supervisors and the coworkers also play a significant influence. The methods suggested for reducing burnout can be divided into five groups: development of the staff, job and role structure, development of management, corporate problem-solving process, as well as agency aims and guiding philosophies (Cherniss 1980). Numerous research have shown that employee emotional weariness significantly mediates the association between the job stress and outcomes connected to the job. This study primarily focuses on the context of customer encounters where staff are supposed to maintain a "service with a smile" attitude and explores the potential costs of complying to display norms. Cross-sectional research methods and data that was self reported have been the primary pillars of earlier studies in this field. The authors instead take an experimental method to look into the principles of diminishing resource theories, concentrating on whether the self-control of emotions needed by display regulations causes a drain on energy and resources related to attention during service encounters. The research came to a conclusion that subjects who were given positive display rules (such as showing enthusiasm and hiding frustration) reported greater amounts of post-simulation fatigue and made greater number of errors while taking the order form than those who were provided display autonomy. The call center simulation involved three customer interactions. Furthermore, instances of the customer animosity during one of the phone calls raised the overall level of weariness and the quantity of mistakes made during that particular call. However, there was no evidence to support the predicted relationships between display rules and consumer animosity. The findings suggested that the energy draining effect of display regulations was caused by at the surface emotion regulation as opposed to deep-level regulation. Additionally, the study found that performance declines were directly impacted by display regulations. These results highlight the possible negative effects of implementing display restrictions during service interactions. According to the study, the self-control of emotions that are necessary to follow these standards might drain the employees' energy and attentional resources, resulting in greater fatigue and performance mistakes. It may be advantageous for businesses to weigh the costs of display regulations and look into options for giving staff members more control over how they handle their

emotions while interacting with customers (Goldberg & Grandey 2007). One of the exhaustion sub-dimensions, emotional tiredness, was found to play a substantial moderating impact in the link among customer impoliteness and staff service performance in a more recent study on departmental sales employees. The goal of this essay is to explore how rude customers impact service workers' emotional labor (such as surface acting) how surface acting heightens their emotional fatigue at work, and how this damage to their customer orientations. In the context of structural equation modelling, a two-phase mediation model is applied to departmental store sales representatives, a sample of 309 was taken from South Korea. According to the findings, customer rudeness is strongly correlated with the application of surface acting by service personnel; this, in turn, causes emotions of emotional weariness, which are negatively correlated with their client orientation. That is, the results of this study demonstrate that the surface behaving service employees and emotional weariness entirely and progressively mediated the unfavorable association between unruly customers and service personnel' customer orientation. According to the research, incidents of rude clients have a negative impact on service staff members' customer-oriented behaviors because they cause emotionally spent workers to make unfair and insufficient judgments about the treatment they receive from customers through surface acting. This increases the tendency for workers to reduce their effort and loyalty towards customers in an effort to stop further emotional resource loss. In order to minimize or eliminate staff exposure to rude customers, organizations that provide services should develop appropriate strategies and put them into practice (Hur et al., 2015).

2. 4 Support plays a moderating function in the relationship between rude customers and burnout.

According to early studies, organizational support is a crucial element in creating positive employee attitudes and behaviors. This article explores the nature of the connection between social support as well as wellbeing, having an emphasis on whether the beneficial relationship is primarily attributable to the support's overall positive effect (main-effect model) instead of whether it results from support's protective role in reducing the negative effects of events that are stressful (buffering model). The organization of the review of research is based on the following two variables: the degree to which specificity of the rating system (specific vs. global), and whether the measure examines support structure (the presence of relationships) or functionality (the

resources given by interpersonal relationships). The writer of this paper also stress the significance of methodological factors in order to compare the models fairly. The results imply that both the buffer as well as main-effect models of support from society are supported by data. When a social assistance measurement evaluates the perceived accessibility of interpersonal assets that are responsive to the requirements originating from stressful events, the buffering model is supported. In contrast, when the measure evaluates a person's degree of integration inside a large social network, then main-effect model hypothesis is supported. Both social support conceptualizations have some merit since they depict various ways in which social support can influence wellbeing. In regard to social support hypotheses and the creation of preventive treatments, the ramifications of these results are examined. The creation of therapies that focus on particular facets of a supportive structure or function can be influenced by understanding the mechanisms behind the impacts of social assistance on wellbeing. Practitioners and scholars can better understand how social support promotes well-being and create interventions that successfully address people's needs in various circumstances by acknowledging the complexity of social support systems (Cohen & Wills 1985). In the current research, a national sample of accounting professionals (n = 483) was used as the sample population, and the researchers looked at any potential interactions among perceived psychological climate as well as a specific personality factor in determining job performance. As a possible indicator of job performance in connection to climate, the researchers utilized work orientation (Wo), a specialty score generated through the California Psychological Inventory. The Organizational Climate Questionnaire, created by Litwin and Stringer in 1968, was used to evaluate the climate. The findings of the hierarchical regression examination showed that work orientation strongly interacted with the overall environment that was a combination of elements generated based on the Organizational Climate Questionnaire, for forecasting job success. In particular, the results showed that, regardless of organizational tenure, more favorable climates were linked to improved performance for people with an elevated degree of work orientation. Additional research revealed that the three distinct climate features known as Warmth-Support, Reward, and Accommodation also strongly interacted with work orientation in determining job success. These findings underline the significance of taking into consideration both individual personality traits and situational elements, which include the psychological climate, when analyzing the job performance of accounting professionals across various

organizational contexts. The results are consistent with an interactional perspective, which contends that understanding job performance requires an understanding of the interaction between personality characteristics and the workplace. Organizations looking to improve the performance of their hired accounting professionals may find it helpful to take into account how personality and climate interact. This underlines the importance of taking into account both individual characteristics and the larger organizational environment when promoting the best possible job outcomes (Day & Bedeian 1991).

According to numerous studies, employees can lessen their job stress thanks to organizational and interpersonal support since resources like perceived support can help them withstand the mental and emotional losses brought on by work stress. The purpose of the current study was to clarify the relatively weak to moderate correlations between burnout as well as performance that have been shown in other studies. The study suggested that even when employees experience burnout, they use adaptive techniques to keep up their productivity levels. They concentrated particularly on the methods described in the selected optimization using compensation model. A randomly selected representative group of 294 workers and their managers took part in the study to find out. The results showed that compensation was the best tactic for reducing the negative correlations between the disengagement and task performance as well as among disengagement and fatigue and adaptability related to supervisor to change. Compensation entails finding new methods to make up for diminished resources. In other words, even when suffering burnout symptoms like weariness and disengagement, employees who used compensation schemes were still able to maintain sufficient levels of task performance as well as flexibility. On the other hand, the method of selection, which entails concentrating efforts on particular tasks or objectives, increased the adverse correlation between weariness and adaptively to change as perceived by the supervisor. Choosing particular jobs may not be as efficient in reducing the detrimental effects of symptoms related to burnout on adaptability, according to this. Overall, the study revealed both effective and ineffective methods used by people to manage burnout symptoms and produce good work results. The findings showed that while selection tactics had mixed results, compensation schemes had a considerable impact on mitigating burnout's detrimental impacts. These results underscore the significance of establishing efficient coping mechanisms to maintain performance at work in the

midst of burnout and advance our knowledge of how people adjust to burnout (Demerouti et al., 2014).

Previous studies have largely ignored the investigation of potential interaction effects in favor of concentrating on the direct impacts of emotional intelligence upon results related to health and performance. In order to fill this knowledge vacuum, the current study looked into how emotional intelligence moderates the link between the employees' mental health and their performance on the job. Different scoring methodologies were used in the study to measure both the ability and themselves reported emotional intelligence. It used a multi-source approach to collect data from members of the team and supervisors. Previous studies have largely ignored the investigation of potential interaction effects in favor of concentrating on the direct impacts of emotional intelligence upon results related to health and performance. In order to fill this knowledge vacuum, the current study looked into how emotional intelligence moderates the link between the employees' mental health and their performance on the job. Different scoring methodologies were used in the study to measure both the ability and themselves reported emotional intelligence. It used a multi-source approach to collect data from members of the team and supervisors. The results, which were based on questionnaire research done in the UK public sector, showed that emotional intelligence only somewhat regulated the association between mental health and specific characteristics of performance on the job. The findings showed that emotional intelligence moderated several aspects of job how they perform, but not all of them. It implies that based on their mental health situation, people with a greater level of emotional intelligence might encounter varying repercussions on their ability to function at work. The use of multiple sources in the study and various grading processes gave the results more depth and thoroughness. The study gave a more thorough knowledge of the moderating function of emotional intelligence by taking into account the viewpoints from team members as well as the supervisors as well as using several emotional intelligence assessments. Overall, by demonstrating the modest but important moderating impact of the emotional intelligence in the link between mental health and performing well on the job, this study adds to the body of literature. The results highlight the significance of taking emotional intelligence into account as a potential component that connects with mental health in order to influence people's performance outcomes at work. It is necessary to do more study to examine various aspects of performance at work and to look further into the ways in which

emotional intelligence functions as a moderator in this situation (Lindebaum, 2013). In order to strengthen the emotional bond between workers and the organization, corporations and their leaders must support their workforce. This emotional connection has been noted as a crucial element in encouraging organizational commitment and dedication. According to numerous studies, when workers feel that their workplace is supportive, it can successfully minimize a variety of workplace stressors and improve job performance. By interfering in the stress evaluation process, organizational support serves as a protective element in this situation that can reduce or eliminate the detrimental effects of rude customers on staff burnout. These individuals' research projects provide proof of the beneficial benefits of organizational support on staff wellbeing. Organizations and leaders may foster an environment where employees can deal with the stresses and difficulties of the job by providing resources and support. As a result, burnout is reduced, and job performance is improved. Organizational support has a critical role in mitigating the negative impacts of such unpleasant situations on the health of workers by either decreasing or avoiding the stress appraisal reaction brought on by rude customers. The relevance of organizational support in promoting effective employee outcomes is generally highlighted by this research. Organizations can boost employee engagement and dedication while lowering stress levels and enhancing general job performance by acknowledging the significance of a work atmosphere that is supportive (Tian et al., 2014).

2. 5 Organizational support

The definition of organizational support is “assurance that aid will be available from an organization when it is needed to carry out one’s job effectively and to deal with stressful situations” A review and meta-analysis of over 70 studies on the idea of what is considered organizational support (POS) was done. Employees' broad perception of their employer's value for their contributions and concern for their welfare is known as perceived organizational support. According to the meta-analysis, there are three main types of favorable treatment that employees receive that is connected to POS: fair treatment, support from supervisor, corporate rewards, and pleasant working circumstances. Employee perception of fairness in terms of practices, distributions, and relationships inside the company is referred to as fairness. Employee support from direct supervisors reflects how much they feel appreciated, supported, and motivated by them. The terms "organizational rewards" and "beneficial job conditions" describe the availability

of material rewards like pay and perks as well as advantageous working conditions inside the organization. Higher POS levels were linked to favorable results for both staff members and the company as a whole, according to the findings of the meta-analysis. For the workers, these results included improved mood and satisfaction with their work. POS was linked to better performance, lower withdrawal behaviors (which can include being absent from work or turnover), and a greater degree of emotional commitment (a deep emotional tie to the organization) in terms of organizational outcomes. The "organizational support theory's" procedures were used to explain these linkages. Employees believe that the organization has a discretionary duty to support them even when it is not required to do so, in accordance with this viewpoint. Employees are also under pressure to repay the organization for its assistance by giving better effort and results. Additionally, POS meets the socio-emotional requirements of staff members, allowing them to feel appreciated and cared for, which leads to beneficial results. Finally, employees build performance related reward expectations, in which they think that the company will value and reward their efforts (Rhoades & Eisenberger 2002). In this study, it was tested the hypothesis that a nurse's contact with patients with AIDS as part of their job is positively correlated with distress as measured by low mood at work. Given this predicted relationship, this research looked for elements that would lessen the burden of taking care of patients with AIDS on nurses. According to our predictions, the association between the degree of exposure and negative mood would be moderated by support from the organization and social support, alongside the correlation being greatest when support is weak and poorest when support is strong. All of the hypotheses were supported by the tests performed on a sample size of 256 nurses (George et al., 1993).

Employees perceive organizational assistance as being valued, which strengthens their perception that they can get assistance. Study investigates whether the good relationship among social support as well as wellbeing may be attributed more to the support's overall favorable effects "(main- or direct-effect model)" or to the support's method of buffering individuals from the possibly adverse effects of events that are stressful. (1) Either a measure evaluates support structure (the presence of relationships) or functionality (the degree by which one's relationships with others supply specific resources) is how the review of studies is divided into sections. (2) The scale's level of specificity (in contrast to its globality). Particular focus is placed on methodological traits that are necessary for an accurate comparison of the models. The conclusion is that the evidence

supports both ideas. Whenever the social support measure evaluates what it believes is the availability of interpersonal assets that are responding to the requirements generated by stressful situations, justification for the buffering model can be discovered. When a supportive measure evaluates a person's level of engagement in a sizable social network, evidence of a major effect model is discovered. In some ways, both conceptions about social support are accurate, but they both highlight a distinct way in which it might influence wellbeing (Cohen & Wills 1985). In this study, a model incorporating research on the connections among perception of the workers about the overall as well as work family specific supervisor, about organizational support, and conflict between work and family life is developed using meta-analysis. They compared the relative impact of four workplace social support types on work-family conflict using 115 specimens from 85 studies, totaling 72,507 employees: "perceived organizational support (POS), supervisor support, perceived organizational work-family support, also known as family-supportive organizational perceptions (FSOP), and supervisor work-family support." According to the findings, support from the organization and supervisor's support for working families is, respectively, more significantly correlated with conflict between work and family life than support from the general supervisor and organizational support. The results of their testing of the mediation model, which considers the impacts of every measure simultaneously, indicate that favorable perceptions of both general as well as work family specific supervisors have an indirect relationship with conflict between work and family life through organizational support for such relationships. These findings show that how people experience conflict between their jobs and their families is significantly influenced by the type of assistance they receive.

2. 6 Supervisor's support

The level of employee perception of contributions by their supervisors and concern for their wellbeing is referred to as supervisory support. This research article reviews three studies that looked at the connections between turnover among staff members, "perceived organizational support (POS)", as well as employees' perceptions of their supervisors' support (PSS) and "perceived organizations' support" (POS). PSS was found to have a favorable link with the length of time in POS in Study 1, which involved 314 employees from different organizations. This shows that over time, employees' views of support from the organization rise as they experience larger amounts of encouragement coming from their superiors. Study 2 narrowed its attention to 300 retail sales staff

and found that the perception of the supervisor's status within the company had an impact on the association between PSS and POS. More specifically, the relationship among PSS and POS was greater given that supervisors were thought to have higher standing within the organization. This suggests that how managers are seen by their staff can have an impact on how well their help is received by the organization. The outcomes of Study 3, which included 493 retail sales employees, provided evidence in favor of the idea that POS entirely mediated the adverse relationship that existed among PSS as well as employee turnover. In simple terms, more organizational support (POS), which subsequently in turn lowers the probability of employees quitting their employment (employee turnover), results from employees feeling a greater amount of encouragement by their supervisors (PSS). This implies that through the mediating effect of POS, the impression of supervisor support directly affects turnover reduction. When seen as a whole, these findings indicate that supervisors who identify with the company help employees feel supported by it. Increased organizational support is a direct result of higher levels of PSS, that is support from supervisor and this support eventually helps employees keep their jobs. The results stress the significance of positive supervisor-employee interactions and their influence on workers' feelings of support from organization and commitment to sticking with the company (Eisenberger, et al., 2002). Supervisors, who hold a variety of positions of management (such as assistant managers as well as general managers), may be capable to help workers reduce their psychological strain by offering programs that provide emotional support. The approach that is being presented attempts to link how employees feel about their jobs' insecurity to their emotional responses and coping mechanisms. The authors contend that earlier studies on work insecurity have produced mixed results, and they explain this inconsistency by emphasizing the importance of emotional factors. The main claim of the concept is that emotional intelligence functions as a moderator, affecting how employees emotionally react to job uncertainty and how well they manage the stress that results from it. When faced with job instability, the model predicts that employees having a low level of emotional intelligence are more likely to react emotionally negatively. They are more likely to experience feelings of anxiety, dread, and discomfort as a result of uncertain job conditions because of their inadequate capacity for understanding and managing emotions. Employees with high levels of emotional intelligence, on the other hand, are better able to control their emotions, view the situation more objectively, and keep a more upbeat emotional state in

spite of job insecurity. The model also contends that workers with a low level of emotional intelligence are significantly more inclined to use unhealthy coping mechanisms when faced with job instability. As a way to cope with the stressful circumstances and uncertainty, these techniques could include retreat, disengagement, or indulging in unproductive behaviors. Workers having a higher degree of emotional intelligence, on the other hand, have more adaptive coping abilities, allowing them to use more efficient and positive tactics including asking for help, addressing problems, and taking a proactive approach to deal with job instability (Jordan et al., 2002).

According to a study by (Halbesleben 2006), supervisor support is a key moderating factor in reducing a variety of workplace stressors. The results of a meta-analysis about the role of social support and emotional exhaustion literature cast doubt on the Conservation of Resources (COR) model of burnout that contends that resources are associated to burnout aspects in diverse ways. The connection among social support as an asset and burnout's three dimensions—emotional weariness, depersonalization, and personal accomplishment—is examined by the author. The meta-analysis initially shows no evidence of distinct associations between social support and the three burnout aspects. The COR model, which contends that resources would impact each dimension differently, is called into question by this study. However, a different pattern appears when the type of support from others (related to work vs. not related to work) is taken into account as a moderator. The findings show that, in contrast to detachment or personal achievement, forms of social support that are directly tied to work demands are more strongly correlated with emotional tiredness. The tendency is reversed for non-work-related forms of support, which are more strongly associated with depersonalization and personal achievement than emotional weariness. In order to further elucidate the connection between resources as well as the characteristics of burnout, the author discusses the significance of this research's results in the context of the COR model and makes suggestions for future study areas (Halbesleben, 2006).

2. 7 Hypothesis

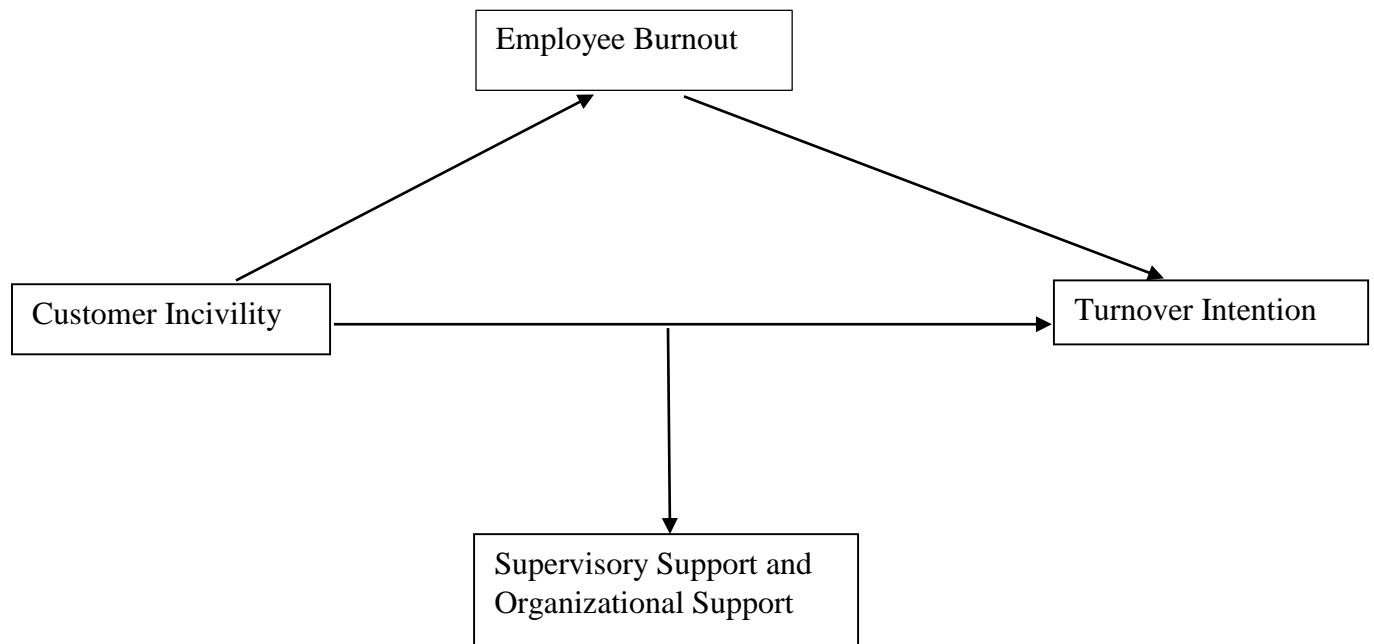
H 1. Customer incivility has positive relationship with restaurant frontline service employee burnout

H 2. Restaurant frontline service employee burnout mediates the relationship between customer incivility and turnover intention.

H 3. Restaurant organizational support moderates the relationship between customer incivility and frontline service employee burnout. This relationship becomes weaker as employees' perceptions about organizational support improve.

H 4. Restaurant supervisory support moderates the relationship between customer incivility and frontline service employee burnout. This relationship becomes weaker as employees' perceptions about supervisor support improve.

2. 9 Research Model



An organized and systematic representation of the connections between concepts and variables in a research study is referred to as a research model. The theoretical framework of the study and the precise hypotheses or questions of inquiry that direct the investigation are laid out in this section. The present study adopts the theoretical model from the research of Han et al. (2016). In this model:

1. Inconsiderate customers are an independent variable. When customers behave badly or rudely towards front-line staff members in a certain setting, for example a customer oriented service or retail environment, this is referred to.
2. Front-line employees' intention to leave the company is a dependent variable. This shows the desire of front-line employees to leave their position or the company. It captures their propensity or willingness to leave as a result of things like work discontent or bad client encounters.
3. Burnout among employees is a mediating factor. Customer rudeness and the intention of front-line staff members to leave are mediated by this variable. Employee burnout is a condition of persistent physical and emotional tiredness, frequently brought on by high levels of strain and pressure or not so favorable environment at work.
4. Support from the organization and support from the supervisor are moderating factors. In the research model, both of these factors serve as moderators. Support from the organization relates to how much the organization offers tools, guidelines, and other forms of assistance to staff in order to help them deal with rude customers and lessen the negative impacts of burnout. Support from the supervisor relates to how much managers help those on the front lines staff members deal with rude customers by providing advice, support, and assistance.

Chapter 3 Methodology

3. 1 Operationalization of Measures

3. 1. 1. Customer Incivility

Conceptual definition: “Customer deviance, which is a subset of customer rudeness, is defined as “low-intensity deviant behavior, perpetrated by someone in a customer or client role, with ambiguous intent to harm an employee, in violation of social norms of mutual respect and courtesy”. Rude customers are a significant and pervasive source of workplace stress and affect employees' mental health.” (Sliter et al., 2010, p. 468).

Operational definition: The most widely used instrument for gauging past incivility is the Workplace Incivility Scale (WIS), which consists of seven to ten items. It asks respondents to rate how frequently they experienced certain abusive behavioral patterns, such as being ignored or rejected, recognized in a non-professional manner in either private or public settings, or denigrated (Cortina et al., 2001).

3. 1. 2. Burnout

Conceptual definition: “Burnout is a prolonged response to chronic emotional and interpersonal stressors on the job. It is defined by the three dimensions of exhaustion, cynicism, and professional inefficacy” (Maslach & Leiter, 2016).

Operational definition: The Maslach Burnout Inventory (MBI), which includes the three scales of emotional exhaustion, depersonalization, and personal accomplishment, it is considered the best scale for assessing burnout (Williamson et al., 2018).

3. 1. 3 Employee's turnover Intention

Conceptual definition: “Turnover intention is defined as an employee's intention to voluntarily change jobs or companies. Turnover intention refers to switching occupations or businesses. Preparedness for change refers to employees' desire to leave their existing employer. Both phenomena have to do with employability, or a person's capacity to adjust to shifting requirements on the internal (their current employer included) and exterior labor markets.” (Schyns, et al., 2007).

Operational definition: “The TIS-6 (6 item scale) can be used as a reliable and valid scale to assess turnover intentions and can therefore be used in research to validly and reliably assess turnover intentions or to predict actual turnover.” (Bothma & Roodt, 2013).

3. 1. 4. Organizational Support

Conceptual definition: “Assurance that aid will be available from an organization when it is needed to carry out one's job effectively and to deal with stressful situations” (George et al., 1993).

Operational definition: Perceived organizational support is measured using an eight item scale whose validity and reliability has been measured and tested (Eisenberger et al., 1997).

3. 1. 5. Supervisory support

Conceptual definition: The level of employee perception of contributions by their supervisors and concern for their well-being is referred to as supervisory support (Halbesleben, 2006).

Operational definition: Nine items scale would be used to measure the “perceived supervisory support” that is developed by Greenhaus et al. (1990). The scale has been used by several researchers and it has been found to be reliable, with the Cronbach's alpha that ranges from .93 to .95 (Wickramasinghe & Jayaweera, 2010).

3. 2 Unit of Analysis

What is a unit of analysis?

The topic one wishes to present after conducting a research possibly what one would consider to be the main focus of their study, this is known as a unit of analysis.

The principal issue or object of the study will be the subject of a statement from the researcher. The key factor determining it is the research question. Simply expressed, the unit of analysis is "who" or "what" the person who is conducting the study is interested in analyzing.

It is crucial to comprehend the logic underlying the unit of analysis. If the reasoning behind the study is understood, there is a higher chance that the research will be successful. A few examples include a person, a team or a group, an organization, a country, a societal phenomenon, etc (Satter, 2022).

Individuals (humans) are the primary unit under investigation in the current study.

They will provide the data, which will then be gathered and examined from their point of view. Individuals are therefore the unit or the focal point of analysis for the current study.

3. 3 Population

A complete group regarding which some information must be collected is referred to as a population (Banerjee & Chaudhury, 2010). Population of study consists of front line employees working in the restaurants of Pakistan. Due to time and resource constraints it was not possible for me to collect data from all over Pakistan. In order to timely finish the research I collected the data from employees working in restaurants operating Islamabad. As there are several restaurants operating in Islamabad, therefore I chose five star restaurants of Islamabad that includes P.C, Serena, Marriott, Ramada and Shalimar.

My sources told me that there are roughly around 300 front line employees working here, therefore my population is 300.

3. 4 Sampling technique and sample size

There are two types of sampling techniques:

1. Probability sampling
2. Non probability sampling

In this research, convenience sampling technique was used. This technique falls under the nonprobability sampling technique.

A total of 38 restaurant situated in Islamabad were selected for this study. All 38 restaurants were visited and meetings were held with the managers. The study's objectives were explained to each of the 38 restaurant managers during an appointment, and they were also asked if they would grant access to the front line service staff members before the start of their shifts so that survey form can get filled from them about the prevalence of rude behavior of customers in every specific restaurant's environment. There were an overall total of 26 managers at the restaurants who granted permission to get the survey form filled from the full time staff members who had been employed there for at least a year and had direct experience of working directly with customers at the restaurant. There were an average of 6 front line working staff in each restaurant. Each respondent was informed of their rights as an individual subjects and they were given the assurance that any information they submitted would be kept under absolute confidentiality.

3. 5 Sample size

The sample size drawn from the Krejcie and Morgan table is 169.

3. 6 Research Tools

An instrument for research or research tool is a device that can be used to gather, quantify, and analyze information on the research interests. A number of research tools are available to collect data which includes interviews, observations and questionnaires and these are used by researchers in their research. The present study is a questionnaire based research. Questionnaires were gotten filled and information was gathered from the selected sample.

3. 7 Procedure of collecting the data

Data collection refers to the chosen appropriate way or method in which a researcher gathers the information from the sources and the target population. The data is then analyzed and meaning is given to that data. Survey / questionnaire forms were used to collect the data and they were gotten filled by the front of the line service staff members.

A representative sample size group of 38 restaurants in Islamabad was selected for this investigation. All 38 restaurants were visited personally to gather statistics, and meetings were held with each manager. Goals of the research project were conveyed to each of the managers at these sessions and permission was taken from them to speak with the front-line service employees

before to their shifts. The goal was to conduct a poll and determine how common rude customer behavior was in each restaurant.

From of the 38 supervisors at the restaurants, a total of 26 allowed to distribute the questionnaire to their full-time employees who had been employed at the eating establishment for a minimum of one year and had first hand experience with customers. Each member of the staff was advised of their rights as respondents before beginning the survey and given the assurance that whatever data they supplied would be handled in the strictest of confidence.

3. 8 Measure

This research consists of a total of five variables. Customer incivility is the independent variable and turn over intention of the front line working staff members is the dependent variable. This relation is mediated by employee burnout (due to the rude behavior of the customers). There are two moderating variables i.e. one variable is support from the organization and the second variable is support from the supervisor. These five variables are measured quantitatively with the help of questionnaire.

3. 8. 1 Customer incivility

It is measured by using Workplace Incivility Scale (WIS), which has a total number of seven to ten items. In this the respondents are supposed to rate the frequency of their encounters with the uncivil behavior of customers during the past year where 1 being once or twice a year and 5 being every day. The example of the questions are, “ 1) Made demeaning, rude, or derogatory remarks about you. 2) Addressed you in unprofessional terms, either publicly or privately” (Cortina et al., 2001).

3. 8. 2 Burnout

It is measured using the emotional exhaustion items from “The Maslach Burnout Inventory (MBI)”. It consists of nine items. Some of the burnout items are “1) I feel emotionally drained from my work. 2) I feel used up at the end of the workday”.

It is a 5 point Likert scale where 1 is strongly disagree and 5 is strongly agree (Maslach & Jackson 1981).

3. 8. 3 Turnover intention

The TIS-6 (6 item scale) would be used to measure turnover intention. This uses a 7 point Likert scale where 1 is strongly disagree and 7 is strongly agree. It consists of constructs such as “1) I often think about quitting my present job. 2) During the next 12 months, I intend to search for an alternative role (another job, full-time student, etc.) to my present job.” (Bothma & Roodt, 2013).

3. 8. 4 Organizational support

Perceived organizational support is measured using an eight item scale. It is a 5 point Likert scale where 1 is strongly disagree and 5 is strongly agree. Some of the items of this scale are as follows:

“1) My organization really cares about my well-being. 2) Help is available from my organization when I have a problem.”

3. 8. 5 Supervisor support

This construct is measured on a 5 point Likert scale where 1 is strongly disagree and 5 is strongly agree. Nine items scale has been used to measure the “perceived supervisory support” that is developed by Greenhaus et al. (1990). Some of the items of this scale are as follows:

“1) My supervisor gives me helpful advice about improving my performance when I need it. 2) My supervisor takes the time to learn about my career goals and aspirations”

3. 9 Statistical Tests

The tests that are used to analyze the results are correlation and multiple regression analysis. Barron and Kenny’s method was used for the analysis of both mediating variable i.e. employee burnout and moderating variables i.e. supervisor support and organizational support.

Chapter 4 Results

OS = organizational support

SS = supervisory support

WI = workplace incivility

EE = emotional exhaustion

TI = turnover intention

4. 1 Demographic Analysis

Statistics

		age of respondent	education of respondent	marital status of respondent	income of respondent
N	Valid	169	169	169	169
	Missing	0	0	0	0
	Minimum	1.00	1.00	1.00	1.00
	Maximum	3.00	3.00	2.00	3.00

age of respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 – 25	84	50.0	50.0	50.0
	26 – 30	68	40.0	40.0	90.0

31 – 35	17	10.0	10.0	100.0
Total	169	100.0	100.0	

education of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Matric	50	30.0	30.0	30.0
Intermediate	93	55.0	55.0	85.0
Bachelors	26	15.0	15.0	100.0
Total	169	100.0	100.0	

marital status of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Married	102	60.0	60.0	60.0
Unmarried	67	40.0	40.0	100.0
Total	169	100.0	100.0	

income of respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 20,000	68	40.0	40.0	40.0
21,000 – 25,000	25	15.0	15.0	55.0
Valid 26,000 – 30,000	76	45.0	45.0	100.0
Total	169	100.0	100.0	

The total participants in this study are 169. The demographic variables that were asked were age, qualification, marital status and income. There were no missing question, no question remained unanswered. 84 or 50% of the total respondent were in the age bracket 20 to 25, 68 or 40% of the total respondent were in the age bracket 26 to 30 and 17 or 10% of the total respondent were in the age bracket 31 to 35.

50 or 30% of the total respondent had completed their education till metric, 93 or 55% of the total respondent had completed their education till intermediate and 26 or 15% of the total respondent had completed their education till bachelors (2 years).

Out of 169 respondents, 120 or 60% were married and 67 or 40% were unmarried. 68 or 40% of the total respondents' income was below 20 thousand. 25 or 15% of the total respondents' income was in the income bracket of 21 thousand to 25 thousand. 76 or 45% of the total respondents' income was in the income bracket of 26 thousand to 30 thousand.

4. 2 Correlations

	OS	SS	WI	EE	TI
OS Pearson Correlation	1	.219	.406	-.882**	-.887**
Sig. (2-tailed)		.354	.076	.000	.000
N	169	169	169	169	169
SS Pearson Correlation	.219	1	.078	-.276	-.222

	Sig. (2-tailed)	.354		.744	.240	.346
	N	169	169	169	169	169
WI	Pearson Correlation	.406	.078	1	-.579**	-.482*
	Sig. (2-tailed)	.076	.744		.008	.031
	N	169	169	169	169	169
EE	Pearson Correlation	-.882**	-.276	.579**	1	.906**
	Sig. (2-tailed)	.000	.240	.008		.000
	N	169	169	169	169	169
TI	Pearson Correlation	-.887**	-.222	.482*	.906**	1
	Sig. (2-tailed)	.000	.346	.031	.000	
	N	169	169	169	169	169

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Pearson product correlation of turn over intention and emotional burnout was strongly positive and statistically significant. ($r=0.906$, $p=0.00$) which shows the more employee burnout, the greater the turnover intention

Correlation of turnover intention and organization support is strongly negative and statistically significant ($r= -0.887$, $p= 0.00$) which means the less organization support the more the turnout intention.

Correlation of emotional burnout and organization support is strongly negative and statistically significant ($r= -0.882$, $p= 0.00$) which means the less organization support the more the turnout intention.

There is a moderate positive correlation between workplace incivility and employee burnout ($r=0.579$, $p=0.008$) and between WI and turnover intention ($r=0.482$, $p=0.031$), i.e. the greater the workplace incivility the more the burnout and turnover intention.

4. 3 Regression Analysis

4. 3. 1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.925 ^a	.855	.817	1.24884

a. Predictors: (Constant), EE, SS, WI, OS

4. 3. 2 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	138.406	4	34.602	22.186	.000 ^b
	Residual	23.394	15	1.560		
	Total	161.800	19			

a. Dependent Variable: TI

b. Predictors: (Constant), EE, SS, WI, OS

4. 3. 3 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		

1	(Constant)	10.188	9.705		1.050	.310
	OS	-.222	.124	-.392	-1.799	.092
	SS	.018	.095	.019	.188	.853
	WI	.003	.097	.003	.026	.979
	EE	.425	.187	.567	2.277	.038

a. Dependent Variable: TI

The dependent variable i.e. turnover intention was regressed against independent variables i.e. customer incivility, organization and supervisor support and emotional burnout. All the independent variables combined significantly predict turnout intention. $R = 0.925$ $p = 0.00$ i.e. 92.5% variance in turnout intention is predicted by independent variables. However on multiple regression, no single factor alone predicted turnover intention, rather all factors combined predicted it.

4. 4 Moderation

4. 4. 1 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	41.928	6.894		6.082	.000
	WI	-.594	.197	-.579	-3.009	.008
2	(Constant)	33.515	4.167		8.043	.000
	WI	.157	.178	.153	.877	.393

WLOS	-.017	.003	-.940	-5.916	.000
WLSS	-.015	.004	-.892	-4.655	.028

a. Dependent Variable: EE

The cut off value for t is ± 2 and the cut off value for sig is 0.05. It has been shown by the table that both variables; organizational support ($t = -5.916$, $sig = .000$) and supervisor support ($t = -4.655$, $sig = .028$) moderate the relation between customer incivility and turnover intention.

4. 5 Mediation

4. 5. 1 Relation of independent variable with dependent variable

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	26.784	5.547		4.828	.000
WI	.371	.159	-.482	-2.336	.031

a. Dependent Variable: TI

In Baron and Kenny mediation test, the first step is to check the total effect of independent variable on dependent variable which is done through regression analysis. There is a significant impact of independent variable i.e. workplace incivility on dependent variable i.e. turnover intention when $Beta = .371$ and $sig = 0.031$, which is less than 0.05.

4. 5. 2 Relation of independent variable with mediating variable

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	41.928	6.894		6.082	.000

WI	-.594	.197	-.579	-3.009	.008
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a. Dependent Variable: EE

The second step is to check the impact of independent variable i.e. workplace incivility on mediating variable i.e. emotional exhaustion. This relationship establishes the pathway. The relation between independent variable and mediating variable is significant (.008) with a Beta value of -.594.

4. 5. 3 Relation of independent variable and mediating variable with dependent variable

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.812	4.790		-.587	.565
	WI	.048	.096	.063	.502	.622
	EE	.706	.094	.942	7.533	.000

a. Dependent Variable: TI

In the third step, here turnover intention is dependent variable and use independent variable and mediating variable (workplace incivility and emotional exhaustion) as detectors.

In Baron and Kenny model, the mediating variable (emotional exhaustion) should effect the dependent variable (turnover intention). Here emotional exhaustion has a significant effect over turnover intention (sig = .000, Beta = .706).

When I.V has no effect on the D.V after mediating variable has been controlled, this is the case of complete mediation. And if I.V has significant impact on D.V but has reduced in absolute size, this is the form of partial mediation. Here I.V (workplace incivility) does not have a

significant impact on D.V (turnover intention) (sig = .622, Beta .048), therefore this shows complete mediation of emotional exhaustion.

Chapter 5 Discussion

5. 1 Conclusion

The results of this study add to the collection of knowledge by offering empirical evidence for the significance of comprehending patron rudeness and its connections to the workplace environment of restaurants. Despite the fact that modern academics have started to see the necessity for investigation projects that examine customer rudeness and its consequences on employee turnover, the topic of customer rudeness as applicable to the restaurant business has typically been ignored in existing literature. The research presented here attempts to link staff burnout and their intention to leave the company with rude customers, further turnover, and burnout. By demonstrating that organizational and supervisory support had significant impact on the relation between client uncivility and burnout.

5. 2 Theoretical implications

From the viewpoint of a front line service employee in the hotel industry, the study's results have various theoretical implications on client rudeness and its effects. This study's main addition to current hospitality management is its frontline restaurant service personnel perspective. Additionally, this study helps us understand the impact that support at the food service industry level has on the connections between rude customers and burnout.

The literature emphasizes the considerable and beneficial connections between customer rudeness and employee psychological outcomes, which are directly associated to a high intention to leave the company.

According to a recent study (Karatepe, 2015), service workers may experience high workplace stress situations with rude customers more frequently. One time client interactions are typical in the restaurant working atmosphere (Gutek et al., 1999). This makes it easier for clients to treat

service workers rudely by pretending to be someone else (Wilson & Holmvall, 2013). Numerous studies on emotional labor found that frontline restaurant workers experience stress at work as a result of their demanding workloads and frequent unpleasant social interactions with customers, as well as internal rules governing how frontline workers' emotions are conveyed in situations involving customer rudeness (Grandy, 2003; Jung & Yoon, 2014; Hülshager & Schewe, 2011; Shani et al., 2014; Sliter et al., 2010). This study makes an effort to empirically establish the considerable and detrimental impact that rude customers have on the burnout of restaurant front of the house staff members. In order to properly grasp the linkages between customer rudeness, burnout, and intention to leave their job in the restaurant business, this study utilized an approach based on resources using the COR theory. Results show a significant relationship between worker place of employment attitudes and behaviors and psychological resource depletion brought on by rude customers. This research is in line with earlier studies' results (Adams & Webster, 2013; Sliter et al., 2012) that customer incivility is one key element strongly impacting work stress and emotional weariness.

The results of this study confirm that employee burnout mediates the association between customer incivility and intention to leave. According to earlier research on consumer incivility (Kern & Grandey, 2009; van Jaarsveld et al., 2010), emotional tiredness mediates the association between customer incivility and customer-oriented behavior. However, the present research included the broad definition of worker burnout (emotional tiredness, emotional depersonalization, as well as diminished accomplishment), and it showed how staff burnout, which is caused by rude customers, increases the likelihood of turnover. This data confirms the COR theory's claim that burnout is caused by the reduction of psychological as well as emotional resources brought on by rude customers, and it implies that as a result, employees prefer to conserve resources and grow more likely to quit their positions.

In order to investigate how establishments could effectively lower their staff turnover rates, current restaurant research has concentrated on internal elements (i.e., employee compensation, perks, and interpersonal conflicts) that are directly associated with staff leaving their job (Collins, 2010; Lynn, 2002). However, no studies have looked into the influence of the external element (rude customers) on restaurant staff turnover rates to far. As a result, this study successfully shows that patron rudeness greatly raises restaurant front-line staff turnover intention and suggests that clients

rudeness be addressed as a significant area of the study in the future scholarly, academic literature on hospitality.

The findings of the study have theoretical implications on the level of support offered by the restaurant industry. The hospitality sector must figure out the best ways to support staff in overcoming adverse effects brought on by rude customers. Existing restaurant literature has shown the beneficial and direct impacts organizational support and support from colleague have on staff satisfaction with work and excellent client service (Kim et al., 2005; Susskind et al., 2007). The moderating effect of support provided by restaurant organizations and supervisors, as well as its capacity to lessen the impact of patron rudeness upon restaurant front-line service employee burnout, are the focus of this study. The COR theory's claim that the depletion of psychological as well as emotional resources brought on by rude customers leads to burnout is supported by this data, which also implies that staff members tend to save resources and grow more inclined to quit their positions.

In order to investigate how restaurant businesses could effectively lower their staff turnover rates, existing restaurant research has concentrated on internal elements (i.e., employee compensation, perks, and internal conflicts) that are directly associated to employee turnover (Collins, 2010; Lynn, 2002). The influence of the external element (consumer incivility) on restaurant turnover among staff members rates hasn't yet been studied, though. As a result, this study successfully shows that patron rudeness greatly raises restaurant front-line staff turnover intention and suggests that patron rudeness be addressed as a significant area of study in the future scholarly, academic literature on hospitality.

The findings of the study have theoretical ramifications on the level of support offered by the restaurant industry. The hospitality sector must figure out the best ways to support staff in overcoming adverse effects brought on by rude customers. Existing restaurant literature has shown the beneficial and direct impacts organizational support and colleague support have on staff satisfaction with work and customer service (Kim et al., 2005; Susskind et al., 2007). The moderating effect of support provided by restaurant organizations and supervisors, as well as its capacity to lessen the impact of patron rudeness upon restaurant front of the line employee burnout, are the focus of this study. Additionally, this study found that organizational backing and guidance

from managers are crucial in reducing the link between rude customers and employee burnout. This finding supports the contention of the COR theory, which contends that investments in socio-emotional resources may be the most effective type of employee support to combat emotional exhaustion (Hobfoll, 1989; Lee & Ashforth, 1996).

It was discovered that organizational support had a stronger interaction effect than supervisory support in minimizing the impact of rude customers on burnout. In contrast, our findings run counter to Kossek et al.'s (2011) assertion that supervisory assistance may be more effective than organizational support for motivating employees, particularly in the context of interdependent teamwork. However, because the respondents were front-line service staff members who worked in a restaurant setting where many customer service interactions occurred on their own (i.e., at the table assistance encounters), and with no supervisor involvement, the results of the research have been submitted to have been reasonable.

5. 3 Practical implications

Customers being rude to employees is a common occurrence in the labor-intensive restaurant industry, which is known for having increased rates of workers leaving their jobs (Collins, 2010; Lu & Gursoy, 2013). Therefore, developing a strategy that can effectively reduce the negative effects of customers being rude to employees should be a key component of a long-term business plan. Incivility among customers has typically been thought to have a negative impact on attitudes and behaviors of staff members at work. The method used in this study to more fully understand customer rudeness was especially applied to the context of customer rudeness experienced by front-line restaurant service staff. Adopting this strategy, our findings imply that employees are more inclined to regulate and surpass the negative effects of rude customers if they have positively rated the support offered by their organizations and supervisors. Several specific practical consequences are given in light of these findings.

Actionable findings based on this research's findings advise restaurant managers and supervisors to start asking front-line staff to classify serious occurrences that involve concerns with rude customers. Using this knowledge, scenarios may be created to train all front-line service staff members on how to calm and improve their handling of various customer rudeness situations. Additionally, information identifying methods that seem to be more effective than others should

be recorded by frontline service personnel. A 'rotating nucleus' of frontline service personnel might coordinate the ongoing monitoring of this program's outcomes, which would then be periodically reviewed at staff meetings.

A crucial sub-strategy could be for management at restaurants to carefully track staff members involved in customer incivility issues in order to determine whether or not specific staff members actually need more in-depth observational discussions by management, possibly incorporating these workshop for training with those on the front lines customer service leaders. This could lead to the creation of "buddy systems" that pair frontline service staff with individuals who have been involved in numerous documented instances of customer incivility with others who have had fewer such encounters.

Another practical aspect is that managers should regularly be present in the eating room of the restaurant so that both staff and customers may see a "supervisory" presence. Customers and staff might avoid many potentially awkward situations before they developed into heated and unprofessional occurrences by having easy access to management.

To gain a competitive edge over other businesses engaged in the recruitment, selection, and retention processes for those who are most important the front lines service employees seeking work in the restaurant industry, restaurants should consider improving the financial and emotional job conditions. Restaurants need to frequently evaluate employee performance and provide significant incentives as well as rewards for exemplary customer service. For instance, with feedback from line service staff, restaurant managers and organizational management may create valuable, customized employee loyalty programs. With the help of this technique, considerably more useful data could be produced that could be utilized to set realistic targets and create employee incentives that would be valuable to them.

To maximize the impact that first line service staff performance has on the entire restaurant, well-structured training programs should be created and regularly reviewed. Training programs may achieve much greater degrees of knowledge among staff members regarding numerous relevant problems associated with operations and service when employees are aware of the crucial role they represent to the overall achievement of the restaurant industry and are treated with respect as a

result. Excellent training programs that emphasize the value of frontline staff to the company will produce workers that are more competent, self-assured, and manageable.

5. 4 Limitations

Like all research, the current study has several restrictions. First off, the study's sample was constrained to a single geographic region, five star restaurants of Islamabad, Pakistan. As a result, it is unclear whether the sampling used in this study is representative of all restaurant front line service providers. Additionally, data were gathered during just a short amount of time with a small sample size of frontline service workers. Testing these hypotheses on bigger samples of customer service workers is advised.

Additionally, other hotel business divisions with frontline service personnel merit similar scrutiny. Situations involving lodging establishments may present a variety of potentially distinct typologies involving serious incidences of uncivility from customers, which are specific to those in the hospitality segment customer service representatives at both individually and organizationally owned properties. Future applications of consumer incivility research should include suppliers of service stationed at important interaction points, such as front desk staff, the cleaning staff, security, regular upkeep, and other services for guests.

Another study drawback was the adoption and use of organizational behavior researchers' tools and scales to measure customer impoliteness in restaurants, which might not accurately reflect a working atmosphere of a restaurant. In order to effectively address uncivil customer behavior specific to the restaurant employment context, future research should design scales tailored and unique to restaurant customer incivility.

Our last limitation, which addresses potential difficulties of uncivil behavior between employees and management, provides guidance for further research. The goal of the current study was to specifically examine rudeness between customers and the front line service personnel employed at those restaurants. Future studies should take into account the 'internal' work environment experiences as mitigating factors for burnout and turnover. Future studies on incivility in the hospitality industry could look into remarks made about rude behavior encountered directly from other staff members and also from managers or aimed at supervisors.

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Appendix

Questionnaire

Demographics

Age

20 – 25 25 – 30 30 – 35 35 – 40 40 – 45 45 – 50 and above

Qualification

Matric Intermediate Bachelors

Marital Status

Married _____ Unmarried _____

Income

Below 20,000 20,000 – 25,000 25,000 – 30,000 30,000 – 35,000 35,000
– 40,000 and above

Please fill the questionnaire by keeping in mind past one year of your service while employed at your organization.

Perceived organizational support (Eisenberger et al., 1986)

Please rate the statements on the following scale

5 = strongly disagree, 4 = disagree to some extent, 3 = uncertain, 2 = agree to some extent, and 1 = strongly agree.

- | | |
|--|-----------|
| 1- My organization really cares about my well-being. | 1 2 3 4 5 |
| 2- My organization strongly considers my goals and values. | 1 2 3 4 5 |
| 3- My organization shows concern for me. | 1 2 3 4 5 |
| 4- My organization cares about my opinions. | 1 2 3 4 5 |

- 5- My organization is willing to help me if I need a special favor. 1 2 3 4 5
- 6- Help is available from my organization when I have a problem. 1 2 3 4 5
- 7- My organization would forgive an honest mistake on my part. 1 2 3 4 5
- 8- My organization would not take advantage of me, even if given the opportunity. 1 2 3 4 5

Perceived supervisor’s support (Greenhaus et al. 1990).

Please rate the statements on the following scale

5 = strongly disagree, 4 = disagree to some extent, 3 = uncertain, 2 = agree to some extent, and 1 = strongly agree.

1. My supervisor takes the time to learn about my career goals and aspirations
2. My supervisor cares about whether or not I achieve my goals
3. My supervisor keeps me informed about different career opportunities for me in the organization
4. My supervisor makes sure I get the credit when I accomplish something substantial on the job
5. My supervisor gives me helpful feedback about my performance
6. My supervisor gives me helpful advice about improving my performance when I need it
7. My supervisor supports my attempts to acquire additional training or education to further my career
8. My supervisor provides assignments that give me the opportunity to develop and strengthen new skills
9. My supervisor assigns me special projects that increase my visibility in the organization

Emotional Exhaustion (Maslach and Jackson 1981).

Please rate the statements on the following scale

5 = strongly disagree, 4 = disagree to some extent, 3 = uncertain, 2 = agree to some extent, and 1 = strongly agree.

- 1- I feel emotionally drained from my work
- 2- I feel used up at the end of the workday
- 3- I feel fatigued when I get up in the morning and have to face another day on the job
- 4- Working with people all day is really a strain for me
- 5- I feel burned out from my work
- 6- I feel frustrated by my job
- 7- I feel I'm working too hard on my job
- 8- Working with people directly puts too much stress on me
- 9- I feel like I'm at the end of my rope

Turnover intention

Please rate the statements on the following scale

(1) Strongly Agree; (2) Agree; (3) Somewhat Agree; (4) Neither Agree Nor Disagree; (5) Somewhat Disagree; (6) Disagree; (7) Strongly Disagree.

- 1- I often think about quitting my present job.
- 2- I intend to quit my present job.
- 3- I often think about an alternative line of work (an activity other than my present line of work).
- 4- During the next 12 months, I intend to search for an alternative role (another job, full-time student, etc.) to my present job.
- 5- I have searched for a new job.

6- I am constantly searching for a better job

Workplace Incivility Scale (Cortina et al., 2001)

Please use the following format

1 – Once or twice a year

2 – Once or twice a month

3 – About once a week

4 – Several times a week

5 – Everyday

- | | |
|---|-----------|
| 1. Put you down or was condescending to you in some way | 1 2 3 4 5 |
| 2. Paid little attention to a statement you made or showed little interest in your opinion. | 1 2 3 4 5 |
| 3. Made demeaning, rude, or derogatory remarks about you | 1 2 3 4 5 |
| 4. Addressed you in unprofessional terms, either publicly or privately | 1 2 3 4 5 |
| 5. Ignored or excluded you from professional camaraderie | 1 2 3 4 5 |
| 6. Doubted your judgment in a matter over which you have responsibility | 1 2 3 4 5 |
| 7. Made unwanted attempts to draw you into a discussion of personal matters | 1 2 3 4 5 |
| 8. Ignored you or failed to speak to you | 1 2 3 4 5 |
| 9. Made jokes at your expense | 1 2 3 4 5 |
| 10. Yelled, shouted, or swore at you | 1 2 3 4 5 |

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