

Received: May 2023 Accepted: June 2023

DOI: <https://doi.org/10.58262/ks.v11i02.200>

Job Satisfaction and Its Role in the Relationship Between Customer Incivility Dimensional on Employees' Work Effort Dimensional: A Case Study of 3 5 Stars Hotel in Vietnam

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Abstract

This research contributes to the understanding of how job satisfaction functions as a pivotal factor in the intricate relationship between customer incivility and employees' work effort within the Vietnamese hotel industry. By acknowledging the importance of job satisfaction in this dynamic, the findings provide actionable insights for hotel managers to foster a more positive work environment, ultimately leading to improved employee well-being and performance. By conducting 360 participants at 3-5 star hotels in Vietnam with different ages, positions, and working environments. From the research results, it can be seen that the above factors will have different effects on employee satisfaction and work effort when dealing with the incivility of customers. All hypotheses are accepted when researching customer incivility in the 3-5-star hotels in Vietnam.

Keywords: Customer incivility; job satisfaction; work effort; hotel in vietnam

1. Introduction

Hospitality, a service-oriented sector of the economy, provides a work atmosphere that encourages interaction between customers and employees (Alola, Olugbade, Avci, & Oztüren, 2019). Therefore, it is understandable that if employees are satisfied with their work, they will be willing to devote themselves to bringing the greatest profit to the business, working hard to give customers the most valuable experience. However, on average each day, a hotel can receive more than hundreds of different new guests, so each employee is prone to stress and loss of available resources due to trying to control emotions, appear happy looks and create a friendly environment when serving guests (Alola et al., 2019). Moreover, in the case of unappreciated efforts and receiving insults from customers, it is easy to make employees exhausted. In a research interview by Porath and Pearson (2013), 98% of employees have experienced rude treatment, with more than 50% experiencing it at least once a week. The emotional, cognitive, and psychological resources of employees were threatened by the disrespectful behavior of customers during their interactions,

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which put pressure on behavior and effort. of employees (Han et al., 2016; Kern & Grandey, 2009).

After the complicated developments of the Covid-19 epidemic, the "Smokeless Industry" in general and the tourism industry, in particular, are being considered by our state as a necessary spearhead for post-pandemic recovery, according to Prime Minister Pham Minh Chinh's speech at the "National Online Conference on Tourism" in 2023. Analytical data from the Google Destination Insights tool shows that the number of international searches for Vietnam tourism has increased sharply since the beginning of 2022. The search volume has increased sharply from the end of December 2021 to early January 2022. Search volume on 1 January 2022 increased by 222% over the previous month and 248% over the same period in 2021. These are positive signs of a strong recovery of the tourism industry. According to statistics from the National Administration of Tourism, in 2022, Vietnam's tourism market welcomed about 91.8 million domestic tourists, the total revenue from tourists in Vietnam is estimated at 425 trillion VND, 50% more than the previously set target. This shows the amazing "rebound" of domestic tourism after being heavily affected by the global pandemic. This is a good sign showing the strong recovery of Vietnam's tourism, after two years of almost being "frozen" due to the impact of the COVID-19 pandemic.

Undesirable employee consequences such as burnout (Han al., 2016) and reduced job satisfaction (Laschinger et al., 2009) can be the result of incivility behaviors: frustration, insulting manner, hurtful, disabling an employee's ability to work for a while. Information from Tuoitre Newspaper records a case where a male shipper had his hands broken by a customer while he was doing his job properly. Frontline workers may feel less satisfied with their work due to rude actions in the workplace. Impolite customers are a stressor at work (Han et al., 2016) negatively impacting the health of hotel employees in the workplace and their ability to provide quality service (Li et al., 2021). They will not have enough spirit and focus on their work to meet the service standards that a 3-5-star hotel requires. It is easy to see that this is a common situation in the world, especially in the Vietnamese market, the customer culture in our country is still quite poor. The case that the male receptionist at the Champa and Hue Hotel was stabbed by a customer in critical condition in 2018 (DanTri newspaper, Thuy Nhung,) has brought the customer's insult to the staff to an increasingly alarming level. Therefore, customer attitudes and behaviors toward front-line hotel staff must be considered because they serve as an important link between the company and the customer (Li et al., 2021).

2. Theoretical Framework and Literature Review

2.1 Customer incivility

Rude conduct toward employees is deemed deceptive about the customer's attitude toward employees when they do not meet their expectations or are affected by external emotions. Rude behavior that does not respect employees begins in the workplace. Customers' words, gestures, and actions that impact staff are common examples of these behaviors. Low-intensity deviant behavior with the intent of vaguely causing harm to the target violates workplace norms of mutual respect (Andersson and Pearson, 1999).

According to Andersson and Pearson (1999), insulting employees is an impolite act that violates workplace standards. The lack of civility in the workplace is frequently examined through the lens of employee-customer interactions; yet, rudeness and indecency frequently occur when the customer is the offender and the employee is the victim (Sliter et al., 2010).

The effects of frustration when there are words and behaviors that do not respect the staff lead to emotional tiredness, causing the personnel to become cognitively impaired, and this is one of the causes of employee turnover. to utter fatigue (Maslach, 2003). Furthermore, mental tiredness will cause employees to experience anxiety, despair, and helplessness when interacting and communicating with clients (Sliter et al., 2010; Shin, 2019).

When employees are offended intellectually and emotionally over an extended period of time, their work and responsibilities suffer (Cortina et al., 2017). Customer rudeness, according to Sliter et al. (2010), has an indirect influence on emotional weariness through two behaviors: repressing negative feelings and faking happy emotions. Furthermore, studies demonstrate that nasty, uncivilized client conduct may easily stimulate the emotions of staff, and from there, employees might counter-attack consumers.

2.2 Work effort

Work effort, according to Mohr and Bitner (1995), can be described as the level of energy expended in performing a particular behavior or a sequence of behaviors. Elsewhere, work effort has been expressed, in general terms, as the number of resources that are expended (Yeo & Neal, 2004). Employee effort at work is defined by Kelliher and Anderson (2010) as work intensity and overtime. The term "work effort" describes the number of resources, time, and energy needed to finish a task or project. It serves as a gauge for the effort put forth to produce a specific result. The difficulty of the activity, the amount of skill necessary, the accessibility of resources, and the effectiveness of the individuals or teams involved can all have an impact on the work effort.

Work effort is a factor of great importance that affects both the performance and quality of life of employees (Merino-Tejedor et al, 2015). Work effort is significant from the perspective of the employee since it affects their well-being and professional advancement. Employee motivation and commitment to their work might rise when they feel that their efforts are valued and acknowledged. They have a sense of purpose and are more willing to exert extra effort to get the results they want. Therefore, exerting more effort at work may result in improved performance and productivity. Employees may perform more effectively, meet deadlines, and produce high-quality work when they are prepared to put in more effort.

On the other hand, if employees work with a lack of effort at work, it can lose opportunities for promotion and corporate rewards. Employees who do not invest enough effort in their work may not be recognized and appreciated, thereby being ignored in promotion and development. This leads to when employees work for a long time, it will make them lose motivation and not feel satisfied with their work. This leads to effort at work and will result in the intention to quit.

2.3 Literature review

Frustration

Frustration, as articulated by Dollard et al. (1939), is characterized as an impediment to the manifestation of a target response that has been initiated at its designated time within the behavioral sequence. If a service process undermines a consumer's sense of control, cognitive assessment will result in a disappointing experience; an unmet aim leads to irritation and lowers pleasure (Lazar et al., 2005). It is vital to emphasize that dissatisfaction arises from the obstacles that individuals face in the process of obtaining objectives, rather than from failing to achieve goals.

Frustration, conversely, arises when individuals encounter obstacles in their path. Customer

dissatisfaction during a service interaction can result from encountering barriers, such as a guest host refusing to allow reservations for a double room, in the production process, leading to the realization that the intended product or service may not be acquired (Susskind, 2004). Satisfaction, on the other hand, is experienced by consumers who have a sense of control and successfully attain their desired rewards (Wetzer et al., 2007).

In the hotel industry, many employees grapple with the notion of advancement, anticipating immediate promotion to a managerial position upon completing their educational programs in universities or colleges. However, upon entering the workforce, they are often assigned operational roles, such as bookkeeping, guiding, carrying bags for clients, serving tables, and assisting with room cleaning. Consequently, a daily task list becomes essential, contributing to long-term employment that is not necessarily directly linked to management.

This situation is compounded when dissatisfied customers report their grievances to management, potentially leading to increased scrutiny. The challenges of the job are further heightened when departments require additional foreign language proficiency, adding to the responsibilities of addressing growing tasks independently.

Most people believe that the customer-employee interface consists of pleasant interactions, yet there is mounting evidence that hotel employees are frequently subjected to tourist misconduct. 2020 (Cheng et al.). Disappointment causes employees to feel disengaged from their job, alienates them from their assigned work, and has an impact on teamwork (Demerouti, Bakker, Vardakou, & Kantas, 2003). Employees will leave their jobs if they are annoyed by a stressor and are deemed to be out of control (Folkman, Lazarus, Dunkel-Schetter, DeLongis, & Gruen, 1986; Kahn, 1990). Because frustration is an emotional response to an unpredictable stressor, it is theoretically connected to job disengagement.

Insulting manner

Insulting is an outcome made during the interaction (Chris McVittie et al., 2021). Offense can be approached in two ways, indirect and direct. Many studies in recent years have shown that the prevalence of abusive language across all forms of online communication has indirectly offended others, including social networking sites such as Twitter... (Chris McVittie et al., 2021), online computer games (Fox and Tang, 2014), and reader responses to articles (D. Gavriely, 2010). The common feature of the above reports is how the focus on insults has hurt the spirits of the readers, and adversely affected the online culture, without mentioning the harms of having to face the insult behavior directly.

The concept of an insult is not a uniform concept. Including the concept of "personal insults" studied by Labov (1972) to capture insults directed at a specific goal, Labov thinks that offensive behavior is a criminal act. The best kind of "personal" insult can be defined as an utterance or writing by which the doer intends to offend someone (Neu, 2008; Mateo and Yus, 2013) by willfully downplaying or ascribing a negative trait to others (Hay, 2002). Although there are cases where the speaker does not intentionally offend others, it is possible that cultural differences can cause misunderstanding and discomfort for others.

If in the past there were theories that considered polite and unpolite elements to be obvious and common elements in communication (e.g. Grice, 1989). Of course, when communicating, it is difficult for us to completely control rudeness and insults from others, but that doesn't mean that impoliteness can be considered normal just because it often appears. Recent studies

have looked at how individuals deal with potential insults when others are directed at them. For example, Stokoe and Edwards (2007) demonstrated that people will often report offensive speech by calling mediation centers and participating in police interviews. In addition, there is a study by Hutchby (2008) that shows how to report insults of others to third parties and solicit co-participants' support by filing a newspaper complaint reporting offensive behavior.

Time commitment and work intensity

Time commitment and work intensity are two important dimensions constituting the essence of hard work (Brown & Leigh, 1996). Time commitment is the period of commitment during which employees work with the organization (Nock, 1988), are motivated to serve, and commit to their job roles to contribute to the success of the business (Lincoln and Kalleberg, 1985; Randall, 1987). Factors such as the job's complexity, the number of tasks an employee must perform, the time constraints of each job request, and the individual's working habits will affect performance time commitment. And the activity related to the ability to do that job is "work intensity". Individual work intensity, especially in the context of flexible labor markets, may provide a more reliable measure of workers' participation in the labor market (Calegari et al., 2022). Work intensity is clearly associated with increased employee health and mental health risks. On the other hand, some feelings of work intensity such as anxiety, stress, or intense engagement can be rewarding and meaningful for employees, and as an inevitable part of an intrinsic feature of the service industry (Granter et al., 2019).

Employees work long and hard as means of achieving success rather than their activity during a specific time period (Brown & Leigh, 1996). When customers and managers expect employees to invest more in soft skills or emotional labor (Granter et al., 2019). Consequently, they typically devote time and effort to their jobs in a variety of ways, including working excessively long hours, remaining late to work (Volkoff, 2010), considering solutions to problems at work while at home, and keeping connected to their jobs (remotely) after regular business hours (Shkoder et al., 2021). With such a lack of time and constant high intensity, employees become stressed and fatigued leading to health damage, and depletion of time and energy (Allen et al., 2000). They need enough rest and recovery time to maintain their best mental and physical health.

When employees have enough time to complete tasks and are not under excessive pressure of work intensity, many important benefits can be formed for the business (Bevan, 2012). First, employees will feel more satisfied and confident with their work and duties at the enterprise. Second, they can spend time and energy researching, analyzing, and doing the work thoroughly. As a result, the work will be carried out meticulously, with quality and safety. Their achievements will be recognized and appreciated by managers, and customers and actively contribute to organizational success (Trzeciak & Banasik, 2022). This creates a strong sense of motivation and commitment to the work. For example, the issue of time and intensity of work is directly related to the safety of workers at coal mines. According to Mr. Boal (2018) when there are not enough conditions for output per worker per day, workers have to face more injuries that have a direct impact on safety. safety as well as the lives of employees. Finally, it is easy to keep a balance between the work and personal life of employees. They will be able to spend more time with their family, hobbies, and personal health. That will help employees reduce work-life conflict – the problem of resource depletion (Liao et al., 2019) – and increase the quality of life leading to quality and commitment. at work also increased (Popoola & Fagbola, 2023).

3. Research Methods

The research delves into an exploration of the impact of customer rudeness on employee satisfaction and work effort, drawing from relevant literature. Given the prevalent encounters where employees contend with negative expressions or actions from customers, a comprehensive evaluation of the primary factors influencing the satisfaction of hotel staff was conducted through a customer satisfaction survey. A thorough examination was undertaken to propose a multi-dimensional and practical solution.

To gauge incivility, we utilized the scale developed by Burnfield et al. (2004). This scale specifically measures one of the two dimensions of customer impoliteness, namely customer frustration, wherein customers express their frustrations towards employees. Verbal aggression, falling under the dimension of insulting manner, was considered for assessing offensive remarks. Additionally, the Effort construct was measured using a recognized scale evaluating time commitment (persistence) and work intensity dimensions (Naylor et al., 1980). Measures were devised to assess these Effort dimensions.

The research employed both Quantitative and Qualitative Approaches, collecting data through surveys. Subsequently, SPSS 20 and AMOS 24 were employed to analyze the survey results, utilizing test values such as Cronbach's Alpha, EFA, CFA, and SEM. The study targeted a minimum of 360 observations from departments with direct customer contact, such as reception, food and beverage, housekeeping, etc. Participants, aged between 18 and 36, were employed in 3-5-star hotels situated in key tourism provinces and cities in Vietnam, including Ha Noi, Ho Chi Minh, Can Tho, Kien Giang, Khanh Hoa, Vung Tau, Lam Dong, etc. These locations are pivotal tourism hubs in Vietnam, attracting a substantial influx of domestic and international tourists.

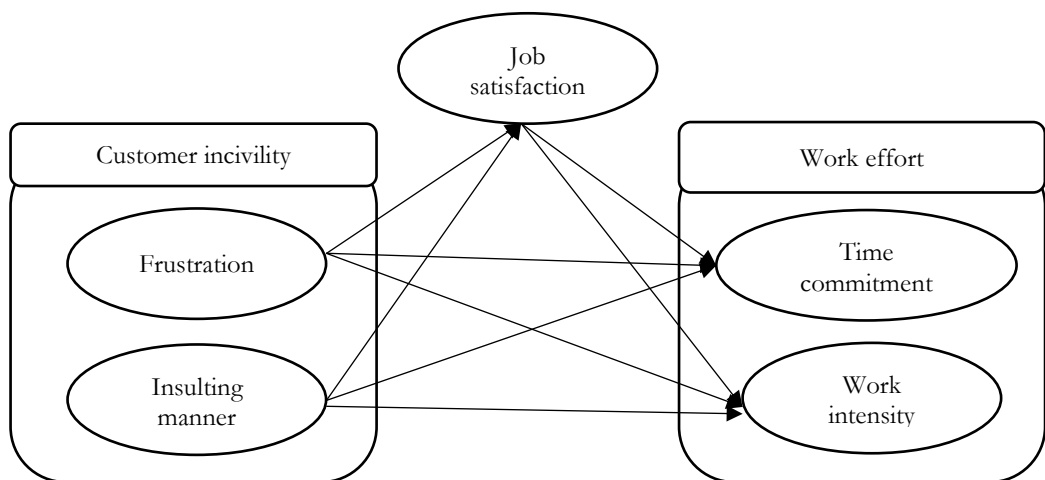


Figure 1. The conceptual framework

4. Research Results

The findings indicate that out of 303 polls conducted, the top ten provinces and cities include Can Tho, Da Nang, Hanoi, Ho Chi Minh, Khanh Hoa, Kien Giang, Lam Dong, Ninh Binh, Thua Thien Hue, and Vung Tau. However, for the purpose of this survey analysis, attention is focused on the four provinces and cities with the highest and lowest number of participants

among the 303 individuals surveyed.

Can Tho emerged as the most represented, with 104 respondents, constituting 34.3% of the total surveyed population. Kien Giang ranked second, with 42 participants, making up 13.9% of the total. Conversely, the provinces with the lowest workforce participation are Vung Tau, with 17 respondents (5.6% of the entire survey), and Lam Dong, with only 3 participants (1% of the overall survey). The decision to prioritize Can Tho in the survey was influenced by its geographical location and the limited survey duration. Known for its tourist attractions, Can Tho attracts a substantial number of visitors, particularly in the service industry, including hotels and restaurants. This dynamic setting provides staff with increased opportunities for client interactions compared to other provinces. The minimal representation of Lam Dong (1% of the total surveys) is attributed to its geographical distance and the team's constraints on survey collection time.

Table 1: Descriptive statistics by province

City	Frequency	Percent (%)
Can Tho	104	34.3
Da Nang	24	7.9
Ha Noi	22	7.3
Ho Chi Minh	26	8.6
Khanh Hoa	23	7.6
Kien Giang	42	13.9
Lam Dong	3	1.0
Ninh Binh	22	7.3
Thua Thien Hue	20	6.6
Vung Tau	17	5.6
Total	303	100.0

Source: Survey results of students in the 3 – 5 star hotel in Vietnam

Table 2 presents the comprehensive results of the Cronbach's alpha values for the framework. A majority of the coefficients exceed 0.7, indicating a robust internal consistency. Additionally, all observed variables exhibit Corrected Item-Total Correction coefficients greater than 0.3, affirming a close correlation between the component variables and the overall variable, underscoring the high reliability of the scale. However, it is noteworthy that the initial Cronbach's alpha coefficient for the variable 'Frustration' is notably high at 0.921, surpassing the conventional threshold of 0.7. Upon closer examination of the 11 observed variables within 'Frustration,' 10 coefficients for Corrected Item-Total Correction exceed 0.3, signifying a strong association. The exception is variable 'FT3,' with a Corrected Item-Total Correction coefficient of 0.285, falling below the 0.3 threshold. Consequently, a decision has been made to exclude 'FT3' from the variable set, and a subsequent run of Cronbach's alpha will be conducted to ensure the integrity and reliability of the scale.

Table 2. Cronbach alpha test results of the factors

Factor	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Time Commitment (TC); Cronbach's Alpha = 0.864				

Factor	Scale Mean if Item Deleted	Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
TC1	15.22	6.896	0.730	0.823
TC2	15.19	7.025	0.684	0.835
TC3	15.27	7.249	0.662	0.841
TC4	15.23	7.066	0.699	0.831
TC5	15.25	7.356	0.643	0.845
Work Intensity (WI); Cronbach's Alpha = 0.874				
WI1	15.71	6.425	0.734	0.839
WI2	15.66	6.568	0.689	0.851
WI3	15.65	6.474	0.692	0.851
WI4	15.67	7.307	0.701	0.852
WI5	15.60	6.670	0.717	0.844
Frustration (FT); Cronbach's Alpha = 0.934				
FT1	32.89	49.292	0.671	0.930
FT2	32.94	47.688	0.733	0.927
FT4	32.83	46.284	0.792	0.924
FT5	32.78	48.038	0.743	0.927
FT6	32.87	48.728	0.710	0.929
FT7	32.98	46.741	0.788	0.925
FT8	32.92	47.897	0.753	0.927
FT9	32.95	47.332	0.742	0.927
FT10	32.99	46.917	0.761	0.926
FT11	32.88	47.803	0.685	0.930
Insulting Manner (IM); Cronbach's Alpha = 0.857				
IM1	10.99	6.569	0.730	0.805
IM2	10.96	6.445	0.761	0.791
IM3	10.95	7.295	0.686	0.824
IM4	10.93	7.482	0.631	0.845
Job satisfaction (JS); Cronbach's Alpha = 0.787				
JS1	6.24	1.667	0.714	0.619
JS2	7.71	1.485	0.629	0.729
JS3	6.29	2.073	0.572	0.774

Source: Survey results of students in the 3 – 5 star hotel in Vietnam

Based on the results, it is evident that the Kaiser-Meyer-Olkin (KMO) coefficient is 0.944, surpassing the recommended threshold of 0.5. Additionally, Bartlett's test yields a result of 4770.051 with a significance level (Sig) of 0.000, which is less than 0.05. This indicates that the data employed for factor analysis is entirely suitable.

The extraction of 5 factors is supported by eigenvalues exceeding 1, with a cumulative variance of 67.295%, surpassing the acceptable threshold of 50%. This implies that these 5 primary factors account for a significant portion of the variation, effectively capturing the dynamics of the 26 observed variables. The model demonstrates its capacity to explain 67.295% of the variability in job satisfaction and its correlation with the interplay between customers' lack of

seriousness and workers' work effort within 3 to 5-star hotels in Vietnam.

The Rotated Component Matrix table reveals the allocation of 26 observed variables into 5 main factors. All observed variables exhibit Factor Loading coefficients exceeding 0.5, with no suboptimal variables identified. Consequently, the factors exhibit both convergent and discriminant validity, ensuring robustness in the exploratory factor analysis (EFA).

Furthermore, the absence of confusion between factors signifies that questions related to one factor do not overlap with those of another. Therefore, following factor analysis, these independent factors remain unchanged, neither increasing nor decreasing. In summary, all variables are retained in the research model for subsequent analytical tests.

Table 3. Pattern Matrix of the independent variables – Second Time

Variable	Factor				
	1	2	3	4	5
FT2	0.864				
FT6	0.841				
FT5	0.814				
FT11	0.791				
FT1	0.778				
FT4	0.777				
FT9	0.766				
FT10	0.754				
FT8	0.722				
FT7	0.696				
TC5		0.889			
TC4		0.802			
TC2		0.787			
TC1		0.755			
TC3		0.728			
IM4			0.896		
IM1			0.843		
IM2			0.833		
IM3			0.750		
WI2				0.918	
WI5				0.791	
WI3				0.765	
WI1				0.738	
JS1					0.639
JS2					0.719
JS3					0.784

Source: Survey results of students in the 3 – 5 star hotel in Vietnam

The variable's CMIN/DF is 1.524, which is less than 5, resulting in favorable model parameters. Additionally, the variable's GFI is 0.902, exceeding the threshold of 0.8. Given that GFI is sample size sensitive, a value greater than 0.8 indicates a valid model (Baumgartner et al., 1996 and Doll et al., 1994). Consequently, this model is considered optimal, with TLI at 0.963 and CFI at 0.967, both surpassing 0.9. The indices RMSEA at 0.042, below 0.08, and PCLOSE at 0.964, exceeding 0.05, meet the criteria for assessing the model's goodness of fit as per Hu and Bentler (1999). In summary, based on the criteria derived from the above analysis, the data variables exhibit a high level of agreement with the research model.

Table 4. Model Validity Measures of variables

	CR	AVE	MSV	FT	TC	IM	WI	JS
FT	0.932	0.580	0.433	0.762				
TC	0.864	0.560	0.387	-0.622	0.748			
IM	0.858	0.603	0.354	0.595	-0.586	0.777		
WI	0.852	0.590	0.486	-0.613	0.608	-0.592	0.768	
JS	0.800	0.573	0.486	-0.658	0.584	-0.591	0.697	0.757

Source: Survey results of students in the 3 – 5 star hotel in Vietnam

According to the table above, the Composite Reliability (CR) values are greater than 0.7, and the Average Variance Extracted (AVE) values exceed 0.5, ensuring convergence for all scales (Hair et al., 2009). Furthermore, the square root of the Average Variance Extracted (AVE) is greater than the correlations between the latent variables. Additionally, the Maximum Shared Variance (MSV) value is less than the AVE, ensuring discriminant validity (Fornell & Larcker, 1981).

Table 5. Standardized Regression Weights of SEM

	Relationship		Estimate
JS	<---	FT	-0.476
JS	<---	IM	-0.308
TC	<---	FT	-0.306
WI	<---	FT	-0.189
TC	<---	IM	-0.264
WI	<---	IM	-0.214
WI	<---	JS	0.456
TC	<---	JS	0.244

Source: Survey results of students in the 3 – 5 star hotel in Vietnam

While both frustration and insulting behavior significantly impact the job satisfaction of frontline employees, it is noteworthy that frustration exerts a more pronounced effect, as evidenced by a higher regression coefficient of 0.476 compared to insulting behavior, which has a regression coefficient of 0.308 (see Table 5). This finding distinguishes the current study from prior research, revealing that the detrimental impact of customer incivility is more pronounced through the frustration factor, undermining employees' positive perceptions of their jobs and acting as a stressor that tarnishes their professional reputation (Folkman & Lazarus, 1984).

Aligned with the Conservation of Resources (COR) theory by Hobfoll (1989), both frustration and derogatory attitudes pose threats to employees' positive emotional well-being, transforming customer-employee interactions into a challenging relationship for employees. When employees experience negative moods and lack positive emotions, their ability to deliver high-quality service to customers may be compromised.

In the realm of Work effort dimensions, the positive influence of Job satisfaction on time commitment is evident. When employees harbor positive sentiments towards work-related factors, such as colleagues, customers, or the work environment, their likelihood of turnover diminishes. This, in turn, increases their commitment to the hotel, reflecting a prolonged Time commitment (Bogan & Dedeoglu, 2017; Park & Min, 2020), fostering dedication to both the hotel's development and their own professional growth.

Furthermore, Work intensity is positively affected by Job satisfaction, as it is recognized as an

input acknowledgment of Work effort. Job satisfaction significantly influences work intensity and performance, enhancing employees' emotional well-being and mitigating health and mental risks associated with the intense and high-pressure service industry environment (Granter et al., 2019). Despite the inherent challenges of a demanding work setting, the positive impact of Job satisfaction propels employees to contribute willingly.

In terms of the substantial influence of the two dimensions of Work effort on Job satisfaction, it is evident that Work intensity, with a regression coefficient of 0.456 (see Table 5), exerts a more substantial influence than Time commitment, which has a regression coefficient of 0.244. In practice, this suggests that, when Job satisfaction is at play, the duration of an employee's attachment to the business does not necessarily correlate clearly with the generation of high work effort. Instead, the intensity of the employee's job, reflecting a high level of engagement and commitment, becomes a more compelling indicator of their dedication and contribution.

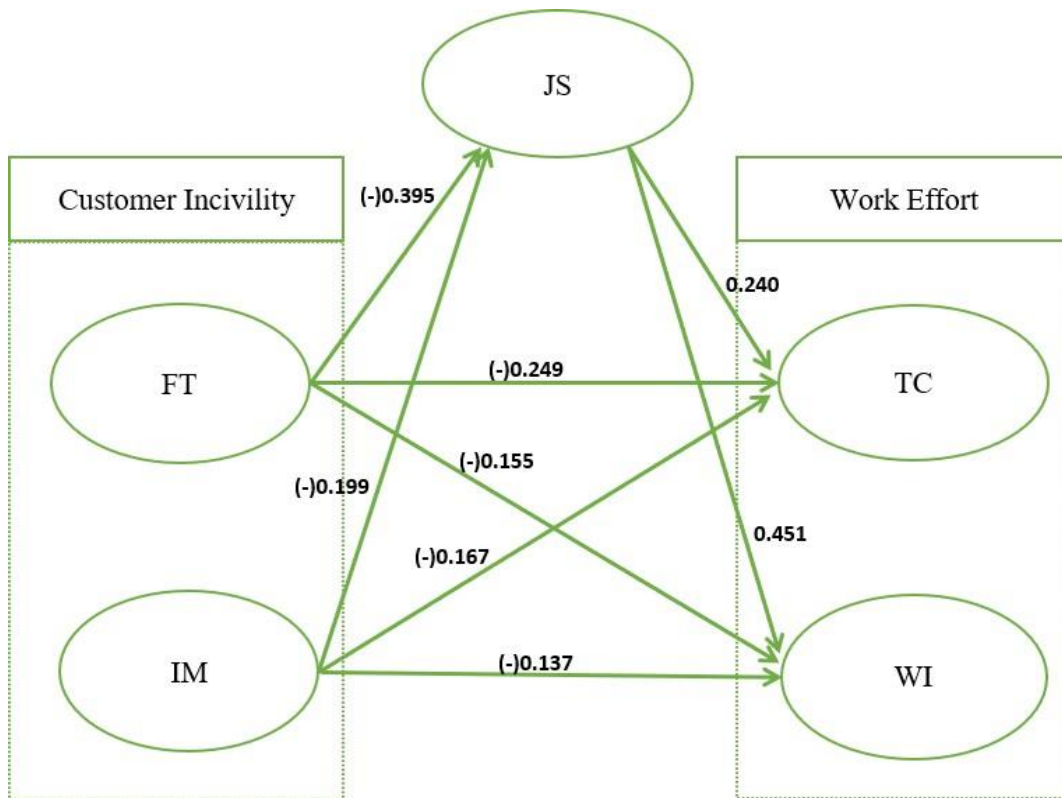


Figure 2. Model to test the effects of the research model

In Figure 2 of the research model, two factors are depicted: the first factor explores the direct impact of insult on work intensity, revealing a established reduction in work intensity by a factor of 0.137. The extent of disapproval is indicative of frontline employees' inclination towards resignation. One plausible explanation posited in the literature is that provocation is perceived as less severe and more tolerable than offensive behavior (Sliter et al., 2012).

Additionally, there exists an indirect effect on job satisfaction, serving as an intermediary variable between insulting methods and work intensity. With the introduction of this intermediary variable, the coefficient adjusts to 0.09 ($0.199 * 0.451 = 0.09$), derived from the data analysis within the model. Consequently, the Satisfaction variable in the model acts as a

mediator, mitigating the impact of the customer's offensive approach on employee intensity.

Figure 2 demonstrates that dissatisfaction significantly influences employees' labor intensity, yielding a coefficient of 0.155. Employee dissatisfaction contributes to a reduction in labor intensity, leading to suboptimal work performance. An explicable rationale is that the frustration technique is perceived as less severe and more tolerable compared to the insulting strategy, as proposed in prior research (e.g., Sliter et al., 2012). Consequently, employees, fearing an inability to cope with an offensive approach, may choose to leave, prioritizing the preservation of their resources, including emotions and energy (Sliter et al., 2012).

Moreover, job satisfaction emerges as an intermediary variable, playing a pivotal role in attenuating the impact of frustration on work intensity. The introduction of this indirect effect results in a coefficient adjustment to 0.178 ($0.395 * 0.451 = 0.178$), as per the calculation results obtained from the model's effects analysis.

5. Conclusion

In summary, this study has successfully demonstrated the impact of surveyed variables and validated the initial hypotheses. However, certain limitations have been identified, and potential solutions are proposed:

Based on the research data, employees in 5-star hotels tend to exhibit higher job satisfaction, attributed to effective management by large corporations such as Accor, Marriott, Hilton, etc. These organizations emphasize administrative practices, operational efficiency, management policies, and employee treatment, all focused on enhancing employee job satisfaction. As highlighted by Mr. Hung Huynh, Supervisor of the F&B Department at Sheraton Can Tho - Marriott Group, the latter places significant emphasis on employee job satisfaction, recognizing it as a pivotal factor for employee success and increased engagement. In contrast, 3- and 4-star hotels have not prioritized employee treatment, salary and bonus policies, working environments, and employee training, resulting in lower job satisfaction among their employees.

The study suggests recommendations for managers in the hospitality industry, particularly in hotels, emphasizing the adverse effects of customer incivility on employee outcomes. First, to bolster employee job satisfaction, management needs to recognize customer impoliteness as a workplace stressor depleting employees' emotional and psychological resources. Regular surveys or topic briefings on this matter should be conducted by each department manager to stay abreast of such incidents. Second, in response to offensive customer behavior, hotel management can strategically change frontline staff work areas within the hotel, controlling the frequency of encounters with rude customers through minor adjustments to work locations or shifts.

Third, recognizing that frontline workers lacking experience in emotional and psychological self-control may struggle to respond to customer requests and needs, hotel managers should prioritize both customer requirements and employee needs. Job satisfaction in 3-5 star hotels in Vietnam is vulnerable to the negative impacts of frustration and insulting behavior, affecting not only the directly affected employees but also those sharing the working environment. Exposure to unhealthy workplace behaviors diminishes employees' sense of fulfillment in their roles (Cortina et al., 2001; Cortina, 2005; Lim et al., 2008; Laschinger et al., 2009). Frontline employees face the challenge of delivering exceptional service even when confronted with

harmful consumer behavior, further depleting their psychological, emotional, and physical resources due to the prevailing notion that "the customer is always right" in the service business (Alola et al., 2019).

While both frustration and insulting behavior impact the job satisfaction of frontline employees, frustration exerts a greater influence, as evidenced by a regression coefficient of 0.476 compared to insulting behavior's 0.308. This finding, highlighting the substantial detrimental effect of the frustration factor on job satisfaction, distinguishes this study from earlier research. Customer disrespect is identified as a work stressor undermining employees' positive perceptions of their jobs and reputation, as posited by Folkman & Lazarus (1984). Drawing on the Conservation of Resources (COR) theory (Hobfoll, 1989), both frustration and derogatory attitudes pose a threat to employees' positive emotional well-being, transforming customer-employee interactions into a challenging relationship. Negative moods and the absence of positive emotions can hinder employees' ability to provide high-quality service to customers.

To minimize labor turnover and retain human resources at the highest level within the tourism industry, strategic implementation of human resource (HR) policies is crucial. Aligning with Wiley's (1997) findings, the top five motivators for employees include good salary, comprehensive job performance assessment, job security, opportunities for promotion and development within the organization, and an enjoyable work environment. Tailoring effective employee compensation policies, particularly considering the human resource characteristics of the front office, becomes a significant task for human resource managers in the hotel industry.

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