

## The Influence of Customer Incivility and Coworker Incivility on Job Satisfaction with The Mediation of Emotional Exhaustion

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**Keywords :** *Customer Incivility, Coworker Incivility, Emotional Exhaustion, Job Satisfaction*

**Abstract:** *This study aims to determine the influence of customer incivility (X1) and coworker incivility (X2) on job satisfaction (Y) with emotional exhaustion as a mediating variable (Y) among frontline employees at The Royale Krakatau Hotel Cilegon with 50 respondents. This research used a quantitative approach with a census sampling method and analyzed the data using Partial Least Square (PLS) method. The results showed that there was a significant influence of customer incivility on job satisfaction, coworker incivility had a significant relationship with job satisfaction. Moreover, the results also showed that emotional exhaustion had a significant influence on job satisfaction. Additionally, the results indicated that emotional exhaustion significantly mediated the relationship between customer incivility and job satisfaction. Furthermore, the results showed that emotional exhaustion significantly mediated the relationship between coworker incivility and job satisfaction.*

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## **Introduction**

In the tourism and hospitality sector, frontline employees are the point of contact between customers and the organization, and are often seen as a source of service differentiation or competitive advantage for the company (Chen et al., 2018). Service providers are required to operate under the position that 'the customer is always right', even in situations involving badly behaved customers (Alola et al., 2019). Frontline employees must be polite, enthusiastic, and friendly with internal and external stakeholders and should not show anger or frustration (Chen et al., 2019). The nature of employees working in this service industry should enable them to control their emotions, as if employees working in the service industry cannot manage their emotions, it will impact the service provided to customers.

It is widely recognized that workplace mistreatment can cause and reproduce conflict among workers and have significant negative impacts on various types of organizational outcomes such as employee mental health, organizational commitment and job satisfaction (Sharma & Singh, 2016). The Royale Krakatau Hotel Cilegon is known to receive an estimated 20-60 customers per day with 30-60 frontline employees on duty. This triggers psychological conditions of employees who need to regulate their emotions well to act properly in front of customers and colleagues. Moreover, it is necessary to create a good impression in the eyes of customers, especially because they have to provide services to many customers every day, and this challenge must be immediately resolved. Currently, the public has an easy platform to express all the impressions that hotel customers feel after getting service from frontline employees, namely Online Travel Agency (OTA). The Royale Krakatau Hotel collaborates with several OTAs such as Agoda, Booking.com, Traveloka, etc. In OTA, hotel customers can not only convey impressions but also provide reviews related to complaints. Reviews given by customers can be positive or negative, and this information can be seen by the whole community.

Most customers may not intend to harm employees, even if they behave rudely or aggressively, which is then categorized as a common problem because dealing with rude and impolite customers is an everyday occurrence in the service industry (Kim, 2019). Customer incivility weakens employees' emotional resources and job stress and then leads to emotional exhaustion (Hur et al., 2016). In fact, the implications of customer incivility through emotional exhaustion have a negative impact on employee and organizational outcomes, such as increased job pressure and job satisfaction and also cause withdrawal behavior and a general decline in mental health (Dewi et al., 2019). Customer incivility not only causes psychological pressure on frontline employees but also damages their work outcomes, namely job satisfaction.

The occurrence of coworker incivility is also a major source of social stress in the workplace environment. When colleagues violate work norms or engage in uncivil behavior towards other employees by ignoring or excluding fellow workers, speaking to colleagues in a rude and demeaning manner, or spreading rumors about colleagues that can lead to negative outcomes regarding emotional stability, fatigue and deteriorating psychological

health (Hur & Kim, 2016), then emotional exhaustion is a significant mediating mechanism that may be very important in the relationship between coworker incivility and job satisfaction in frontline employees for hotel service organizations.

The right effort must be made by frontline employees of The Royale Krakatau Hotel in serving customers to maintain the hotel's image. Frontline employees will always be required to work professionally and be able to increase their work productivity. Therefore, The Royale Krakatau Hotel Cilegon needs to pay attention to the job satisfaction of frontline employees who work there. Job satisfaction is considered as the feeling of how happy and content an individual is with their job and is a positive result of an individual's job evaluation or experience (Hur et al., 2015). Thus, when employees feel satisfied with their work, they will perform their tasks to the best of their ability and provide maximum performance to customers.

Therefore, the purpose of this research is to examine the relationship between customer incivility and coworker incivility in the perspective of emotional exhaustion, which affects job satisfaction. It is important to understand the impact of emotional exhaustion experienced by frontline employees at The Royale Krakatau Hotel Cilegon, as it will affect the interaction between frontline employees and customers as well as with their colleagues. Hence, this research will be conducted through a study titled "The Influence of Customer Incivility and Coworker Incivility on Job Satisfaction, Mediated by Emotional Exhaustion, Among Frontline Employees at The Royale Krakatau Hotel Cilegon."

### **Research Method**

One of the reasons why an employee may need to engage in behavior where they will fake positive emotions is when facing rudeness and incivility, which shows that the problem has important consequences at the individual, group, and organizational levels (Opengart et al., 2019). Prasetyo et al., (2021) define customer incivility as the rude behavior of one or a group of customers who violate social norms by engaging in disrespectful actions towards employees who are in direct contact with them with the intention of hurting employees who have provided services to them. In situations like this, an employee will experience negative pressure in their work environment. Due to the increasing number of service-related jobs, it can lead to a decrease in job satisfaction as employees will feel discomfort in their work and give negative evaluations of their work.

Based on the research conducted by Eun Ju Jang & Byung Soo Chang (2020) titled "The Effects of Customer Incivility Experience and Job Satisfaction on the Happiness of Employees: A Moderated Mediation Model of Appearance Satisfaction," it is concluded that customer incivility has a negative and significant relationship with job satisfaction. In the study titled "The Effect of Jay-customer Behaviors on Employee Job Stress and Job Satisfaction" by Gawon Kim, Heejung Ro, Joe Hutchinson & David J. Kwun (2014), it is also concluded that customer incivility is negatively and significantly related to job satisfaction. Supported by the results of research by Nicole L. Wilson and Camilla M. Holmvall (2013) titled "The Development and

Validation of the Incivility From Customers Scale," which concluded that customer incivility is negatively and significantly related to job satisfaction.

H1: Customer Incivility is negatively and significantly related to Job Satisfaction.

Holm et al., (2019) mengatakan bahwa rekan kerja bisa menjadi contoh atau panutan bagi karyawan lain dengan menunjukkan sikap atau perilaku sosial yang baik agar bisa dihargai di lingkungan kerjanya. Meskipun masih pada tingkat yang lebih rendah daripada bentuk ketidaksopanan lainnya, coworker incivility terbukti menjadi salah satu penyebab berkurangnya job satisfaction. Dalam penelitian yang dilakukan pada populasi pekerja Swedia, Torkelson et al. (2016) menemukan 73% pekerja mengalami bentuk ketidaksopanan yang muncul dari rekan kerja. Perilaku ketidaksopanan yang dilakukan oleh rekan kerja merupakan sebuah peristiwa afektif, yang dapat merangsang serangkaian kognisi dan evaluasi individu dan menghasilkan emosi diskrit tertentu seperti rasa bersalah (Teng et al., 2021), kecemasan, depresi, kegugupan, dan kesedihan karyawan yang lebih besar (Opengart et al., 2019), emosi seperti itu secara langsung dapat mengurangi kepuasan kerja. Opengart et al., (2019) berpendapat bahwa kepuasan kerja merupakan pemicu dan kesehatan fisik yang dirasakan dan hubungannya dengan ketidaksopanan, pengaruh positif dan negatif, pembelajaran dan pengembangan yang berhubungan dengan sosialisasi dan produktivitas.

Ketika karyawan mengalami ketidaksopanan dari rekan kerja, mereka akan enggan untuk memenuhi tugas rutin yang diberikan, moral dan kinerja mereka akan berkurang dan mereka cenderung menunjukkan beberapa sikap negatif seperti kreativitas yang berkurang atau kepuasan kerja yang lebih rendah (Cingöz & Kaplan, 2015). Jika harapan karyawan mengenai pekerjaannya dan faktor yang berhubungan dengan pekerjaannya terpenuhi, maka mereka akan menunjukkan sikap positif terhadap pekerjaannya (Cingöz & Kaplan, 2020). Namun, karyawan mungkin mengalami lingkungan kerja yang tidak bersahabat dan mereka mulai merasa stres dan kelelahan (Cingöz & Kaplan, 2015). Dengan demikian, mereka akan melakukan perilaku menyimpang dan akan kurang puas dengan pekerjaannya.

Dilandasi dari penelitian yang dilakukan oleh Rose Opengart, Thomas G. Reio Jr., Wei Ding (2019) dengan judul "Workplace Incivility and Job Satisfaction: Mediating Role of Emotion Management" menyimpulkan bahwa coworker incivility berhubungan negatif dan signifikan terhadap job satisfaction. Penelitian yang berjudul "The Relationship between Coworker Incivility, Emotional Exhaustion, and Organizational Outcomes: The Mediating Role of Emotional Exhaustion" dari Won-Moo Hur, Byung-Soo Kim, Sung-Jae Park (2015) juga menyimpulkan bahwa coworker incivility berhubungan negatif dan signifikan terhadap job satisfaction. Didukung dengan penelitian yang dilakukan oleh Yimin He, Paula L. Costa, Jessica M. Walker, Kathi N. Miner & R. Linden Wooderson (2019) dengan judul "Political Identity Dissimilarity, Workplace Incivility, And Declines In Well-Being: A Prospective Investigation" menyimpulkan bahwa coworker incivility berhubungan negatif dan signifikan terhadap job satisfaction.

H2: Coworker Incivility berhubungan negatif dan signifikan terhadap Job Satisfaction

Holm et al. (2019) state that coworkers can serve as examples or role models for other employees by exhibiting good social behavior and thereby gaining respect in their work environment. Although still at a lower level than other forms of incivility, coworker incivility has been shown to be one of the causes of reduced job satisfaction. In a study conducted on a population of Swedish workers, Torkelson et al. (2016) found that 73% of workers experienced incivility from coworkers. Coworker incivility is an affective event that can stimulate a series of individual cognitions and evaluations and result in specific discrete emotions such as guilt (Teng et al., 2021), anxiety, depression, nervousness, and greater employee sadness (Opengart et al., 2019). Such emotions can directly reduce job satisfaction. Opengart et al. (2019) argue that job satisfaction is a trigger for perceived physical health and its relationship with incivility, positive and negative effects, socialization-related learning and development, and productivity.

When employees experience incivility from coworkers, they become reluctant to perform routine tasks, and their morale and performance decline, and they tend to exhibit negative behaviors such as reduced creativity or lower job satisfaction (Cingöz & Kaplan, 2015). If employees' expectations about their job and job-related factors are met, they will show a positive attitude towards their job (Cingöz & Kaplan, 2020). However, employees may experience an unfriendly work environment and begin to feel stressed and fatigued (Cingöz & Kaplan, 2015). Therefore, they will engage in deviant behavior and be less satisfied with their job.

Based on the study conducted by Rose Opengart, Thomas G. Reio Jr., Wei Ding (2019) titled "Workplace Incivility and Job Satisfaction: Mediating Role of Emotion Management," it was concluded that coworker incivility is negatively and significantly related to job satisfaction. The study titled "The Relationship between Coworker Incivility, Emotional Exhaustion, and Organizational Outcomes: The Mediating Role of Emotional Exhaustion" by Won-Moo Hur, Byung-Soo Kim, Sung-Jae Park (2015) also concluded that coworker incivility is negatively and significantly related to job satisfaction. Supported by the study conducted by Yimin He, Paula L. Costa, Jessica M. Walker, Kathi N. Miner & R. Linden Wooderson (2019) titled "Political Identity Dissimilarity, Workplace Incivility, And Declines In Well-Being: A Prospective Investigation," it was concluded that coworker incivility is negatively and significantly related to job satisfaction.

H2: Coworker Incivility is negatively and significantly related to Job Satisfaction.

The working environment in service and service-based companies has received significant attention from various experts due to its considerable impact on the health and well-being of employees (Hur et al., 2015). The COR theory suggests that employees tend to acquire, maintain, and preserve specific resources to help them perform their job tasks, while also being at risk of losing resources and being unable to obtain invested resources or losing actual resources when faced with aggression. On the one hand, service-oriented or service-based organizations provide opportunities for employees dealing directly with customers to

acquire and maintain their resources, while on the other hand, this job exposes them to stress that poses a threat to the loss of employee resources (Janssen et al., 2010).

The employees' feelings while working are an essential mechanism that affects how employees interact and behave towards their job roles (Zopiatis et al., 2014). Employees who regularly interact face-to-face with customers must provide excellent service and ensure customer satisfaction. During these interactions, employees expect customers to reciprocate their politeness with politeness as well. If such reciprocal behavior occurs, employees will feel that they have acquired or maintained their resources. However, if reciprocal politeness fails to occur, employees will be at risk of losing the resources they have accumulated or experiencing a threat to their resources (Alola et al., 2019).

Furthermore, the service and service-based industry is competitive in providing maximum service (Piccoli, Lui, & Grün, 2017). Employees must comply with organizational regulations, create a friendly environment, control their emotions, and appear pleasant to ensure customer satisfaction. Such demands alone can be emotionally exhausting (Alola et al., 2019). Incivility itself is based on someone's expectations of individual behavior in an interaction. Employees who interact with customers who treat them uncivilly can experience emotional exhaustion due to the higher level of stress they experience (Jaarsveld & Skarlicki, 2015), which can affect employee work outcomes such as job satisfaction and overall well-being (Alola et al., 2019).

Customer incivility has become a workplace stress problem, and employees who experience aggressive behavior have been shown to experience fatigue, mental health problems, decreased well-being, which have a negative association with job satisfaction and employee performance (Opengart et al., 2019). Based on a study by Uju Violet Alola, Olusegun A. Olugbadeb, Turgay Avci & Ali Öztürena (2019) entitled "Customer Incivility And Employees' Outcomes In The Hotel: Testing The Mediating Role Of Emotional Exhaustion," it was concluded that emotional exhaustion mediates the relationship between customer incivility and job satisfaction. Consistent with a study by Rabbia Jamal & Dr. Danish Ahmed Siddiqui (2020) entitled "The Effects of Workplace Incivility on Job Satisfaction: Mediating Role of Organizational Citizenship Behavior, Intrinsic and Extrinsic Motivation, Emotional Exhaustion," it was concluded that emotional exhaustion mediates the relationship between customer incivility and job satisfaction.

H4: Emotional exhaustion mediates the relationship between Customer Incivility and Job Satisfaction.

Among various types of mistreatment in the workplace, workplace incivility has received scientific attention due to its detrimental effects, particularly on employees' psychological well-being and work outcomes (Hur et al., 2015). According to the Affective Events Theory (AET), workplace events will influence employees' emotional responses, which in turn shape their affective state and emotionally affect their job performance and satisfaction. The creation of a stable work environment based on good working relationships

among colleagues affects affective events in the workplace and thus influences the affective state and attitudes of employees in the workplace (Hur et al., 2015).

In this context, it is possible that incivility spreads when observed and then imitated by colleagues, which then erodes workplace norms (Holm et al., 2019). Coworker incivility is a highly damaging phenomenon, especially due to its contagious nature (Hur et al., 2015). This phenomenon has a negative effect on colleagues as it causes tension in the work environment and leads to fatigue to the point of being unable to control emotions, thus having a profound effect on employees' cognition, emotions, and behavior (Hur & Kim, 2016). Emotions are intense feelings directed towards someone and are mental and physiological disturbances within individuals. There are two groups of emotions, namely positive and negative emotions. Positive emotions are indicated by pleasure, calmness, and joy that accumulate into positive emotional effects. Conversely, if indicated by nervousness, stress, and anxiety, it will accumulate into negative emotional effects (Dewi et al., 2019). In the research by Dewi et al. (2019), coworker incivility is believed to occur between senior and new employees, where senior employees tend to feel more senior while new employees who still need guidance feel less well-behaved, making them feel uncomfortable in their work environment and experiencing negative emotions. The potential for emotional exhaustion is one application of negative emotions.

Emotional exhaustion is defined as a feeling of emotional helplessness and depletion of emotional resources caused by two factors, namely personal and external factors (Hur et al., 2016). Emotional exhaustion according to Dewi et al. (2019) has negative impacts and can affect employees' performance, such as reluctance to go to work, feeling guilty, feeling like a failure, becoming easily angry and upset, becoming desperate, and paying less attention to their job description. Other possible impacts include a tendency to blame others, becoming easily tired at work, and being unable to concentrate or listen to what the boss says, being cynical towards colleagues, and having difficulty concentrating. The lower the level of incivility caused by customers, supervisors, and colleagues, the lower the level of emotional exhaustion in an employee (Dewi et al., 2019). Mistreatment in the workplace will cause and reproduce conflicts and disputes among workers, having a significant negative effect on various types of organizational outcomes, such as employees' psychological well-being, organizational and job commitment, and job satisfaction (Hur et al., 2015). Emotionally exhausted employees feel powerless in their workplace, develop negative attitudes towards their colleagues' work and become dissatisfied with their jobs (Dahri & Hamid, 2018). Thus, it can be said that emotional exhaustion mediates when coworker incivility occurs and affects employees' job satisfaction.

Supported by research from Won-Moo Hur, Byung-Soo Kim, & Sung-Jae Park (2015) titled "The Relationship between Coworker Incivility, Emotional Exhaustion, and Organizational Outcomes: The Mediating Role of Emotional Exhaustion", which states that emotional exhaustion mediates the relationship between coworker incivility and job satisfaction. This is relevant to the study written by Won Moo Hur, Taewon Moon, & Jea-

Kyoon Jun (2016) titled "The Effect of Workplace Incivility on Service Employee Creativity: The Mediating Role of Emotional Exhaustion and Intrinsic Motivation", which states that emotional exhaustion mediates the relationship between coworker incivility and job satisfaction.

H5: Emotional exhaustion mediates the relationship between Coworker Incivility and Job Satisfaction.

The variables in this study consist of three types, namely the independent variable, the mediating variable, and the dependent variable.

Table 1.  
Variable

| Variable                        | Definition   | Indicator   | Scala   |
|---------------------------------|--|---|---|
| <i>Customer Incivility (X1)</i> | <i>Customer Incivility is the mistreatment (rudeness) that customers towards employees.</i> (Lestari, 2021)    | 1. Anger Venting<br>2. Negative Comments<br>3. Impatience and Irritation<br>4. Power Distance<br>5. Distrustful Attitude<br>6. Questioning Employee Competence (Alola et al., 2019) | Interval using a scale of 1 – 5, where 1= Strongly Disagree and 5= Strongly Agree |
| <i>Coworker Incivility (X2)</i> | Coworker incivility is a mistreatment behavior carried out by fellow coworkers in the workplace. (Riani, 2018) | 1. Ignoring coworkers<br>2. Speaking in a high tone<br>3. Being rude<br>4. Being condescending (S. R. W. Hur & Kim, 2016)   | Interval using a scale of 1 – 5, where 1= Strongly Disagree and 5= Strongly Agree |
| <i>Emotional Exhaustion (Z)</i> | <i>Emotional exhaustion is a state of emotional exhaustion experienced by an employee.</i> (Riani, 2018)       | 1. Depletion of employee's emotions<br>2. Feeling tired at the end of working hours<br>3. Reluctance to go to work<br>4. Reluctance to continue working.                            | Interval using a scale of 1 – 5, where 1= Strongly Disagree and 5= Strongly Agree |



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|                                    |   |                             |  |  |
|------------------------------------|---|-----------------------------|--|--|
| <p><i>Job Satisfaction (Y)</i></p> | <p><i>Job satisfaction is defined as a positive emotional state that results from the evaluation of one's job, which is a result of their perception of how well their job provides the things that are considered important.</i></p> <p>(Diana et al., 2020)</p> | <p>(Alola et al., 2019)</p> | <p>1. Job performance<br/>2. Satisfaction<br/>3. Enjoyment and pleasure in work.</p> <p>(Alola et al., 2019)</p> | <p>Interval using a scale of 1 – 5, where 1= Strongly Disagree and 5= Strongly Agree</p> |
|------------------------------------|---|-----------------------------|--|--|

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The population in this study is all employees in two divisions, namely the Front Office and Housekeeping divisions of The Royale Krakatau Hotel Cilegon. The Front Office division covers several outlets such as operators, reservations, front desk agents, bellboys, business centers, and lifeguards. The Housekeeping division covers several outlets such as room attendants and public area attendants with a total of 45 respondents. Based on this research, because the population size is limited (less than 100 respondents), the study uses the entire population as the sample size. Analysis is based on data obtained from the research instrument, which is the questionnaire results that are distributed and then processed using statistical methods. Statistical testing on the path analysis model is conducted using the Partial Least Square (PLS) method.

Table 2

| Indicator   | Outer Loading |
|---|---------------|
| <b>Customer Incivility</b>  |               |
| Customers vent their anger on me.   | 0,905         |
| The customer made insulting comments towards me.  | 0,919         |
| The customer treats me as if I am inferior or stupid.   | 0,907         |
| The customer showed annoyance and impatience towards me.  | 0,906         |
| Customers do not trust the information I provide to them and ask to speak with someone with higher authority. | 0,883         |
| The customer commented by questioning my competence.  | 0,864         |
| <b>Coworker Incivility</b>  |               |
| Co-workers ignore or exclude me while working.  | 0,816         |
| Coworker raises their voice at me while I am working  | 0,843         |
| Coworker acts rudely towards me at work   | 0,803         |
| Coworker does something that humiliates me at work  | 0,883         |
| <b>Emotional Exhaustion</b>   |               |
| I feel tired at the end of the workday.   | 0,822         |

|  |       |
|--|-------|
| I feel like I am working too hard in this job. | 0,840 |
| I feel like my work is never-ending.           | 0,828 |
| <b>Job Satisfaction</b>                        |       |
| My job gives me a sense of accomplishment      | 0,958 |
| I enjoy the work I do                          | 0,949 |
| I feel satisfied with my job                   | 0,910 |

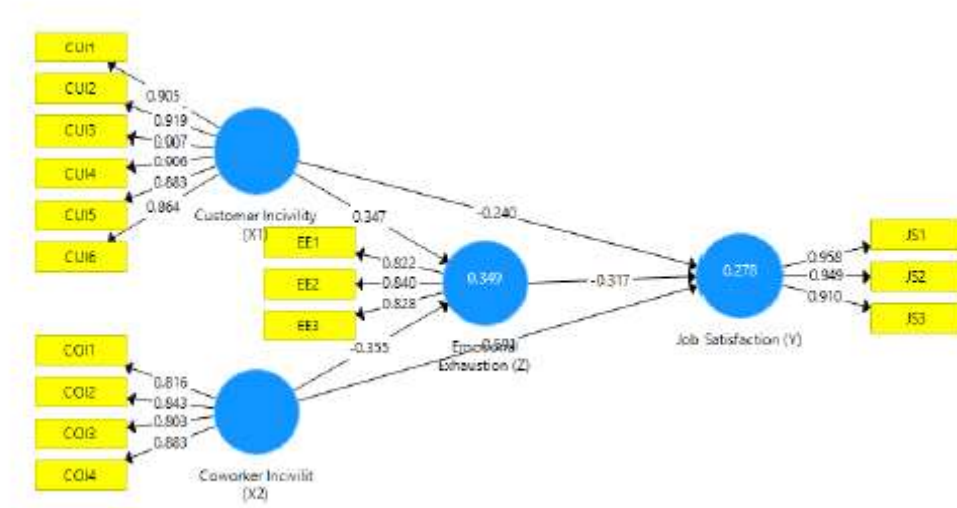


Figure 1. Result

**Result and Discussion**

The characteristics of respondents in this study are grouped based on gender, age, highest education, and length of work in The Royale Krakatau Hotel. The total number of respondents who work at The Royale Krakatau Hotel is 50, with positions in frontline employees. The following is the description of respondent characteristics in the form of a table:

Table 3.  
Characteristics Responden

| Characteristics   |                 |    | Percentage (%) |
|-------------------|-----------------|----|----------------|
| Gender            | Male            | 37 | 74             |
|                   | Female          | 13 | 26             |
| Age               | 20-30 years old | 14 | 28             |
|                   | 31-40 years old | 7  | 14             |
|                   | 41-50 years old | 8  | 16             |
|                   | >50 years old   | 21 | 42             |
|                   | < 1 years       | 7  | 14             |
| Leght of Work     | 1-5 years       | 17 | 34             |
|                   | 6-9 years       | 7  | 14             |
|                   | 10-15 years     | 19 | 38             |
|                   | > 15 years      | 26 | 5              |
| Highest Education | High School     | 26 | 52             |
|                   | Diploma         | 15 | 30             |

| Characteristics   |   | Percentage (%) |
|-------------------|---|----------------|
| Bachelor's Degree | 9 | 18             |
| Master's Degree   | - | 0              |

Based on Table 3, it can be seen that the gender of the total respondents working in the frontline employees department of The Royale Krakatau Hotel is 37 male respondents or 74%, and 13 female respondents or 26%. 14 respondents or 28% are under 25 years old, 7 respondents or 14% are between 25 to 30 years old, 8 respondents or 16% are between 31 to 35 years old, and 21 respondents or 42% are over 35 years old. 7 respondents or 14% have worked for less than 1 year, 17 respondents or 34% have worked for between 1 to 2 years, 7 respondents or 14% have worked for between 3 to 5 years, and 19 respondents or 38% have worked for more than 5 years. Furthermore, 26 respondents or 52% have a high school diploma or vocational school degree as their last education level, 15 respondents or 30% have a diploma degree, 9 respondents or 18% have a bachelor's degree, and there are no respondents who have a master's degree as their last education level.

The testing was conducted through bootstrapping stage in PLS-SEM. To find out the results, they can be seen through the original sample values and T-statistic.

Table 4.

The original sample values and T-statistic

| Hypothesis | Variable   | Original Sample (O) | T-Statistic | P-Values |             |
|------------|--|---------------------|-------------|----------|-------------|
| H1         | <i>Customer Incivility -&gt; Job Satisfaction</i>                            | -0,240              | 1,820       | 0,035    | Significant |
| H2         | <i>Coworker Incivility -&gt; Job Satisfaction</i>                            | -0,591              | 5,303       | 0,000    | Significant |
| H3         | <i>Emotional Exhaustion -&gt; Job Satisfaction</i>                           | -0,317              | 2,796       | 0,003    | Significant |
| H4         | <i>Customer Incivility -&gt; Emotional Exhaustion -&gt; Job Satisfaction</i> | 0,110               | 2,046       | 0,021    | Significant |
| H5         | <i>Coworker Incivility -&gt; Emotional Exhaustion -&gt; Job Satisfaction</i> | 0,113               | 1,674       | 0,047    | Significant |

Based on the data analysis using partial least square (PLS), it was found that customer incivility has a negative and significant effect on job satisfaction. Thus, hypothesis 1 stating that customer incivility has a negative and significant relationship with job satisfaction is accepted. This indicates that frontline employees at The Royale Krakatau Hotel experience a decrease in job satisfaction due to the incivility of customers.

Although customer incivility and job satisfaction have different categories, frontline employees who experience customer incivility can support the influence of their actions on job satisfaction. Job satisfaction is a positive evaluation and comfort of an employee towards their work environment, and employees will feel more satisfied with their job outcomes (Alola et al., 2019). Interaction with customers is one of the ways frontline employees can increase their job satisfaction. In addition, frontline employees are required to bridge the information needed by customers while at The Royale Krakatau Hotel. Through this process, frontline employees at The Royale Krakatau Hotel often encounter uncivil behavior from customers. Consistent with the research conducted by Jang & Chang (2020), which revealed that customer incivility is the rude behavior of one or a group of customers who violate social norms by acting disrespectfully towards employees who are in direct contact with customers. In situations like this, frontline employees at The Royale Krakatau Hotel will experience negative pressure in their work environment, which can lead to an increase in service-related workloads, an increase in workload that can affect a decrease in job satisfaction for frontline employees at The Royale Krakatau Hotel because they will feel uncomfortable in their work and give negative evaluations to their work, resulting in a decrease in job satisfaction. *engan pelanggan, dalam situasi seperti ini frontline employees.*

Coworker incivility is known to have a negative and significant influence on job satisfaction. Thus, Hypothesis 2 stating that coworker incivility is negatively and significantly related to job satisfaction is accepted. This shows that frontline employees of The Royale Krakatau Hotel experience a decrease in their job satisfaction due to the incivility of their coworkers.

In addition to interacting with customers, frontline employees of The Royale Krakatau Hotel also interact with their coworkers. Therefore, they need to allocate their energy to consistently provide good service and communicate well with their colleagues. Uncivil behavior by coworkers is an affective event that can stimulate a series of individual cognitions and evaluations and result in certain discrete emotions such as guilt, anxiety, depression, nervousness, and greater employee sadness. Consistent with the study conducted by Opengart et al. (2019), such emotions can directly reduce job satisfaction. When frontline employees of The Royale Krakatau Hotel experience incivility from their coworkers, they will be reluctant to fulfill their routine tasks, their morale and performance will decrease, and they tend to exhibit some negative attitudes such as reduced creativity or lower job satisfaction (Cingöz & Kaplan, 2015).

In this study, it was found that emotional exhaustion has a negative and significant effect on job satisfaction. Thus, Hypothesis 3 stating that emotional exhaustion is negatively and significantly related to job satisfaction is accepted. This shows that frontline employees of The Royale Krakatau Hotel who experience customer incivility and its impact on job satisfaction can be mediated by emotional exhaustion. Although coworker incivility has a different category than job satisfaction, frontline employees who experience coworker incivility can support the influence of their actions on job satisfaction. Exhaustion and job satisfaction are among the mental health and employee well-being indicators that are most commonly used in work and organizational psychology (Baeriswyl et al., 2016). Frontline employees who are constantly demanded to manage their energy to provide appropriate

service and actions to customers often experience exhaustion. The high variance of work and the responsibility that must be shouldered make employees experience emotional exhaustion, thus reducing their focus and making it difficult to concentrate on their work (Simanjuntak & Sadalia, 2020).

Emotional exhaustion is positively and significantly related to mediating the relationship between customer incivility and job satisfaction. Thus, hypothesis 4 stating that emotional exhaustion mediates the relationship between customer incivility and job satisfaction is accepted. This indicates that frontline employees of The Royale Krakatau Hotel experience emotional exhaustion in influencing the relationship between customer incivility and job satisfaction. Alola et al. (2019) applied the COR theory in developing and testing a research model investigating the relationship between customer incivility, emotional exhaustion, and job satisfaction, and the results of their study are consistent with the findings of this research. The study conducted by Alola et al. (2019) confirmed that emotional exhaustion significantly mediates customer incivility towards job satisfaction. According to the COR theory, employees tend to acquire, maintain, and preserve specific resources to help them perform their job tasks, while they are also at risk of losing resources and being unable to obtain invested resources or losing actual resources when facing aggression. On one hand, service-oriented organizations like The Royale Krakatau Hotel provide opportunities for frontline employees dealing directly with customers to acquire and maintain their emotional resources. On the other hand, emotional exhaustion occurs due to the emotional drainage resulting from contact with others, and this emotional fatigue depletes their emotional resources, leading to work-related stress that poses a threat of emotional exhaustion for frontline employees of The Royale Krakatau Hotel.

It is known that emotional exhaustion is positively and significantly related to mediating the relationship between coworker incivility and job satisfaction. Thus, hypothesis 5 stating that emotional exhaustion mediates the relationship between coworker incivility and job satisfaction is accepted. This indicates that frontline employees of The Royale Krakatau Hotel experience emotional exhaustion in influencing the relationship between coworker incivility and job satisfaction. According to Hur et al. (2015), workplace events influence employees' emotional responses, which in turn shape their affective state, and this emotional reaction affects their performance and job satisfaction. According to the research results, frontline employees of The Royale Krakatau Hotel with high emotional exhaustion will experience tension in the work environment and fatigue to the point of being unable to regulate their emotions, leading to profound effects on their cognition, emotions, and behavior towards their coworkers, which may lower their job satisfaction. Consistent with the research conducted by Dahri & Hamid (2018), emotionally exhausted employees feel powerless in their workplace, develop negative attitudes towards their coworkers' job performance, and become dissatisfied with their job, thus confirming that emotional exhaustion significantly mediates coworker incivility towards job satisfaction.

## Conclusion

Customer incivility has been directly proven to have a negative and significant impact on job satisfaction, as does coworker incivility, which is directly and negatively related to job

satisfaction. Furthermore, emotional exhaustion is directly and negatively related to job satisfaction. Unlike the direct negative relationship between emotional exhaustion and job satisfaction, emotional exhaustion positively and significantly mediates the relationship between customer incivility and job satisfaction. Emotional exhaustion also positively and significantly mediates the relationship between coworker incivility and job satisfaction.

Based on the research findings and conclusions, recommendations for the organization include understanding the appropriate actions that frontline employees should take in handling customers properly. The organization also needs to anticipate the actions that frontline employees should take in their work environment and their relationships with other colleagues. The organization should pay attention to the workload of frontline employees so that they do not experience exhaustion due to heavy workloads. It is also important for an organization to consider customer incivility and coworker incivility not only as personal conflicts but also as structural problems that require serious attention and consideration. These types of behavior may vary depending on the specific characteristics of customers and frontline employees, and the organizational culture in the workplace also plays a significant role. Another important factor in ensuring high job satisfaction for frontline employees is to pay attention to their level of emotional exhaustion at The Royale Krakatau Hotel.

Reducing customer incivility is beyond the control of managers and supervisors, which means that effective strategies need to be identified by management to moderate the negative effects of customer incivility on frontline employees and the organization as a whole. According to the researchers, there are several implications for managers.

First, this research shows that customer incivility has a negative effect on employee job satisfaction. Organizations tend to prioritize pleasing customers over frontline employees. However, if there are no satisfied employees, there will be no satisfied customers. Therefore, companies can form task forces to track customer incivility and regularly check the affective status of frontline employees. By immediately intervening, the task force can help frontline employees better handle rude customers and thus protect them from further harm. In addition, companies need to implement training programs to improve employees' interpersonal skills, which will help them take a more proactive approach to solving existing customer incivility problems. Furthermore, managers can also organize relevant psychological training courses, tailored to the personality traits of employees to adjust their attribution tendencies so that employees can engage in appropriate attribution and handling strategies.

Second, companies need to build a work environment that prioritizes politeness and respect, which will enhance respect and appreciation for colleagues. Transparency and providing opportunities to clarify confusing and awkward situations will ensure that no employee feels ignored or belittled. Providing equal opportunities to each employee will create a working environment that understands each other and promotes job satisfaction.

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