

## Service Under Strain: Exploring the Roles of Supervisor and Coworker Support in the Context of Customer Incivility

Emin ARSLAN <sup>a</sup> Hakan KENDİR <sup>b</sup> Handan ÖZÇELİK BOZKURT <sup>c</sup>

<sup>a</sup> Tokat Gaziosmanpaşa University School of Tourism and Hotel Management, Gastronomy and Culinary Arts Department, Tokat, Türkiye. [emin.arslan@gop.edu.tr](mailto:emin.arslan@gop.edu.tr)

<sup>b</sup> Tokat Gaziosmanpaşa University School of Tourism and Hotel Management, Gastronomy and Culinary Arts Department, Tokat, Türkiye. [hakan.kendir@gop.edu.tr](mailto:hakan.kendir@gop.edu.tr)

<sup>c</sup> Sinop University School of Tourism and Hotel Management, Gastronomy and Culinary Arts Department, Tokat, Türkiye. [handanozcelikbozkurt@gmail.com](mailto:handanozcelikbozkurt@gmail.com)

ARTICLE INFO	ABSTRACT
<b>Keywords:</b> Customer Incivility Perceived Supervisor Support Coworker Support Job Stress Turnover Intention  Received 2 August 2025 Revised 19 November 2025 Accepted 25 November 2025  <b>Article Classification:</b> Research Article	<b>Purpose</b> – In recent years, the impact of employee Behaviours and emotional reactions on organisational processes has been increasingly recognised. Building on this understanding, this study examines the relationships among customer incivility, job stress, and turnover intention among hotel employees and analyses the moderating role of perceived supervisor and co-worker support on these relationships. <b>Design/methodology/approach</b> – The survey method, classified as a descriptive model type, was chosen for the research objectives. The quantitative approach was implemented. The research data were gathered from hotel employees in Antalya, Turkey's premier tourism destination. The sample of the study consists of 397 people working in twenty-two 5-star hotels in Antalya. <b>Results</b> – The results indicate that job stress functions as a complete mediator in the association between customer incivility and turnover intention. Moreover, perceived supervisor support significantly moderates the relationship between customer incivility and turnover intention, but co-worker support exhibits no considerable moderating impact. <b>Discussion</b> – The findings draw attention to the importance of supervisor support in reducing stress-related turnover intentions and highlight the need to develop supportive work environments that prioritise the well-being of employees in hotel businesses.

### 1. Introduction

Tourism companies increasingly necessitate proficient employees to provide exceptional service and succeed in a swiftly changing competitive environment (Zopiatis et al., 2014; Alola, 2019). Employees in service roles frequently interact with clients as part of their job responsibilities. Discourteous clients affect 70% of service personnel (Medler-Liraz, 2020; Chen et al., 2023). Incivility and contempt from consumers undermine staff engagement and performance, resulting in workplace inefficiencies (Hur et al., 2016; Bani-Melhem, 2020). Incivility increases the likelihood of resignation (Han et al., 2016), work-related stress (Chung et al., 2021), absenteeism (Grandey et al., 2004), and reductions in job performance. Inadequate crisis management can negatively impact organizations' reputations and profitability (Durana et al., 2021). Identifying and educating employees about discourteous conduct might diminish attrition and workplace stress (Torres et al., 2017).

This study utilised Conservation of Resources Theory (COR) as its theoretical framework. COR theory emphasizes individuals' inclination to safeguard and obtain their resources, experiencing psychological distress upon their loss (Hobfoll, 1989; Westmann et al., 2004; Halbesleben et al., 2014; Hobfoll et al., 2018). Alternatively, Social Exchange Theory (SET) argues that individuals act based on reciprocity and expectation in their social relationships (Homans, 1958; Blau, 1964). SET is an effective theory for explaining relationships based on mutual dependency that employees establish with their managers and organisations (Cropanzano

**ETHICAL APPROVAL:** The ethical approval for this study was obtained from the Ethics Committee of Tokat Gaziosmanpaşa University with the decision dated September 10, 2024, and numbered 14.03.

#### Önerilen Atıf/Suggested Citation

Arslan, E., Kendir, H., Özçelik Bozkurt, H. (2025). Service Under Strain: Exploring the Roles of Supervisor and Coworker Support in the Context of Customer Incivility, *İşletme Araştırmaları Dergisi*, 17 (4), 2990-3007.

& Mitchell, 2005). However, external, uncontrollable, and non-reciprocal stress sources, such as customer rudeness, which is the focus of this study, do not fully overlap with the reciprocity principle of SET. Similarly, the Job Demand-Resources Model (JD-R) focusses more on the balance between structural job demands and organisational resources (Demerouti et al., 2001). Therefore, in this study, the COR theory, which is based on employees' perception of psychological resource loss, was evaluated as the most appropriate theoretical basis for the context and the relationships between variables.

Employees in the tourism sector, particularly those in front office and restaurant roles, are frequently exposed to customer incivility (Huang and Miao, 2016). For instance, a survey of Australian fast-food frontline employees revealed that 87% experienced customer incivility daily (Bani-Melhem, 2020). Similarly, Porath's longitudinal research spanning over two decades highlights the widespread prevalence of workplace incivility across industries, with 50% of frontline employees reporting regular exposure. Alarming, the incidence of incivility increased from 55% in 2011 to 62% in 2016, reaching 76% by 2022. Porath (2022) also indicates that the COVID-19 pandemic and digitalization have further exacerbated this issue.

We assert that customer incivility is increasing in the hospitality sector, reflecting trends seen in other businesses. Therefore, it is crucial to analyze views of customer incivility, especially among employees who frequently deal face-to-face with consumers, such as those in the FO and F&B. Because in the literature, no empirical study has been found that addresses organisational support elements—especially perceived supervisor and coworker support—that may reduce the impact of customer rudeness on employees. This lack highlights the importance and original contribution of this research, which approaches the subject from a holistic perspective in the hotel industry, where service delivery is based on face-to-face interaction. This concept underpins our study, which investigates the moderating effects of perceived supervisor support (PSS) and coworker support (CWS) on the correlations between customer incivility (CI), job stress (JS), and turnover intention (TI) among hotel employees in Antalya. Despite increasing apprehension around workplace incivility, scant research has examined the moderating influences of PSS and CWS on these dynamics, underscoring the significance of this inquiry.

The purpose of this study is to examine the relationships among customer incivility, job stress, and turnover intentions, as well as the moderating role of perceived supervisor and coworker support in these relationships. Specifically, this paper aims to achieve three objectives:

1. To investigate the mediating role of job stress in the relationship between customer incivility and turnover intention.
2. To examine whether perceived supervisor and coworker support moderate the effect of customer incivility on job stress and turnover intention.
3. To assess the overall impact of customer incivility on job stress and turnover intention among hotel employees.

## 2. Literature Review

### 2.1. Conservation of Resources Theory

The COR theory, developed by Hobfoll (1989), states that people and organisations are motivated by resource preservation. Personal skills, social support, time, organisational culture, etc. The theory encourages people to acquire, keep, and improve important resources. They feel threatened when these vital resources are at jeopardy at work. Individuals use these resources to self-regulate, interact socially, and assimilate into the organisational culture and surroundings (Xanthopoulou et al., 2007).

The COR hypothesis states that resource losses can cascade (Hobfoll et al., 2018). The idea also suggests that employees actively seek and maintain important resources through social contacts and job performance, which helps them integrate into their organisation (Hobfoll, 2011). Resource loss is harmful, but resource gain promotes resilience (Luchetti et al., 2020). Resource gains may seem trivial to those who have not suffered large losses, but they are crucial to those who have (Chen et al., 2015). Thus, to obtain new resources and recover from losses, people must invest (Hobfoll et al., 2003).

## 2.2. Customer Incivility

Customer incivility refers to unpleasant and harmful behaviors of customers towards employees that violate the norms of respectful interaction (Van Jaarsveld et al., 2010). These behaviors may include derogatory remarks, hostile body language, verbal attacks, anger, and profanity (Medler-Liraz, 2020). Such negative interactions create tension in employee-customer relationships (Cheng et al., 2020). Customer incivility increases intention to leave (Han et al., 2016; Alola et al., 2019; Chung et al., 2021; Pu et al., 2022; Doğantekin et al., 2023; Im et al., 2024), increases job stress (Chung et al., 2021), causes role conflict (Zhu et al., 2021), creates resentment (Balaji et al., 2020), and leads to burnout (Han et al., 2016; Bani-Melhem et al., 2022) and interacts with emotions such as hostility, guilt, and anger (Li et al., 2021; Chen et al., 2023; Kuriakose & Sreejesh, 2023). These effects are likely to threaten employees' mental health and job performance.

Hotel staff, involved in continuous direct interactions with tourists, strive to provide flawless service and ensure guest satisfaction (Karatepe et al., 2009; Kendir et al., 2023). Employees in the food and beverage (F&B) and front office (FO) departments may face a decline in service quality due to extreme stress and persistent interactions with guests exhibiting rude behavior throughout the day (Kim et al., 2023). The experience of rude customer behavior by personnel in these departments can increase job stress levels. However, employees who perceive substantial supervisor support tend to respond more positively to rude customer behavior (Zhu et al., 2019). The interactions between guests and staff have a profound impact on the service experience, either positively or negatively (Pu et al., 2024). The emphasis on CI in research has increased considerably, particularly in sectors with intense human communication, such as the service industry (Han et al., 2016; Torres et al., 2017; Alola et al., 2019; Cheng et al., 2020; Kim et al., 2023; Pu et al., 2024), which highlights the significance of this concept for both businesses and employees.

The COR theory posits that individuals are motivated to safeguard and enhance their resources. A stress response is activated in the presence of a perceived or actual threat to resources (Hobfoll, 1989). To reduce additional resource depletion, stressed employees may exhibit withdrawal behaviors. Wright and Cropanzano (1998) propose that these employees might employ turnover as a strategy to reduce or prevent additional resource loss. The data indicates that employee perceptions of CI are associated with JS and TI. In light of this context, we propose the following hypotheses:

**Hypothesis 1:** Customer incivility affects job stress.

**Hypothesis 2:** Customer incivility affects turnover intention

## 2.3. Job Stress

Job stress (JS) refers to employees' reactions to adverse conditions and challenges at work (Wong et al., 2021). Today, JS is considered an almost inevitable phenomenon (Jung et al., 2012; Park et al., 2020). High levels of JS can lead to employee dissatisfaction and job unhappiness. In the service sector, face-to-face interactions increase this pressure. Research emphasizes that strong leadership support is decisive in reducing JS (House, 1971; House & Rizzo, 1972; Zohar, 1994; Arslan et al., 2023).

Employees in hotel businesses, who are labor-intensive and situated within the service sector, are instrumental in ensuring guest satisfaction. Conversely, factors such as poor communication between employees, restricted promotion opportunities, long and unpredictable working hours, and unsuitable working conditions in hotel businesses contributed to the development of JS (Tsaur & Tang, 2012). High levels of JS can cause negative outcomes in employees, such as turnover intention (Tongchaiprasit et al., 2016; Fong et al., 2018), intention to leave the profession (Lo et al., 2018), burnout (Hu et al., 2010), decreased performance quality (Schwepker & Dimitriou, 2021), poor standard of service (Mansour & Mohanna, 2018), low organizational commitment and JS (Griffin et al., 2010), low quality of life (Min, 2014), and absenteeism (Gupta & Beehr, 1979). Specifically, the heightened desire to leave a job due to JS causes substantial financial losses in those industries that heavily rely on human resources. Therefore, it should not be ignored that JS can cause material and moral losses to both businesses and employees.

## 2.4. Turnover Intention

Turnover intention (TI) refers to the probability that a person will imminently quit their job and formally depart the firm (Mobley et al., 1978; Chen et al., 2011). This purpose typically begins to develop before the

employee's actual departure (Tett & Meyer, 1993; Kendir et al., 2018). JS is a major factor in causing TI, and evidence from various studies points to a robust association between JS and TI (Arshadi & Damiri, 2013; Wang et al., 2020; Dodanwala et al., 2023). Studies in the hospitality sector explicitly highlight the significant connection between JS and TI, noting that the tourism industry is particularly characterized by elevated levels of TI (Tongchaiprasit & Ariyabuddhiphongs, 2016; Salama et al., 2022; Arslan et al., 2024). Based on the existing literature and the well-documented connection between JS and TI, it is hypothesized that there is a robust association between JS and TI among hotel employees in Antalya:

**Hypothesis 3:** Job stress affects turnover intention.

There are a multitude of direct and indirect factors that can contribute to JS and increase TI among employees in the tourism industry. The literature places a significant emphasis on CI, which is demonstrated by its substantial impact on both JS and TI (Han et al., 2016; Alola et al., 2019; Hefny, 2021; Chung et al., 2021; Mensah et al., 2023). Given the substantial influence of CI on these outcomes, it is essential to examine the manner in which CI interacts with and influences JS and TI. Consequently, in order to gain a thorough understanding of the dynamics within the tourism sector, we have formulated the following hypothesis to investigate the relationships between CI, TI, and JS:

**Hypothesis 4:** Job stress mediates the effect of customer incivility on turnover intention.

## 2.5. Perceived Supervisor Support

Perceived supervisor support (PSS) denotes employees' views of their managers as sources of motivation, encouragement, trust, and recognition, while also fostering a protective and supportive work environment (Babin & Boles, 1996; Eisenberger et al., 2002; Yayla et al., 2020; Kim, 2024; Mohd-Shamsudin et al., 2024). This concept entails managers enhancing employee performance through the provision of guidance, reassurance, and essential resources for effective task completion (Matthews et al., 2010). Research in business management indicates that PSS significantly impacts employees' retention by enhancing time management skills and decreasing intentions to resign (Maertz Jr et al., 2007; Kalidass & Bahron, 2015). In the resort hotel industry, characterised by high staff turnover rates, PSS has been demonstrated to reduce employee turnover levels (Malek et al., 2018; Ergun et al., 2023). PSS plays a crucial role in mitigating the adverse effects of work-related stress, which frequently results in increased turnover rates, as highlighted by Arshadi and Damiri (2013).

According to the COR theory (Hobfoll, 1989), individuals are inherently driven to accumulate and protect their resources. Psychological stress arises when these resources are threatened or diminished. To counteract the stress resulting from resource loss or threats, individuals seek to obtain resources from alternative sources. Thus, COR theory indicates that obtaining extra resources can help mitigate the impact of stress. In this framework, PSS could be crucial in stress management (Zhang et al., 2020). With this understanding, the following hypothesis regarding PSS was formulated:

**Hypothesis 5:** Perceived supervisor support moderates the effect of customer incivility on job stress.

Li et al. (2017), Gordon et al. (2019), and Lee et al. (2021) have documented an inverse correlation between PSS and TI among hotel personnel. As the PSS level for hotel personnel increases, the TI level from labor decreases. In employees, PSS may regulate the factors that contribute to TI. According to studies conducted on hotel workers in Türkiye, it was found that strong PSS reduces TI (Akgunduz & Sanli, 2017; Arasli & Arici, 2019). Consequently, the subsequent hypotheses were developed:

**Hypothesis 6:** Perceived supervisor support moderates the effect of customer incivility on turnover intention.

**Hypothesis 7:** Perceived supervisor support moderates the effect of job stress on turnover intention.

## 2.6. Coworker Support

Coworker support (CWS) in the work environment can be defined as employees' friendly, helpful, empathetic, cooperative, and respectful behaviors while performing routine tasks (Beehr & McGrath, 1992; 2018). CWS can provide motivation and encouragement by sharing employees' knowledge and experiences with each other (Zhou & George, 2001; Self & Gordon, 2019; Hayat & Afshari, 2022; Bozkurt et al., 2023). It is estimated that CWS increases productivity and job satisfaction during work and provides a democratic work environment (Hodson, 1997; Yin et al., 2022). Furthermore, studies (Xu et al., 2018; Lee et al., 2021) suggest that CWS can

mitigate the effects of factors like JS that lead to turnover intention (TI) in employees in tourism enterprises. It is also possible to examine the COR theory's (Hobfoll, 1989) approach of seeking alternative resources to counteract resource loss in conjunction with the CWS factor. Based on these observations, we have formulated the following hypothesis regarding CWS:

**Hypothesis 8:** Coworker support moderates the effect of customer incivility on job stress.

Studies in the literature have established negative correlations between CWS and TI among hotel employees (Karatepe, 2012; Lee et al., 2021). Accordingly, as the level of CWS increases for hotel employees, the level of TI decreases. Therefore, CWS may also have a moderating effect on the factors that create TI. Given this situation, we formulated the following hypotheses:

**Hypothesis 9:** Coworker support moderates the effect of customer incivility on turnover intention.

**Hypothesis 10:** Coworker support moderates the effect of job stress on turnover intention.

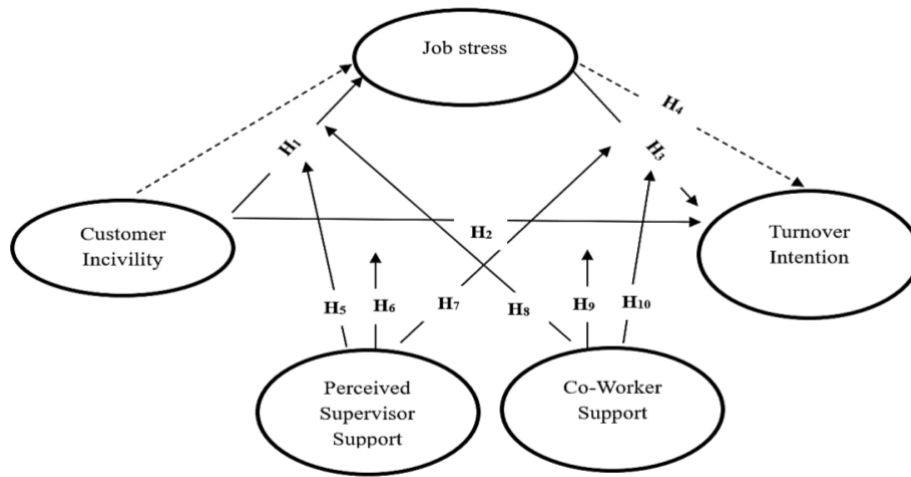


Figure 1. Research Model

### 3. Method

#### 3.1. Research context

The study employed a quantitative research method to achieve its objectives. The survey technique was utilised to assess the proposed research model (Figure 1), as it corresponded with the research objectives.

#### 3.2. Research Instrument

The model variables were determined after a thorough examination of the literature. Five-point Likert scales were used to evaluate these variables. The scale items in the research questionnaire were first produced in English and then translated into Turkish. Three language specialists performed a back-translation procedure using Brislin's (1976) methodology to guarantee linguistic accuracy. This study made use of Martin and Hine's (2005) customer incivility scale. The job stress scale, created by House and Rizzo (1972), was used to measure workplace stress. Mobley et al. (1978) developed a scale to measure turnover intention. Rhoades et al. (2001) provided a measure for evaluating supervisor support, and Susskind et al. (2003) produced a scale for evaluating coworker support.

#### 3.3. Sample Selection and Data Collection

This study focused on employees working in five-star hotels in Antalya, a city renowned for hosting the highest number of five-star resort hotels and attracting the largest number of tourists in Türkiye. Academic research frequently emphasizes that resort hotel employees are particularly susceptible to turnover intentions due to occupational stress. Antalya was selected as the research setting because its resort hotels provided a suitable context for analyzing the study variables. The research population included employees from five-star resort hotels in the region.

The sample consisted of F&B and front office staff from 22 five-star hotels that participated in the research. In the final week of September 2024, 56 hotel employees from five properties completed five-minute surveys as

part of a pilot study. Preliminary analyses demonstrated the reliability of the instruments, with all scales exhibiting Cronbach's alpha values exceeding 0.70 (Nunnally, 1978). Data were gathered between October 15 and November 30, 2024, via in-person interviews conducted using a convenience sampling method. Following the exclusion of incomplete or erroneous responses, 397 out of 456 survey forms were included in the analysis. Among the respondents, 68% were male ( $n = 270$ ). Most participants were aged between 16 and 35 ( $n = 294$ ). In terms of monthly income, 43.1% earned between 20.000 and 25.000 TL. Approximately 50% of the participants ( $n = 181$ ) had 1–10 years of experience in the sector. Furthermore, 81.4% ( $n = 323$ ) worked in F&B departments, while 18.6% ( $n = 74$ ) were employed in front office positions.

### 3.4. Data Analysis

SPSS was used to analyze the data. Afterward, the data's normality distributions showed kurtosis and skewness values within the  $\pm 2$  range. Kline (2011) states that this result indicates a normal distribution of the dataset. To investigate moderators and mediators, we tested the model using AMOS.

## 4. Results

### 4.1. Model Fit Analysis

Confirmatory Factor Analysis confirmed the model's study hypotheses validity. According to structural equation modelling (SEM) in Table 1 demonstrates a reasonably good fit ( $\chi^2 = 411.844$ ,  $df = 142$ ,  $\chi^2/df = 2.900$ ,  $NFI = 0.90$ ,  $IFI = 0.93$ ,  $RMSEA = 0.069$ ,  $CFI =$  Each construct's CA and CR exceeded Anderson and Gerbing's 1988 requirements. The lowest CA was 0.743 and CR 0.83–0.93. Statistics prove measuring tools' reliability. Convergent validity was assessed using Fornell and Larcker (1981)'s factor loading and AVE values for each construct. The lowest factor loading was 0.648, while all constructs had AVEs above 0.50. The evaluation of discriminant validity was based on three key benchmarks (Hair et al., 2019). Table 2 reveals each component's correlation was below the AVE square root. Data demonstrate discriminant validity (Tabachnick & Fidell, 2013).

**Table 1.** SEM Results of the Research Model

Factors / Items	Standard loadings	t-value	$R^2$	CR	AVE	CA
<i>Factor CI: Customer Incivility</i>				0.83	0.50	0.743
CI1	0.662		0.438			
CI2	0.707	7.77*	0.499			
CI3	0.785	8.52*	0.616			
CI4	0.728	8.29*	0.529			
CI5	0.648	7.04*	0.419			
<i>Factor JS: Job Stress</i>				0.87	0.63	0.804
JS1	0.841		0.707			
JS2	0.759	11.92*	0.576			
JS3	0.792	12.44*	0.627			
JS4	0.786	14.80*	0.617			
<i>Factor TI: Turnover Intention</i>				0.90	0.75	0.841
TI1	0.865		0.748			
TI2	0.873	16.67*	0.762			
TI3	0.876	16.09*	0.767			
<i>Factor PSS: Perceived Supervisor Support</i>				0.93	0.79	0.912
PSS1	0.846		0.715			
PSS2	0.892	18.48*	0.795			
PSS3	0.916	19.40*	0.839			
PSS4 (R)	0.905	18.85*	0.819			
<i>Factor CWS: Coworker Support</i>				0.93	0.82	0.891
CWS1	0.892		0.795			
CWS2	0.908	19.62*	0.824			
CWS3	0.920	20.10*	0.846			

\* $p < .001$

**Table 2.** Result of Discriminant Validity

Factor	MSV	ASV	1	2	3	4	5
1.CI	0.243	0.105	0.707 <sup>a</sup>				
2.JS	0.603	0.265	0.463	0.794 <sup>a</sup>			
3.TI	0.603	0.262	0.401	0.777	0.866 <sup>a</sup>		
4.PSS	0.262	0.157	-0.113	-0.376	-0.512	0.889 <sup>a</sup>	
5.CWS	0.212	0.077	0.078	-0.267	-0.146	0.460	0.905 <sup>a</sup>

<sup>a</sup>The square root of the AVE.

#### 4.2. Hypothesis Tests

SEM analysis (Figure 3) shows good data fit metrics:  $\chi^2 = 173.954$ ,  $df = 51$ ,  $\chi^2/df = 3.411$ ,  $NFI = 0.90$ ,  $IFI = 0.93$ ,  $RMSEA = 0.078$ , and  $CFI = 0.93$ . The SEM path coefficient shows a substantial impact of CI on JS ( $H_1$ :  $\beta = .488$ ,  $t = 6.282$ ,  $p < 0.001$ ) and TI ( $H_2$ :  $\beta = .401$ ,  $t = 5.588$ ,  $p < 0.001$ ). Analysis shows a substantial impact of JS on TI ( $H_3$ :  $\beta = .775$ ,  $t = 11.942$ ,  $p < 0.001$ ). Consequently,  $H_1$ ,  $H_2$ , and  $H_3$  were affirmed.

#### 4.3. Indirect Effect Result

To examine whether JS mediates the CI-TI relationship, path analysis with bootstrapping was conducted (refer to Table 3). The findings of the bootstrap analysis suggest that JS completely mediates this relationship ( $H_4$ :  $\beta = 0.024$ , 95% CI [0.261, 0.515],  $p > 0.05$ ), providing support for  $H_4$ . The significant decrease in beta value and the loss of significance prove that JS has a full mediating effect.

**Table 3.** Bootstrapped Regression Analysis for Mediating Effect

Hypothesis 4	JS			TI		
	$\beta$	Confidence Range		$\beta$	Confidence Range	
		Minimum	Maximum		Minimum	Maximum
CI	0.488*	0.358	0.599	0.401*	0.277	0.508
JS				0.775*	0.689	0.849
Bootstrap indirect effect	CI $\rightarrow$ JS $\rightarrow$ TI					
	$\beta = 0.024$ , %95 CI [0.261, 0.515]					

#### 4.4. Moderator Effect Result

Path analysis showed how PSS moderates CI, JS, and TI relationships in Table 4. Studies indicate that PSS significantly moderates the link between CI and TI ( $H_6$ :  $\beta = -0.092$ , 95% CI [-0.188, 0.010],  $p < 0.005$ ). This supports hypothesis  $H_6$  that PSS diminishes CI's positive effect on TI. The effect of CI on TI is stronger when hotel staff have low PSS, but it decreases as PSS increases (Figure 2). PSS has little effect on CI-JS and JS-TI links.  $H_5$  and  $H_7$  were not supported ( $p > 0.05$ ), indicating that PSS does not control these linkages.

**Table 4.** Results of the Moderation Effects Between Variables (PSS)

Moderator Effect:		JS	
	$\beta$	Conf. Interval	
$H_5$		Min.	Max.
CI	0.33*	0.233	0.425
PSS	-0.29*	-0.376	-0.199
CI.PSS (Interaction)	-0.04 <sup>NS</sup>	-0.148	0.063
$R^2$	0.21		
		TI	
	$\beta$	Conf. Interval	
$H_6$		Min.	Max.
CI	0.29*	0.201	0.375
PSS	-0.42*	-0.500	-0.334
CI.PSS (Interaction)	-0.09**	-0.188	0.010
$R^2$	0.29		
		TI	

	$\beta$	Conf. Interval	
H <sub>7</sub>		Min.	Max.
JS	0.54*	0.458	0.608
PSS	-0.28*	-0.354	-0.197
JS.PSS (Interaction)	0.04 <sup>NS</sup>	-0.030	0.113
R <sup>2</sup>	0.46		

\*p&lt;0.001 \*\*p&lt;0.05

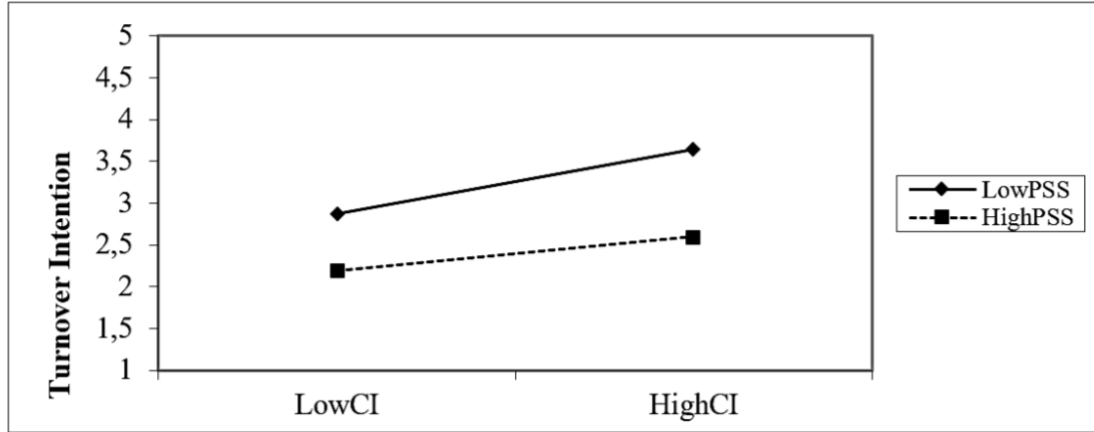


Figure. 2. PSS as a Moderator in CI-TI Relations

Table 5 shows the path analysis results, which examined how CWS moderates CI, JS, and TI relationships. The analytical results show that CWS does not significantly moderate CI, JS, and TI. H<sub>8</sub>, H<sub>9</sub>, and H<sub>10</sub> were rejected ( $p > 0.05$ ).

Table 5. Results of the Moderation Effects Between Variables (CWS)

Moderator Effect:		JS		
	$\beta$	Conf. Interval		
H <sub>8</sub>		Min.	Max.	
CI	0.39*	0.295	0.468	
CWS	-0.24*	-0.332	-0.141	
CI.CWS (Interaction)	0.06 <sup>NS</sup>	-0.035	0.155	
R <sup>2</sup>	0.19			
		TI		
	$\beta$	Conf. Interval		
H <sub>9</sub>		Min.	Max.	
CI	0.32*	0.226	0.404	
CWS	-0.16*	-0.262	-0.054	
CI.CWS (Interaction)	-0.05 <sup>NS</sup>	-0.152	0.055	
R <sup>2</sup>	0.13			
		TI		
	$\beta$	Conf. Interval		
H <sub>10</sub>		Min.	Max.	
JS	0.63*	0.562	0.695	
CWS	0.01 <sup>NS</sup>	-0.081	0.102	
JS.CWS (Interaction)	0.04 <sup>NS</sup>	-0.037	0.127	
R <sup>2</sup>	0.39			

\*p&lt;0.001 \*\*p&lt;0.05



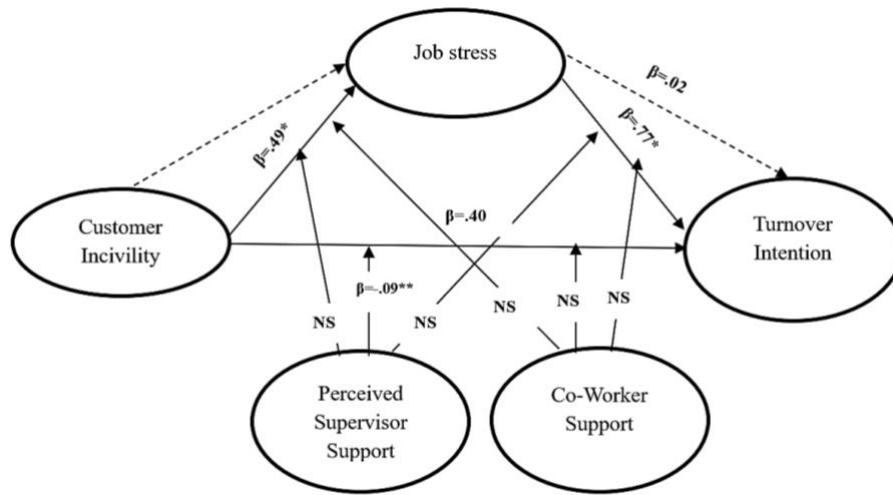


Figure 3. Results of Path Analysis

## 5. Discussion

The organizational behaviors of hotel employees, particularly those in the FO and F&B departments, who interact with consumers in person, were the primary focus of this study. Five-star hotels in Antalya, one of the most popular tourist destinations in Turkey with the highest concentration of hotel enterprises, are the subject of the investigation. The study's results offer academics, supervisors, and employees in the tourism and hospitality sectors both theoretical insights and practical applications.

### 5.1. Theoretical Implications

It is possible to evaluate the findings obtained within the scope of the research based on the COR theory. First and foremost, determining the full mediator role of JS between CI and TI, as well as the moderator role of PSS between CI and TI, makes the research important and unique. Accordingly, an employee who experiences JS and develops TI behavior in the face of high levels of CI can moderate this behavior thanks to strong PSS. We can explain this finding with the COR theory. Because one of the focuses of the COR theory is to exert effort to protect, obtain, and increase the amount of valued resources (Hobfoll, 2001). It is only natural for supervisors who value human resources to seek support in order to prevent their loss. If they lose this valuable resource, they may face risks to themselves, the organization, and ultimately the business. This situation can also lead to the development of a distinct and significant stress factor. Therefore, COR theory can create an important locus of control for managers in the hospitality sector and academics researching this field.

Another issue we investigated in this study was whether PSS moderated the relationships between CI and JS. However, the result was not statistically significant. This nonsignificant result suggests that supervisor support may not absorb the negative stress-inducing effects of customer rudeness under certain conditions. The COR theory can explain both this finding and the previous one. Because, according to the COR theory, the effectiveness of a resource in coping with stress may vary depending on the context and may not show objectivity (Hobfoll et al., 2018). In this context, it is thought that PSS may have been insufficient in moderating the effect of high-level CI on JS in general.

The rejection of the hypotheses proposing CWS as a moderator was an unexpected outcome for us. In these hypotheses, we expected CWS to play a moderating role in the relationships between CI and JS, CI and TI, and JS and TI, but the results were insignificant. This finding can be interpreted within the framework of the COR theory. According to this theory, resource loss refers to a situation that is undesirable and can create stress in organizational terms (Hobfoll, 2001). The COR theory emphasizes the impact of resource loss, including human resources, in explaining stress and strain within organizational behavior (Halbesleben & Buckley, 2004). Resort hotel employees, unlike managers, may not perceive their coworkers as contributing to either resource gain or loss. This could be due to the high turnover rate in resort hotels (Aksu, 2004; Fong et al., 2018; Ergun et al., 2023) and the constant rotation of coworkers. Applying a similar study to corporate city hotels rather than resort hotels may reveal a different role for CWS. In other words, the limitations of this study, the nature of the research, its methodological characteristics, sample size, or the various types of

support received could explain the insignificant results in some hypotheses. Therefore, future studies should re-test the COR theory by incorporating a wider range of variables, samples, methods, and contexts.

## 5.2. Practical Implications

Frontline employees in the service industry often encounter CI (Zhao et al, 2016), which poses a significant challenge in their professional roles. Such experiences may lead to psychological distress and contribute to issues like JS and mental fatigue (Han et al., 2016; Chung et al., 2021). These challenges, in turn, can result in adverse outcomes, such as TI and decisions to leave the profession (Alola et al., 2019; Chung et al., 2021; Doğantekin et al., 2023). Employees in hotels, particularly in roles like reception and dining services, engage directly with customers (Kim et al., 2020). Occasionally, hotel employees experience behaviors from customers that include shouting, harassment, insults, and humiliation (Li et al., 2021; Aydın & Aktuna, 2024). In seasonal tourism destinations like Antalya (Aksu, 2004), resort hotel employees often resign when faced with negative circumstances (Ergun et al., 2023). The rising employee turnover presents challenges for resort hotels, compelling them to recruit staff during peak season, which adversely affects service quality. Furthermore, the recruitment of new personnel by resort hotels incurs significant adaptation costs for the business (Aksu, 2004; Streeter et al., 2021). At this stage, the retention of existing staff offers considerable financial benefits to resort hotels (Williams et al., 1995; Yayla et al., 2021; Streeter et al., 2021). This study demonstrates that elevated supervisor support significantly reduces the TI of hotel staff facing CI. Hotel managers ought to consider and implement this significant finding from our study, as it will enhance business outcomes. This represents a substantial contribution to the hotel industry.

## 6. Conclusion

The analysis highlights that tests evaluating mediator and moderator effects yield the most meaningful outcomes. In the context of hotel employees, the connection between CI and TI is notably mediated by JS. The results indicate that CI-exposed employees are at greater risk of TI as a consequence of elevated JS levels. Earlier studies in the hospitality sector (e.g., Tongchaiprasit & Ariyabuddhiphongs, 2016; Fong et al., 2018; Huang et al., 2018; Kendir & Arslan, 2022) recognized job stress as an intermediary in diverse associations influencing TI among hotel employees. Building on this information, the present study examines the mediating role of JS in the CI-TI relationship, providing valuable insights into the tourism sector. This investigation adds a novel finding to the existing literature, further enriching the field.

PSS moderates the relationship between CI and TI among hotel employees, representing another significant finding in this study. Consequently, TI behavior may emerge in a hotel employee who experiences CI. Strong supervisor support in the hotel industry correlates with a reduction in employee TI behavior. Literature in business and hospitality suggests that PSS moderates the interactions among various variables and TI, as demonstrated by studies from Dysvik & Kuvaas (2013), Elci et al. (2018), Srivastava & Agarwal (2020), and Yucel et al. (2023). Consequently, we hypothesized that PSS might function as a moderator between CI and TI. This indicates that PSS functions as a moderator in the relationship between CI and TI. This outcome represents a significant discovery in the hospitality sector and will contribute meaningfully to the literature. The function of PSS as a moderator in the relationships among various variables and TI is extensively documented in the literature of both business and hospitality (Dysvik & Kuvaas, 2013; Elci et al., 2018; Özkoç et al., 2019; Aktuna & Kılıçlar, 2020; Srivastava & Agarwal, 2020; Yucel et al., 2023).

### 6.1. Limitations and Recommendations for Future Research

The main limitation of this study is its focus on employees exclusively from five-star resort hotels. Staff in accommodation facilities with different star ratings may have varying perceptions of the variables examined, such as PSS, JS, and TI. These factors might influence outcomes differently in three- or four-star hotels. To address this limitation, future studies should include employees from resorts with diverse characteristics. This would enable comparative analyses and provide a broader understanding of the research topic.

This research is constrained by the limitation that the sample is confined to resort hotels situated in Antalya. Future research could examine resort hotel employees in additional 3S destinations both within Turkey and globally, utilizing the variables from this study. Furthermore, a comparative analysis with our research data will be established, contributing significantly to the existing literature.

Future studies could consider using qualitative or mixed methods to explore the views of both employees and managers. We suggest that the hospitality field would gain valuable insights from more in-depth investigations and assessments of related subjects.

## 6.2. Ethical Background

The study was conducted in accordance with the ethical research principles established by the Social and Human Sciences Ethics Council of Tokat Gaziosmanpaşa University, and ethical approval was obtained from the same committee (approval date: 10.09.2024 - approval number: 14.03.).

## References

- Akgunduz, Y., & Sanli, S.C. (2017). The effect of employee advocacy and perceived organizational support on job embeddedness and turnover intention in hotels. *Journal of Hospitality and Tourism Management*, 31, 118-125. <https://doi.org/10.1016/j.jhtm.2016.12.002>.
- Aksu, A. (2004). Turnover costs: research among five-star hotels in the city of Antalya, Turkey. *Tourism Analysis*, 9(3), 207-217. <https://doi.org/10.3727/1083542042781230>
- Aktuna, H.C., & Kılıçlar, A. (2020). The Effect of organizational justice on organizational cynicism: The moderating role of attitude toward money. *Journal of Tourism & Gastronomy Studies*, 8(2), 1457-1484. <https://doi.org/10.21325/jotags.2020.616>.
- Alola, U. V., Olugbade, O. A., Avci, T., & Öztüren, A. (2019). Customer incivility and employees' outcomes in the hotel: Testing the mediating role of emotional exhaustion. *Tourism Management Perspectives*, 29, 9-17. <https://doi.org/10.1016/j.tmp.2018.10.004>
- Arshadi, N., & Damiri, H. (2013). The relationship of job stress with turnover intention and job performance: Moderating role of OBSE. *Procedia-Social and Behavioral Sciences*, 84, 706-710. <https://doi.org/10.1016/j.sbspro.2013.06.631>
- Arasli, H., & Arici, H.E. (2019). Perceived supervisor support cure. *Journal of East European Management Studies*, 24(1), 61-88. <https://doi.org/10.5771/0949-6181-2019-1-61>.
- Arslan, E., Kendir, H., & Bozkurt, H. Ö. (2023). The relationship between job stress and presenteeism in five-star hotel employees: An example from Istanbul province. *İşletme Araştırmaları Dergisi*, 15(4), 2795-2806. <https://doi.org/10.20491/isarder.2023.1748>
- Arslan, E., Kendir, H., & Sert, A.N. (2024). Ankara'daki restoran işletmesi çalışanlarının iş stresi düzeyi ile işten ayrılma niyeti arasındaki ilişki. *Journal of Tourism & Gastronomy Studies*, 12(3), 2064-2079. <https://dx.doi.org/10.21325/jotags.2024.1476>
- Aydın, M., & Aktuna, C. (2024). Review of online comments on accommodation facilities in Rize. *Journal of Tourism & Gastronomy Studies*, 12(4), 2836-2849.
- Babin, B. J., & Boles, J. S. (1996). The effects of perceived co-worker involvement and supervisor support on service provider role stress, performance and job satisfaction. *Journal of Retailing*, 72(1), 57-75. [https://doi.org/10.1016/S0022-4359\(96\)90005-6](https://doi.org/10.1016/S0022-4359(96)90005-6)
- Balaji, M. S., Jiang, Y. Singh, G., & Jha, S. (2020). Letting go or getting back: How organization culture shapes frontline employee response to customer incivility. *Journal of Business Research*, 111, 1-11. <https://doi.org/10.1016/j.jbusres.2020.02.007>
- Bani-Melhem, S. (2020). What mitigate and exacerbate the influences of customer incivility on frontline employee extra-role behaviour? *Journal of Hospitality and Tourism Management*, 44, 38-49. <https://doi.org/10.1016/j.jhtm.2020.05.005>
- Bani-Melhem, S., Abukhait, R. M., Shamsudin, F. M., & West, M. (2022). Customer incivility and customer problem-solving behaviour in frontline employees: testing a moderated mediation model. *Total Quality Management & Business Excellence*, 33(3-4), 278-296. <https://doi.org/10.1080/14783363.2020.1842187>

- Bani-Melhem, S., Quratulain, S., & Al-Hawari, M. A. (2020). Customer incivility and frontline employees' revenge intentions: interaction effects of employee empowerment and turnover intentions. *Journal of Hospitality Marketing & Management*, 29(4), 450-470. <https://doi.org/10.1080/19368623.2019.1646180>
- Beehr, T. A., & McGrath, J. E. (1992). Social support, occupational stress and anxiety. *Anxiety, Stress, and Coping*, 5(1), 7-19. <https://doi.org/10.1080/10615809208250484>
- Blau, P. M. (1964). Exchange and power in social life. New York: Wiley.
- Bozkurt, H. Ö., Arslan, E., Kendir, H., & Keskin, Ö. (2023). Women in the gastronomy arena: Gender-based experiences encountered. *Food Bulletin*, 2(2), 29-36. <https://doi.org/10.61326/foodb.v2i2.123>
- Brislin, R. W. (1976). Comparative research methodology: Cross-cultural studies. *International Journal of Psychology*, 11(3), 215-229. <https://doi.org/10.1080/00207597608247359>
- Chen, C., Zhang, M., & Zhang, Y. (2023). Tit for tat or good for evil? Linking customer incivility, hostility, guilt, and employee behaviors. *Frontiers in Psychology*, 13, 1-12. <https://doi.org/10.3389/fpsyg.2022.1053145>
- Chen, M. F., Lin, C. P., & Lien, G. Y. (2011). Modelling job stress as a mediating role in predicting turnover intention. *The Service Industries Journal*, 31(8), 1327-1345. <https://doi.org/10.1080/02642060903437543>
- Cheng, B., Guo, G., Tian, J., & Shaalan, A. (2020). Customer incivility and service sabotage in the hotel industry. *International Journal of Contemporary Hospitality Management*, 32(5), 1737-1754. <https://doi.org/10.1108/IJCHM-06-2019-0545>
- Chung, H., Quan, W., Koo, B., Ariza-Montes, A., Vega-Muñoz, A., Giorgi, G., & Han, H. (2021). A threat of customer incivility and job stress to hotel employee retention: do supervisor and co-worker supports reduce turnover rates? *International Journal of Environmental Research and Public Health*, 18(12), 6616. <https://doi.org/10.3390/ijerph18126616>
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874-900. <https://doi.org/10.1177/0149206305279602>
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499-512. <https://doi.org/10.1037/0021-9010.86.3.499>
- Dodanwala, T.C., Santoso, D.S., & Yukongdi, V. (2023). Examining work role stressors, job satisfaction, job stress, and turnover intention of Sri Lanka's construction industry. *International Journal of Construction Management*, 23(15), 2583-2592. <https://doi.org/10.1080/15623599.2022.2080931>
- Doğantekin, A., Boğan, E., & Dedeoğlu, B. B. (2023). The effect of customer incivility on employees' work effort and intention to quit: Mediating role of job satisfaction. *Tourism Management Perspectives*, 45, 1-11. <https://doi.org/10.1016/j.tmp.2022.101071>
- Durana, P., Michalkova, L., Privara, A., Marousek, J., & Tumpach, M. (2021). Does the life cycle affect earnings management and bankruptcy? *Oeconomia Copernicana*, 12(2), 425-461. <https://doi.org/10.24136/OC.2021.015>
- Dysvik, A., & Kuvaas, B. (2013). Perceived job autonomy and turnover intention: The moderating role of perceived supervisor support. *European Journal of Work and Organizational Psychology*, 22(5), 563-573. <https://doi.org/10.1080/1359432X.2012.667215>
- Eisenberger, R., Stinglhamber, F., Vandenberghe, C., Sucharski, I.L., & Rhoades, L. (2002). Perceived supervisor support: contributions to perceived organizational support and employee retention. *Journal of Applied Psychology*, 87(3), 565-573. <https://doi.org/10.1037/0021-9010.87.3.565>
- Elci, M., Yildiz, B., & Erdilek Karabay, M. (2018). How burnout affects turnover intention? The conditional effects of subjective vitality and supervisor support. *International Journal of Organizational Leadership*, 7, 47-60. <https://doi.org/10.33844/ijol.2018.60233>
- Ergun, G. S., Bozkurt, H. O., Arslan, E., Kendir, H., & Yayla, O. (2023). Psychological capital as a moderator in the relationship between job insecurity, job stress, and hotel employees' turnover intention during the

- Russia-Ukraine war. *International Journal of Hospitality Management*, 111, 103475. <https://doi.org/10.1016/j.ijhm.2023.103475>
- Fong, L. H. N., Chui, P. M. W., Cheong, I. S. C., & Fong, D. K. C. (2018). Moderating effects of social support on job stress and turnover intentions. *Journal of Hospitality Marketing & Management*, 27(7), 795-810. <https://doi.org/10.1080/19368623.2018.1446862>
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50. <https://doi.org/10.1177/002224378101800104>
- Gordon, S., Tang, C. H., Day, J., & Adler, H. (2019). Supervisor support and turnover in hotels: does subjective well-being mediate the relationship? *International Journal of Contemporary Hospitality Management*, 31(1), 496-512. <https://doi.org/10.1108/IJCHM-10-2016-0565>
- Grandey, A. A., Dickter, D. N., & Sin, H. P. (2004). The customer is not always right: Customer aggression and emotion regulation of service employees. *Journal of Organizational Behavior*, 25, 397–418. <http://dx.doi.org/10.1002/job.252>
- Griffin, M. L., Hogan, N. L., Lambert, E. G., Tucker-Gail, K. A., & Baker, D. N. (2010). Job involvement, job stress, job satisfaction, and organizational commitment and the burnout of correctional staff. *Criminal Justice and Behavior*, 37(2), 239-255. <https://doi.org/10.1177/0093854809351682>
- Gupta, N., & Beehr, T. A. (1979). Job stress and employee behaviors. *Organizational Behavior and Human Performance*, 23, 373-387. [https://doi.org/10.1016/0030-5073\(79\)90004-7](https://doi.org/10.1016/0030-5073(79)90004-7)
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2019). *Multivariate data analysis (8th edition)*. Cengage Learning EMEA.
- Halbesleben, J. R., & Buckley, M.R. (2004). Burnout in organizational life. *Journal of Management*, 30(6), 859-879. <https://doi.org/10.1016/j.jm.2004.06.00>
- Halbesleben, J. R., Neveu, J. P., Paustian-Underdahl, S. C., & Westman, M. (2014). Getting to the “COR” understanding the role of resources in conservation of resources theory. *Journal of Management*, 40(5), 1334-1364. <https://doi.org/10.1177/0149206314527130>
- Han, S. J., Bonn, M. A., & Cho, M. (2016). The relationship between customer incivility, restaurant frontline service employee burnout and turnover intention. *International Journal of Hospitality Management*, 52, 97-106. <https://doi.org/10.1016/j.ijhm.2015.10.002>
- Hayat, A., & Afshari, L. (2022). CSR and employee well-being in hospitality industry: A mediation model of job satisfaction and affective commitment. *Journal of Hospitality and Tourism Management*, 51, 387–396. <https://doi.org/10.1016/j.jhtm.2022.04.008>
- Hefny, L. (2021). The relationships between job satisfaction dimensions, organizational commitment and turnover intention: The moderating role of ethical climate in travel agencies. *Journal of Human Resources in Hospitality & Tourism*, 20(1), 1–23. <https://doi.org/10.1080/15332845.2020.1821425>
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513-524. <https://doi.org/10.1037/0003-066X.44.3.513>
- Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied Psychology*, 50(3), 337-421. <https://doi.org/10.1111/1464-0597.00062>
- Hobfoll, S. E., Johnson, R. J., Ennis, N., Jackson, A. P. (2003). Resource loss, resource gain, and emotional outcomes among inner city women. *Journal of Personality and Social Psychology*, 84(3), 632–643. <https://doi.org/10.1037/0022-3514.84.3.632>
- Hobfoll, S.E. (2011). Conservation of resource caravans and engaged settings. *Journal of Occupational and Organizational Psychology*, 84(1). 116-122. <https://doi.org/10.1111/j.2044-8325.2010.02016.x>



- Hobfoll, S. E., Halbesleben, J., Neveu, J. P., & Westman, M. (2018). Conservation of resources in the organizational context: The reality of resources and their consequences. *Annual Review of Organizational Psychology and Organizational Behavior*, 5, 103–128. <https://doi.org/10.1146/annurev-orgpsych-032117-104640>
- Hodson, R. (1997). Group relations at work: Solidarity, conflict, and relations with management. *Work and Occupations*, 24(4), 426-452. <https://doi.org/10.1177/0730888497024004003>
- Homans, G. C. (1958). Social behavior as exchange. *American Journal of Sociology*, 63(6), 597–606. <https://doi.org/10.1086/222355>
- House, R. J. (1971). A path goal theory of leader effectiveness. *Administrative Science Quarterly*, 16, 321-339. <https://doi.org/10.2307/2391905>
- House, R. J., & Rizzo, J. R. (1972). Role conflict and ambiguity as critical variables in a model of organizational behavior. *Organizational Behavior and Human Performance*, 7, 467-505. [https://doi.org/10.1016/0030-5073\(72\)90030-X](https://doi.org/10.1016/0030-5073(72)90030-X)
- Hu, H. H., & Cheng, C. W. (2010). Job stress, coping strategies, and burnout among hotel industry supervisors in Taiwan. *The International Journal of Human Resource Management*, 21(8), 1337-1350. <https://doi.org/10.1080/09585192.2010.483867>
- Huang, S., Van Der Veen, R., & Song, Z. (2018). The impact of coping strategies on occupational stress and turnover intentions among hotel employees. *Journal of Hospitality Marketing & Management*, 27(8), 926-945. <https://doi.org/10.1080/19368623.2018.1471434>
- Huang, Z., & Miao, L. (2016). Illegitimate customer complaining behavior in hospitality service encounters: A frontline employee perspective. *Journal of Hospitality and Tourism Research*, 40(6), 655-684. <https://doi.org/10.1177/1096348013515916>
- Hur, W. M., Moon, T., & Jun, J. K. (2016). The effect of workplace incivility on service employee creativity: The mediating role of emotional exhaustion and intrinsic motivation. *Journal of Services Marketing*, 30(3), 302–315. <https://doi.org/10.1108/JSM-10-2014-0342>
- Im, A. Y., Cho, S., & Kim, D. Y. (2024). The cost of rude customers: customer incivility and employee performance. *Current Issues in Tourism*, 27(13), 2031-2047. <https://doi.org/10.1080/13683500.2023.2294482>
- Jung, H. S., Yoon, H. H., & Kim, Y. J. (2012). Effects of culinary employees' role stress on burnout and turnover intention in hotel industry: moderating effects on employees' tenure. *The Service Industries Journal*, 32(13), 2145-2165. <https://doi.org/10.1080/02642069.2011.574277>
- Kalidass, A., & Bahron, A. (2015). The relationship between perceived supervisor support, perceived organizational support, organizational commitment and employee turnover intention. *International Journal of Business Administration*, 6(5), 82-89. <https://doi.org/10.5430/ijba.v6n5p82>
- Karatepe, O. M. (2012). The effects of coworker and perceived organizational support on hotel employee outcomes: The moderating role of job embeddedness. *Journal of Hospitality & Tourism Research*, 36(4), 495-516. <https://doi.org/10.1177/1096348011413592>
- Karatepe, O. M., Yorganci, I., & Haktanir, M. (2009). Outcomes of customer verbal aggression among hotel employees. *International Journal of Contemporary Hospitality Management*, 21(6), 713–733. <http://dx.doi.org/10.1108/09596110910975972>
- Kendir, H., Arslan, E., & Bozkurt, H. Ö. (2018). Devam bağlılığı, presenteeism ve işten ayrılma niyeti arasındaki ilişki: Beş yıldızlı otel işletmelerinde bir araştırma. *İşletme Araştırmaları Dergisi*, 10(4), 1029-1046. <https://doi.org/10.20491/isarder.2018.561>
- Kendir, H., & Arslan, E. (2022). Termal Otel İşletmesi Çalışanlarında Genel Kronizm Algısının İşten Ayrılma Niyetine Etkisi: Afyonkarahisar Örneği. *İşletme Araştırmaları Dergisi*, 14(4), 2723-2732. <https://doi.org/10.20491/isarder.2022.1529>

- Kendir, H., Arslan, E., & Bozkurt, H. Ö. (2023). Examining the Accommodation Experience in Historical Buildings with Content Analysis: Amasya Mansions Example. *Journal of New Tourism Trends*, 4(2), 28-40. <https://doi.org/10.58768/joinntt.1402820>
- Kim, S.-H. (2024). Redesigning hospitality supervisor support in the post-pandemic era: Understanding modes from the recipient's perspective as related to triggering a fixed mindset. *Journal of Human Resources in Hospitality & Tourism*, 23(1), 76–100. <https://doi.org/10.1080/15332845.2023.2253676>
- Kim, B., Yu, H., Huang, Y., & Lee, S. (2023). Impact of customer incivility on restaurant employee stress spread and turnover: COVID-19 vaccination mandate. *International Journal of Hospitality Management*, 113, 1-12. <https://doi.org/10.1016/j.ijhm.2023.103522>
- Kim, S. S., Kim, P. B., Kim, S., & Kruesi, M. A. (2020). An examination of the progressive effects of hotel frontline employees' brand perceptions on desirable service outcomes. *International Journal of Hospitality Management*, 84, 102334. <https://doi.org/10.1016/j.ijhm.2019.102334>
- Kline, R. B. (2011). *Principles and practice of structural equation modeling* (3rd ed.). The Guilford.
- Kuriakose, V., & Sreejesh, S. (2023). Co-worker and customer incivility on employee well-being: Roles of helplessness, social support at work and psychological detachment – A study among frontline hotel employees. *Journal of Hospitality and Tourism Management*, 56, 443–453. <https://doi.org/10.1016/j.jhtm.2023.07.009>
- Lee, P. C., Xu, S. T., & Yang, W. (2021). Is career adaptability a double-edged sword? The impact of work social support and career adaptability on turnover intentions during the COVID-19 pandemic. *International Journal of Hospitality Management*, 94, 102875. <https://doi.org/10.1016/j.ijhm.2021.102875>
- Li, J. J., Kim, W. G., & Zhao, X. R. (2017). Multilevel model of management support and casino employee turnover intention. *Tourism Management*, 59, 193-204. <https://doi.org/10.1016/j.tourman.2016.08.006>
- Li, S., Zhan, J., Cheng, B., & Scott, N. (2021). Frontline employee anger in response to customer incivility: Antecedents and consequences. *International Journal of Hospitality Management*, 96, 1-12. <https://doi.org/10.1016/j.ijhm.2021.102985>
- Lo, W. Y., Chien, L. Y., Hwang, F. M., Huang, N., & Chiou, S. T. (2018). From job stress to intention to leave among hospital nurses: A structural equation modelling approach. *Journal of Advanced Nursing*, 74, 677-688. <https://doi.org/10.1111/jan.13481>
- Luchetti, M., Terracciano, A., Stephan, Y., Aschwanden, D., & Sutin, A. R. (2021). Personality traits and memory: A multilevel analysis across 27 countries from the survey of health, ageing and retirement in Europe. *Psychological science*, 32(7), 1047-1057. <https://doi.org/10.1177/0956797621993101>
- Maertz Jr, C. P., Griffeth, R. W., Campbell, N. S., & Allen, D. G. (2007). The effects of perceived organizational support and perceived supervisor support on employee turnover. *Journal of Organizational Behaviour*, 28(8), 1059-1075. <https://doi.org/10.1002/job.472>
- Malek, K., Kline, S. F., & DiPietro, R. (2018). The impact of manager training on employee turnover intentions. *Journal of Hospitality and Tourism Insights*, 1(3), 203-219. <https://doi.org/10.1108/JHTI-02-2018-0010>
- Mansour, S., & Mohanna, D. (2018). Mediating role of job stress between work–family conflict, work–leisure conflict, and employees' perception of service quality in the hotel industry in France. *Journal of Human Resources in Hospitality & Tourism*, 17(2), 154–174. <https://doi.org/10.1080/15332845.2017.1340755>
- Martin, R. J., & Hine, D. W. (2005). Development and validation of the uncivil workplace behavior questionnaire. *Journal of Occupational Health Psychology*, 10(4), 477–490. <https://doi.org/10.1037/1076-8998.10.4.477>
- Matthews, R. A., Bulger, C. A., & Barnes-Farrell, J. L. (2010). Work social supports, role stressors, and work–family conflict: The moderating effect of age. *Journal of Vocational Behavior*, 76(1), 78-90. <https://doi.org/10.1016/j.jvb.2009.06.011>

- Medler-Liraz, H. (2020). Customer incivility, rapport and tipping: The moderating role of agreeableness. *Journal of Services Marketing*, 34(7), 955–966. <https://doi.org/10.1108/ISM-06-2019-0220>
- Mensah, C., Baah, N. G., Nutsugbodo, R. Y., & Ankor, A. (2023). Work leisure conflict, job stress, life satisfaction and turnover intention of hotel workers in Accra, Ghana. *Journal of Human Resources in Hospitality & Tourism*, 22(3), 396–416. <https://doi.org/10.1080/15332845.2023.2180728>
- Min, J. (2014). The relationships between emotional intelligence, job stress, and quality of life among tour guides. *Asia Pacific Journal of Tourism Research*, 19(10), 1170-1190. <http://dx.doi.org/10.1080/10941665.2013.839459>
- Mohd-Shamsudin, F., Bani-Melhem, A. J., Bani-Melhem, S., Khassawneh, O., & Aboelmaged, M. (2024). How job stress influences employee problem-solving behaviour in hospitality setting: Exploring the critical roles of performance difficulty and empathetic leadership. *Journal of Hospitality and Tourism Management*, 59, 153–165. <https://doi.org/10.1016/j.jhtm.2024.04.003>
- Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. (1978). An evaluation of precursors of hospital employee turnover. *Journal of Applied Psychology*, 63(4), 408-414. <https://doi.org/10.1037/0021-9010.63.4.408>
- Nunnally, J. C. (1978). *Psychometric theory* (2nd edition). McGraw-Hill.
- Özkoç, A. G., Kendir, H., Arslan, E., & Özgün, N. (2019). İşgörenlerin nepotizm ve sinizm algıları arasındaki ilişki: Nevşehir'deki otel işletmelerinde bir araştırma. *İşletme Araştırmaları Dergisi*, 11(4), 2960-2971. <https://doi.org/10.20491/isarder.2019.787>
- Park, I.-J., Kim, P. B., Hai, S., & Dong, L. (2020). Relax from job, don't feel stress! The detrimental effects of job stress and buffering effects of coworker trust on burnout and turnover intention. *Journal of Hospitality and Tourism Management*, 45, 559–568. <https://doi.org/10.1016/j.jhtm.2020.10.018>
- Porath, C. (2022). Frontline work when everyone is angry. *Harvard Business Review: The Big Idea Series Incivility on the Front Lines of Business*. Retrieved on July 20 2024, from <https://hbr.org/2022/11/frontline-work-when-everyone-is-angry>.
- Pu, B., Ji, S., & Sang, W. (2022). Effects of customer incivility on turnover intention in China's hotel employees: A chain mediating model. *Journal of Hospitality and Tourism Management*, 50, 327–336. <https://doi.org/10.1016/j.jhtm.2022.02.004>
- Pu, B., Sang, W., Ji, S., Hu, J., & Phau, I. (2024). The effect of customer incivility on employees' turnover intention in hospitality industry: A chain mediating effect of emotional exhaustion and job satisfaction. *International Journal of Hospitality Management*, 118, 1-10. <https://doi.org/10.1016/j.ijhm.2023.103665>
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: the contribution of perceived organizational support. *Journal of Applied Psychology*, 86(5), 825-836. <https://doi.org/10.1037/0021-9010.86.5.825>
- Salama, W., Abdou, A. H., Mohamed, S. A. K., & Shehata, H. S. (2022). Impact of work stress and job burnout on turnover intentions among hotel employees. *International Journal of Environmental Research and Public Health*, 19(15), 9724. <https://doi.org/10.3390/ijerph19159724>
- Schweperker, C. H., & Dimitriou, C. K. (2021). Using ethical leadership to reduce job stress and improve performance quality in the hospitality industry. *International Journal of Hospitality Management*, 94, 1-11. <https://doi.org/10.1016/j.ijhm.2021.102860>
- Self, T. T., & Gordon, S. (2019). The impact of coworker support and organizational embeddedness on turnover intention among restaurant employees. *Journal of Human Resources in Hospitality & Tourism*, 18(3), 394–423. <https://doi.org/10.1080/15332845.2019.1599789>
- Susskind, A. M., Kacmar, K. M., & Borchgrevink, C. P. (2003). Customer service providers' attitudes relating to customer service and customer satisfaction in the customer-server exchange. *Journal of Applied Psychology*, 88(1), 179-187. <https://doi.org/10.1037/0021-9010.88.1.179>



- Srivastava, S., & Agarwal, S. (2020). Workplace bullying and intention to leave: A moderated mediation model of emotional exhaustion and supervisory support. *Employee Relations: The International Journal*, 42(6), 1547-1563. <https://doi.org/10.1108/ER-07-2019-0293>
- Streeter, R., Mistry, T. G., & Okumus, F. (2021). Employee Turnover in the front office of a Resort and Convention Hotel. *Journal of Hospitality & Tourism Cases*, 9(4), 18-24. <https://doi.org/10.1177/216499872100900402>
- Tabachnick, B., & Fidell, L. (2013). *Using multivariate statistics (6th ed)*. Pearson Education.
- Tett, R. P., & Meyer, J. P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: Path analyses based on meta-analytic findings. *Personnel Psychology*, 46(2), 259-293. <https://doi.org/10.1111/j.1744-6570.1993.tb00874.x>
- Tongchaiprasit, P., & Ariyabuddhipongs, V. (2016). Creativity and turnover intention among hotel chefs: The mediating effects of job satisfaction and job stress. *International Journal of Hospitality Management*, 55, 33-40. <https://doi.org/10.1016/j.ijhm.2016.02.009>
- Torres, E. N., Niekerk, M., & Orlowski, M. (2017). Customer and employee incivility and its causal effects in the hospitality industry. *Journal of Hospitality Marketing & Management*, 26(1), 48-66. <https://doi.org/10.1080/19368623.2016.1178620>
- Tsaur, S. H., & Tang, Y. Y. (2012). Job stress and well-being of female employees in hospitality: The role of regulatory leisure coping styles. *International Journal of Hospitality Management*, 31, 1038-1044. <https://doi.org/10.1016/j.ijhm.2011.12.009>
- Van Jaarsveld, D. D., Walker, D. D., & Skarlicki, D. P. (2010). The role of job demands and emotional exhaustion in the relationship between customer and employee incivility. *Journal of Management*, 36(6), 1486-1504. <https://doi.org/10.1177/0149206310368998>
- Wang, C., Xu, J., Zhang, T. C., & Li, Q. M. (2020). Effects of professional identity on turnover intention in China's hotel employees: The mediating role of employee engagement and job satisfaction. *Journal of Hospitality and Tourism Management*, 45, 10-22. <https://doi.org/10.1016/j.jhtm.2020.07.002>
- Westman, M., Hobfoll, S.E., Chen, S., Davidson, O.B., & Laski, S. (2004). Organizational stress through the lens of conservation of resources (COR) theory. In *Exploring interpersonal dynamics* 4, 167-220. Emerald Group Publishing Limited. [https://doi.org/10.1016/S1479-3555\(04\)04005-3](https://doi.org/10.1016/S1479-3555(04)04005-3)
- Williams, J., Demicco, F., Da Silva, A., & Vannucci, C. (1995). Cost control and analysis of turnover in the hospitality industry: A case study approach. *Hospitality & Tourism Educator*, 7(2), 21-24. <https://doi.org/10.1080/23298758.1995.10685654>
- Wong, A. K. F., Kim, S. S., Kim, J., & Han, H. (2021). How the COVID-19 pandemic affected hotel employee stress: employee perceptions of occupational stressors and their consequences. *International Journal of Hospitality Management*, 93, 102798. <https://doi.org/10.1016/j.ijhm.2020.102798>
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2007). The role of personal resources in the job demands-resources model. *International journal of stress management*, 14(2), 121. <https://doi.org/10.1037/1072-5245.14.2.121>
- Yayla, Ö., Kendir, H., & Arslan, E. (2020). Moderator role of gender in the effect of environmental commitment on environmental responsibility behaviour in hotel employees. *Business & Management Studies: An International Journal*, 8(5), 3971-3990. <https://doi.org/10.15295/bmij.v8i5.1626>
- Yayla, Ö., Bozkurt, H. Ö., Arslan, E., & Kendir, H. (2021). The moderator role of environmental interpretations in the relationship between planned behavior level and environmental awareness perception of hotel employees. *Journal of Tourism and Services*, 12(23), 150-168. <https://doi.org/10.29036/jots.v12i23.287>
- Yin, J., Bi, Y., & Ni, Y. (2022). The impact of COVID-19 on turnover intention among hotel employees: A moderated mediation model. *Journal of Hospitality and Tourism Management*, 51, 539-549. <https://doi.org/10.1016/j.jhtm.2022.05.010>

- Yucel, I., Şirin, M. S., & Baş, M. (2023). The mediating effect of work engagement on the relationship between work–family conflict and turnover intention and moderated mediating role of supervisor support during global pandemic. *International Journal of Productivity and Performance Management*, 72(3), 577- 598. <https://doi.org/10.1108/IJPPM-07-2020-0361>
- Zhang, Y., Rasheed, M. I., & Luqman, A. (2020). Work–family conflict and turnover intentions among Chinese nurses: The combined role of job and life satisfaction and perceived supervisor support. *Personnel Review*, 49(5), 1140-1156. <https://doi.org/10.1108/PR-01-2019-0017>
- Zhao, X. (R.), Ghiselli, R., Law, R., & Ma, J. (2016). Motivating frontline employees: Role of job characteristics in work and life satisfaction. *Journal of Hospitality and Tourism Management*, 27, 27–38. <https://doi.org/10.1016/j.jhtm.2016.01.010>
- Zhou, J., & George, J. M. (2001). When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of Management Journal*, 44(4), 682-696. <https://doi.org/10.5465/3069410>
- Zhu, J. N. Y., Lam, L. W., & Lai, J. Y. M. (2019). Returning good for evil: A study of customer incivility and extra-role customer service. *International Journal of Hospitality Management*, 81, 65-72. <https://doi.org/10.1016/j.ijhm.2019.03.004>
- Zhu, H., Lyu, Y., & Ye, Y. (2021). The impact of customer incivility on employees' family undermining: a conservation of resources perspective. *Asia Pacific Journal of Management*, 38, 1061-1083. <https://doi.org/10.1007/s10490-019-09688-8>
- Zohar, D. (1994). Analysis of job stress profile in the hotel industry. *International Journal of Hospitality Management*, 13(3), 219-231. [https://doi.org/10.1016/0278-4319\(94\)90022-1](https://doi.org/10.1016/0278-4319(94)90022-1)
- Zopiatis, A., Constanti, P., & Theocharous, A. L. (2014). Job involvement, commitment, satisfaction and turnover: Evidence from hotel employees in Cyprus. *Tourism Management*, 41, 129–140. <https://doi.org/10.1016/j.tourman.2013.09.013>