

Exploring the Influence of Customer Behaviour on Frontline Employee Engagement

by

Ying Fu

A thesis

presented to the University of Waterloo

in fulfillment of the

thesis requirement for the degree of

Master of Arts

in

Recreation and Leisure Studies

Waterloo, Ontario, Canada, 2016

© Ying Fu 2016

AUTHOR'S DECLARATION

I hereby declare that I am the sole author of this thesis. This is a true copy of the thesis, including any required final revisions, as accepted by my examiners.

I understand that my thesis may be made electronically available to the public.

Abstract

This study has extended our knowledge of critical customer behaviours experienced by frontline staff members and the potential impacts of such behaviours on their engagement at work. While employee engagement is positively associated with service quality (Harter, Schmidt, & Heyes, 2002), Gallup (2015a, 2015b) has found that only 32% of American workers, 13% of employees worldwide, and 6% of workers in China were engaged at work. This study attempted to recognize clues of frontline employee experience relevant to their engagement levels.

The main purpose of the study was to investigate relationships between perceived customer behaviours (including customer participation, citizenship behaviour, complaint behaviour, and misbehaviour) and frontline employee engagement (FEE) in a sample of Chinese service workers. The secondary purpose of the study was to examine the roles that employee emotional assessment (EEA) of such service encounters play into these relationships. Also examined was whether workplace social support (WSS) mediated or moderated these relationships. Six hundred and three customer-facing frontline employees in nine restaurants, twelve hotels, and two provincial parks at Hainan Island of China completed the survey.

Results suggested that EEA worked as a mediator and WSS played both mediator and moderator roles when customer behaviour had an effect on FEE. The positive effects of customer participation and citizenship behaviour on FEE were largely accounted for by WSS and partially explained by EEA of such behaviours. EEA of customer complaint behaviour, to a large extent, helped explain the negative effect of such behaviour on FEE. Customer misbehaviour had no significant effect on FEE. Further, higher levels of WSS from supervisors was linked to higher levels of FEE. Rewards and recognition from supervisors as well as sharing meals with them enhanced the positive effect of customer participation

behaviour on FEE and buffered the negative impact of customer non-verbal complaint behaviour on FEE. Additionally, restaurant employees reported the highest levels of FEE among survey respondents.

Findings highlighted the need for customer behaviour intervention to encourage their participation and manage their complaint behaviours during service encounters. Implications for practice are also discussed in the manager/supervisor development such as sensitivity training and workplace culture improvement to create the right environment for engagement.

Acknowledgements

This research project would have not been possible to accomplish without the support of many people. First and foremost I want to acknowledge and express my deepest gratitude to my supervisor Dr. Ron McCarville for guiding and supporting me every step of the way. He has taught me, consciously and unconsciously, how good research is done and what makes a good teacher. Thank you for your methodological rigor, great industrial experience, and brilliant intuition that you brought to my research. Thank you for your careful reading, invaluable comments, and countless revisions of my work. Thank you for your passion, affection, humor, and laughter that infused into my University of Waterloo journey. You light up the way for the rest of my life. I believe I would be as good an advisor to my students as you have been to me.

I also owe my gratitude to my committee member Dr. Luke Potwarka for the insightful advice, comments, and feedback. His insights have given me crucial support from start to finish. Also I would like to thank my independent reader Dr. Mark Havitz for the most detailed and helpful comments and edits!

I would additionally like to thank Dr. Steven Mock for providing me with the quantitative foundation to conduct this research, Dr. Karla Boluk for her genuinely care, support, and encouragement, Dr. Sanjay Nepal for challenging and motivating me to excel in the classroom, Dr. Katie Misener for her insights on my concept map, and Dr. Judie Cukier for the bountiful visual materials in her class and her stimulating lectures that helped me to develop my research proposal.

I am grateful to Mr. Tieshan Guan, the chair of Hainan Sanya Tourism and Hospitality Association, and my former colleagues and friends who are working in the hospitality industry in China. Without their assistance and time, the data collection for the research would have never been successful.

Finally, I would like to extend my appreciation and love to my husband, Weimin, for your love all the way. Thank you for accompanying me in Canada, comforting me when I lost my mom and our dog Lucy, and supporting me in all my pursuits. You are my companion, life partner, and faithful friend, I am so glad that I found you. Thanks for coming in my life!

Table of Contents

| | |
|--|------|
| AUTHOR’S DECLARATION..... | ii |
| Abstract..... | iii |
| Acknowledgements..... | v |
| Table of Contents..... | vi |
| List of Figures..... | x |
| List of Tables..... | xi |
| List of Abbreviations..... | xiii |
| | |
| Chapter 1: INTRODUCTION | 1 |
| 1.1 Customer Behaviours..... | 1 |
| 1.2 Frontline Employee Engagement (FEE)..... | 3 |
| 1.3 Customer-Employee Relationship | 4 |
| 1.4 Workplace Social Support (WSS) | 4 |
| 1.5 Study Rationale..... | 5 |
| 1.6 Purpose and Research Questions | 6 |
| | |
| Chapter 2: LITERATURE REVIEW..... | 8 |
| 2.1 Co-Production, Value Co-Creation, and Service Encounters..... | 8 |
| 2.1.1 Value Co-Created through Service Co-Production..... | 8 |
| 2.1.2 Service Encounter as the Engine for Value Co-Creation..... | 9 |
| 2.1.3 Ideal Service Encounters..... | 10 |
| 2.2 Engaged Frontline Employees in Customer Service | 12 |
| 2.2.1 The Key Role of Frontline Employee during Service Encounters | 12 |
| 2.2.2 Engaged Frontline Employees | 13 |
| 2.3 The Importance of Customer Behaviour during Service Encounters | 14 |
| 2.4 Interpersonal Dynamics between Customers and Frontline Employees | 14 |
| 2.5 Customer Behaviour as an Influencer of FEE | 15 |
| 2.5.1 Customer Behaviour during Service Encounters | 16 |
| 2.5.2 Impact of Customer Behaviour on Frontline Employee..... | 20 |
| 2.6 Frontline Employee Coping Strategies and Coping Models | 26 |
| 2.6.1 WSS as a Coping Strategy | 26 |
| 2.6.2 Coping Models..... | 27 |
| 2.7 Network and Types of WSS | 29 |

| | |
|--|----|
| 2.7.1 Opposing Effects of Social Support..... | 29 |
| 2.7.2 Network of WSS | 30 |
| 2.7.3 Types of WSS | 33 |
| 2.8 Theory and Practice of Employee Engagement | 35 |
| 2.8.1 Conceptualization and Definition of Employee Engagement..... | 36 |
| 2.8.2 FEE in Practice | 37 |
| 2.9 Conclusion | 38 |
| Chapter 3: RESEARCH APPROACH AND METHODS..... | 40 |
| 3.1 Research Context | 40 |
| 3.2 The Survey..... | 42 |
| 3.3 Instrumentation | 42 |
| 3.4 Measures | 43 |
| 3.4.1 Customer Behaviour | 43 |
| 3.4.2 Employee Emotional Assessment (EEA) of Service Encounters | 44 |
| 3.4.3 WSS | 45 |
| 3.4.4 FEE | 45 |
| 3.5 Analysis | 46 |
| 3.6 Pilot Testing..... | 48 |
| Chapter 4: RESULTS | 49 |
| 4.1 Response Rate..... | 49 |
| 4.2 Treatment of Data | 50 |
| 4.3 Profile of Survey Respondents | 51 |
| 4.4 Research Question 1: What is the Pattern of FEE? | 52 |
| 4.4.1 Engagement Levels of Frontline Employees | 53 |
| 4.4.2 Key Components of FEE | 54 |
| 4.4.3 FEE across Gender, Origin, Age, Languages, and Educational Background..... | 55 |
| 4.4.4 FEE across Work Experiences..... | 56 |
| 4.4.5 FEE across Venues | 57 |
| 4.5 Research Question 2: What are Patterns of FEE as They Relate to EEA..... | 58 |
| 4.5.1 EEA of Customer Participation and FEE..... | 59 |
| 4.5.2 EEA of Customer Complaint Behaviour and FEE | 61 |
| 4.5.3 EEA of Customer Citizenship Behaviour and FEE | 63 |

| | |
|--|---------|
| 4.5.4 EEA of Customer Misbehaviour and FEE..... | 65 |
| 4.6 Research Question 3: What are Influences of Customer Behaviours on FEE? | 70 |
| 4.6.1 Descriptive Analyses of Four Types of Customer Behaviour | 70 |
| 4.6.2 Employee Perception towards Customer Behaviours..... | 70 |
| 4.6.3 Customer Behaviours across Venues..... | 71 |
| 4.6.4 Correlation between Customer Behaviour and FEE..... | 72 |
| 4.7 Research Question 4: How Does EEA Relate to FEE? | 75 |
| 4.7.1 Inter-Correlations among Demographics, Customer Behaviours, and FEE..... | 76 |
| 4.7.2 Linear Regression Models for Testing Mediation | 76 |
| 4.7.3 The Mediating Effect of EEA on Customer Participation and FEE | 77 |
| 4.7.4 The Mediating Effect of EEA on Customer Complaint Behaviour and FEE..... | 78 |
| 4.7.5 The Mediating Effect of EEA on Customer Citizenship Behaviour and FEE..... | 80 |
| 4.7.6 The Effect of EEA on Customer Misbehaviour and FEE..... | 81 |
| 4.8 Research Question 5: What is the Role of WSS when FEE is Related to Customer Behaviour? | 82 |
| 4.8.1 Pattern of Social Support in the Hospitality Workplace..... | 83 |
| 4.8.2 The Role of WSS on Customer Participation and FEE | 87 |
| 4.8.3 The Role of WSS on Customer Citizenship Behaviour and FEE..... | 89 |
| 4.8.4 The Role of WSS on Customer Complaint Behaviour and FEE | 91 |
| 4.8.5 The Role of WSS on Customer Misbehaviour and FEE..... | 94 |
| 4.8.6 Summary of the Roles of WSS | 94 |
| 4.9 Conclusion | 95 |
| Chapter 5: DISCUSSION | 100 |
| 5.1 Research Question 1: The Pattern of FEE | 101 |
| 5.1.1 Levels of FEE | 101 |
| 5.1.2 Group Differences among Demographic Variables..... | 102 |
| 5.2 Research Question 2: Patterns of FEE when Relating to EEA of Service Encounters ... | 107 |
| 5.2.1 Positive EEA of Customer Participation..... | 107 |
| 5.2.2 Positive EEA of Customer Citizenship Behaviour | 108 |
| 5.2.3 Negative EEA of Customer Complaint Behaviour | 108 |
| 5.2.4 Negative EEA of Customer Misbehaviour | 110 |
| 5.3 Research Question 3: Impact of Customer Behaviours on FEE..... | 111 |
| 5.3.1 Enjoyable Service Encounters Matter..... | 111 |

| | |
|---|-----|
| 5.3.2 Workplace Differences among Study Variables..... | 112 |
| 5.4 Research Question 4: The Role of EEA in the Effect of Customer Behaviour on FEE.. | 114 |
| 5.4.1 Findings and Implications of Mediation of EEA in the Effect of Customer Participation and Citizenship Behaviour | 114 |
| 5.4.2 Findings and Implications of Mediation of EEA in the Effect of Customer Complaint Behaviour | 116 |
| 5.4.3 Findings and Discussions on EEA in the Effect of Customer Misbehaviour | 118 |
| 5.5 Research Question 5: The Role of WSS in the Effect of Customer Behaviour on FEE . | 120 |
| 5.5.1 Findings on Supervisor Support..... | 121 |
| 5.5.2 Implications on Behavioural Intervention and Supervisor Development..... | 122 |
| 5.6 Limitations and Future Direction..... | 125 |
| 5.7 Conclusion | 127 |
| REFERENCES | 129 |
| APPENDIX A..... | 142 |
| APPENDIX B..... | 145 |
| APPENDIX C..... | 147 |
| APPENDIX D..... | 163 |

List of Figures

| | |
|--|----|
| Figure 1. Five research questions..... | 7 |
| Figure 2. Model A with WSS as a mediator for enjoyable service encounters..... | 27 |
| Figure 3. Model B with WSS as a moderator for stressful service encounters..... | 28 |
| Figure 4. Model C with WSS as a mediator for stressful service encounters..... | 29 |
| Figure 5. Customer Behaviour-EEA -WSS –FEE Model..... | 39 |
| Figure 6. Association between CPS and FEE moderated by WSS..... | 89 |
| Figure 7. Association between CNC and FEE moderated by WSS..... | 93 |
| Figure 8. Association between CPS and FEE after controlling for a mediator of EEA and a mediator/moderator of WSS..... | 98 |
| Figure 9. Association between CVC and FEE after controlling for a mediator of EEA | 98 |
| Figure 10. Association between CNC and FEE after controlling for a mediator of EEA and a moderator of WSS..... | 99 |
| Figure 11. Association between CTS and FEE after controlling for mediators of EEA and WSS..... | 99 |

List of Tables

| | |
|--|----|
| Table 1 Customer Behaviour Matrix | 16 |
| Table 2 Demographic Characteristics of the Survey Sample | 51 |
| Table 3 Cut-Off Scores and Engagement Levels in China and in Hainan..... | 53 |
| Table 4 Different Levels of FEE Component Parts | 54 |
| Table 5 Multiple Comparisons on FEE between Survey Venues..... | 57 |
| Table 6 Multiple Comparisons on FEE Components between Survey Venues..... | 58 |
| Table 7 Means, SDs, and Correlations between EEA of Customer Participation and FEE | 60 |
| Table 8 Regression Analysis for EEA of Customer Participation..... | 61 |
| Table 9 Means, SDs, and Correlations between EEA of Customer Complaint Behaviour and FEE | 62 |
| Table 10 Regression Analysis for EEA of Customer Complaint Behaviour..... | 63 |
| Table 11 Means, SDs, and Correlations between EEA of Customer Citizenship Behaviour and FEE..... | 64 |
| Table 12 Regression Analysis for EEA of Customer Citizenship Behaviour | 65 |
| Table 13 Means, SDs, and Correlations among Customer Aggression of CMSE, Employee Stress, and FEE | 66 |
| Table 14 Linear Regression Examining Associations of Customer Aggression of CMSE, SRV, and FEE..... | 67 |
| Table 15 Means, SDs, and Correlations among Customer Aggression of CMSF, Employee Stress, and FEE | 68 |
| Table 16 Means, SDs, and Correlations among Customer Aggression of CMSC, Employee Stress, and FEE | 68 |
| Table 17 Linear Regression Examining Associations of Customer Aggression of CMSC, Employee Stress, and FEE | 69 |
| Table 18 Contingency Table of Observed and Expected Frequencies of Customer Behaviours | 72 |
| Table 19 Bivariate Correlations among Demographics, Customer Behaviours, and FEE | 76 |
| Table 20 Unstandardized Coefficients for Regression Models Examining Associations of Demographics, CPS, and EEA with FEE | 78 |
| Table 21 Unstandardized Coefficients for Regression Models Examining Associations of Demographics, CVC, and EEA with FEE | 79 |
| Table 22 Unstandardized Coefficients for Regression Models Examining Associations of Demographics, CNC, and EEA with FEE | 79 |
| Table 23 Unstandardized Coefficients for Regression Models Examining Associations of Demographics, CTS, and EEA with FEE | 80 |
| Table 24 The Domains, Network, and Effectiveness of WSS in the Hospitality Workplace.. | 84 |
| Table 25 Bivariate Correlations among WSS and Different Component Parts of FEE | 86 |

| | |
|---|----|
| Table 26 Linear Regression Examining Associations of WSS with FEE | 87 |
| Table 27 Regression Models Examining Associations of Demographics, CPS, and WSS with FEE | 88 |
| Table 28 Linear Regression Models Examining Associations of Demographics, CTS, and WSS with FEE | 90 |
| Table 29 Linear Regression Models Examining Associations of Demographics, CVC, and WSS with FEE | 92 |
| Table 30 Linear Regression Models Examining Associations of Demographics, CNC, and WSS with FEE | 93 |
| Table 31 WSS Types That Most Resonate with Specific Customer Behaviours | 95 |
| Table 32 Associations between Customer Behaviours and FEE with Mediator or Moderator of EEA and WSS | 96 |
| Table 33 The Results of Hypotheses Testing | 97 |

List of Main Abbreviations

| Abbreviation | Explanation |
|---------------------|--|
| CBE | Customer Behaviour Evaluation |
| CCB | Scope of Customer Complaint Behaviour |
| CVC | Aggression of Customer Verbal Complaint |
| CNC | Aggression of Customer Non-Verbal Complaint |
| CMSC | Scope of Customer Misbehavior towards Other Customers |
| CMSE | Scope of Customer Misbehavior towards Employee |
| CMSF | Scope of Customer Misbehavior towards Financial Assets |
| CPS | Nature of Customer Participation |
| CTS | Nature of Customer Citizenship |
| EEA | Employee Emotional Assessment of Customer Behaviour |
| FEE | Frontline Employee Engagement |
| SRV | Employee Self-Rated Value |
| WSS | Workplace Social Support |

Notes.

CBE measured customer friendliness, competence, responsiveness, honesty, and communication skills. Customer behaviours in this study included customer participation, customer citizenship behaviour, customer complaint behaviour, and customer misbehaviour. SRV indicated positive feelings or related values embedded in the service encounter (i.e., trust, security, comfort, happiness, and self-esteem). EEA referred to stressful, neutral, or enjoyable service encounters from the perspective of frontline employees.

Chapter 1: INTRODUCTION

A majority of employee-based service delivery features high levels of interpersonal interaction, which is paramount to customer experience and value creation. The defining characteristic of the interaction process is “co-production” between the provider and the client during service encounters. Service encounters represent the period of time that a customer interacts with a service (Shostack, 1985). During that time, hostesses welcome clients, bartenders serve cocktails, and receptionists assist with problem resolution. Clients may speak quietly in restaurants, sport spectators cheer on their teams, and leisure participants arrive at programs on time and place ready to engage. As each complete their tasks, providers and clients co-produce the service and create value for both parties.

Given the importance of co-production, the provider-client relationship during service encounters has been analyzed from many perspectives in the service literature. More specifically, how to motivate employees to positively affect customers’ perception of service quality has received an abundance of attention. Yet a high-quality service, that is, a successful co-production, is largely associated with the spark between the customer and the frontline (Beaujean, Davidson, & Madge, 2006). This spark may light the way for positive interactions or ignite a storm of discord between the two parties. Both spark and storm are mutually created by the emotionally driven behaviours of employees and customers and consequently have an influence on both parties. Currently customer behaviours have not been investigated with aspects of their influences on employees’ perception of service encounters and related co-created values as well as on frontline employee engagement.

1.1 Customer Behaviours

Much of the service delivery literature focuses on the role of the service provider in the co-production process. There is understandably considerable interest in understanding how best to provide excellent service. However, co-production requires the cooperation of

both parties. Just as engaged frontline employees delight their clients in positive interactions, clients also play roles in the co-production dynamics. By showing respect and affection for employees, clients boost their self-esteem and inspire their commitment to excellence (Pierce & Gardner, 2004). Conversely, in stressful interactions, poorly behaved customers may ruin the mood and frustrate service providers. Further, individual customer incivility may trigger employee incivility (Walker, van Jaarsveld, & Skarlicki, 2014). Given such workplace dynamics exist, it seems appropriate to explore how client actions during service encounters influence frontline employee engagement at work.

The study focused on four types of customer behaviour during service encounters (rather than pre-purchase or post-purchase behaviour), i.e., customer participation, complaint, citizenship, and misbehaviour. *Customer participation* referred to the “expected and required behaviour necessary for the successful production and delivery of the service” (Groth, 2005, p.11). It described the extent to which customers complete expected behaviour, interact with employees in the manner of their choices, and engage in the service activity and so on (Chen, C. C. V., Chen, C. J., & Lin, 2015). *Customer citizenship* consisted of “voluntary and discretionary behaviours not required for the successful service delivery but directly or indirectly help the service encounter and the organization” (Groth, 2005, p.11). For example, customers may be willing to offer many forms of assistance ranging from carrying their bags to reporting potential safety problems to employees. Social support is sometimes embedded in the service context and customer participation or citizenship can be very utilitarian. Even though such behaviours may be very helpful to complete the transaction or improve service quality, it is important to monitor the relevance of emotional cues (e.g., customer friendliness) that employees react to and interpret. The immediate interpersonal space or dynamic may be related to employee engagement levels. *Customer complaint*, triggered by perceived dissatisfaction with a purchase episode (Singh, 1988), included a set

of multiple responses such as verbal complaint, non-verbal complaint, or no response at all (Tronvoll, 2012). *Customer misbehaviour* referred to “actions by customers who intentionally or unintentionally, overtly or covertly, act in a manner that, in some way, disrupts otherwise functional service encounters” (Harris & Reynolds, 2003, p.145). Examples of misbehaviour are shoplifting, fraud, vandalism, and psychological or physical victimization (Harris & Reynolds, 2003, 2004; Fullerton & Punj, 2004). Customer complaint or unmannerly behaviour may have grave repercussions on frontline employee emotional perception of such encounters and as a result, their engagement at work may be influenced.

1.2 Frontline Employee Engagement (FEE)

Clients work together with frontline employees to create services. The hallmark of excellent customer service is engaged staff who are ready and able to fulfill the roles assigned to them. *Engaged employees* are those who “work with passion and feel a profound connection to their company” and “drive innovation and move the organization forward” (Gallup Employee Engagement Center [GEEC], 2012, p.21). We believed engagement was relevant because of its profoundly emotional quality. Notions of frontline employee engagement (FEE) were central to this study.

Employee engagement was originally defined as “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances” (Kahn, 1990, p.694). While engagement is positively associated to service quality (Harter, Schmidt, & Hayes, 2003), we wished to investigate the dynamic nature of service encounters and its effect on engagement. We were particularly interested in how engagement was affected by the behaviour of clients in most service-delivery encounters.

This relationship was made more complex by the many foci that may build or diminish engagement among frontline employees. They may direct their engagement on one

or more foci: the organization, job, and supervisors or coworkers (Collins, 2013). It was of interest to know how interactions with clients play into these engagement levels or patterns.

1.3 Customer-Employee Relationship

Studies on customer behaviours such as participation and complaint have been fruitful. They suggested that customer participation have a positive effect (Yi et al., 2011) or negative impact (Chan, Yim, & Lam, 2010) on frontline employee commitment; customer complaints together with customer demands negatively affect frontline employees' customer-oriented attitude through employees' emotional exhaustion (Stock & Bednarek, 2014).

There was also a stream of literature that explored scopes and effects of customer citizenship and misbehaviour. These studies found that the behaviours perceived to be helpful and constructive enhanced the consolidation of the customer-employee relationship (Revilla-Camacho, Vega-Vázquez, & Cossío-Silva, 2015) and reduced the impact of work stress on employees (Verleye, Gemmel, & Rangarajan, 2015). However, those behaviours perceived as less civil tended to have negative influences on employees (Fisk et al., 2010).

In service settings, we knew less about the dynamic mechanism whereby customer behaviour shaped employees' emotions which in turn shaped their work engagement. It was unclear as to whether customer behaviour had opposing effects on the frontline. Additionally, the impact of customer behaviour tended to vary across individuals due to their different coping strategy and resource, which may lead to different responses to the customer-related stress and result in higher or lower levels of employee engagement.

1.4 Workplace Social Support (WSS)

In the literature, a number of potential antecedents of employee engagement were identified and tested such as workplace social support. *Workplace social support* referred to the interpersonal transactions that include affection, affirmation, and/or aid (House, Landis, & Umberson, 1988) between employees and other people in the workplace. Workplace

social support often originate with coworkers and also came from supervisors and customers (Ford, Heinen, & Langkamer, 2007; Chou, 2015).

The results of social support studies on employee outcomes are often controversially discussed. In Saks' (2006) study perceived supervisor support was not a significant predictor of employee engagement while a study on hotel staff indicated that supervisor support was a buffer for the negative effect on employees (Shao & Skarlicki, 2014). Shirey (2004) argued that emotional hardiness can be taught within informal group and social support can be detrimental (2004), however, research on UK teachers (Kinman, Wray, & Strange, 2011) and HK teachers (Chan, 2002) revealed that the supervisor support and family support counteract the deleterious effect of customer behaviour and work stress. We suggest that individuals be influenced by attitudes and behaviours of other people in the workplace. However, there was little empirical evidence to back up this claim and no specific scale to exclusively measure the perceived social support from supervisors, coworkers, and customers and their effects on employee engagement, especially in service settings. To address these gaps, the study used Sherbourne and Stewart (1991) social support survey scale and attempted to investigate the specific type of workplace social support and its effect on different service encounters.

1.5 Study Rationale

It has been well recognized that frontline staff engagement plays a pivotal role in the success of any customer-facing business (Harter et al., 2003), especially in the recreation, tourism, and hospitality industries. In each of these industries the focus is on experience. The goal is always one of satisfaction. The role of front line staff is critical to that satisfaction. Yet it is not an easy job to engage frontline staff. A recent Gallup study reported that nearly 71% of U.S. service workers were “not engaged ” or “actively disengaged”; less than 29% reported being engaged at work (GEEC, 2015a). Although some empirical research has been carried out on antecedents of employee engagement (Saks, 2006),

there is a surprising dearth of study on two potential predicting factors: customer–employee interaction and employee social relations in the workplace. It was of interest to investigate how customers affect employees and how employees perceive their clients and social support in their workplace. Further, we were interested in how employee perception of service encounters and perceived social support played into the customer–employee relationship. The results of the investigation may help to explain the fluctuation of employee engagement levels with diverse customer encounters and in different supportive environment.

1.6 Purpose and Research Questions

The primary focus of this study was to explore the impact of customer behaviours on employee engagement. Another purpose was to investigate the mediation and moderation of employee emotional assessment of service encounters and employee received social support in the workplace on the relationship of customer behaviours and employee engagement. Most specifically, the study investigated 1) what emotional cues and co-created values during encounters contributed most to employee emotional assessment of such encounters, and 2) what specific type of social support that associated with a particular customer behavior was most effective on employee engagement.

This study was based on primary data collected among frontline customer-service employees in the hospitality sector in China. To achieve the above purposes, five research questions were developed to guide the research process. The relationships to be investigated in this study was illustrated in Figure 1.

RQ1: What is the pattern of frontline employee engagement?

RQ2: What are patterns of frontline employee engagement as they relate to employee emotional assessment of service encounter?

RQ3: What are influences of employees' perceived customer behaviours on their engagement at work?

RQ4: How do employee emotional assessments of customer behaviour relate to employee engagement?

RQ5: What is the role of workplace social support when employee engagement is related to customer behaviour?

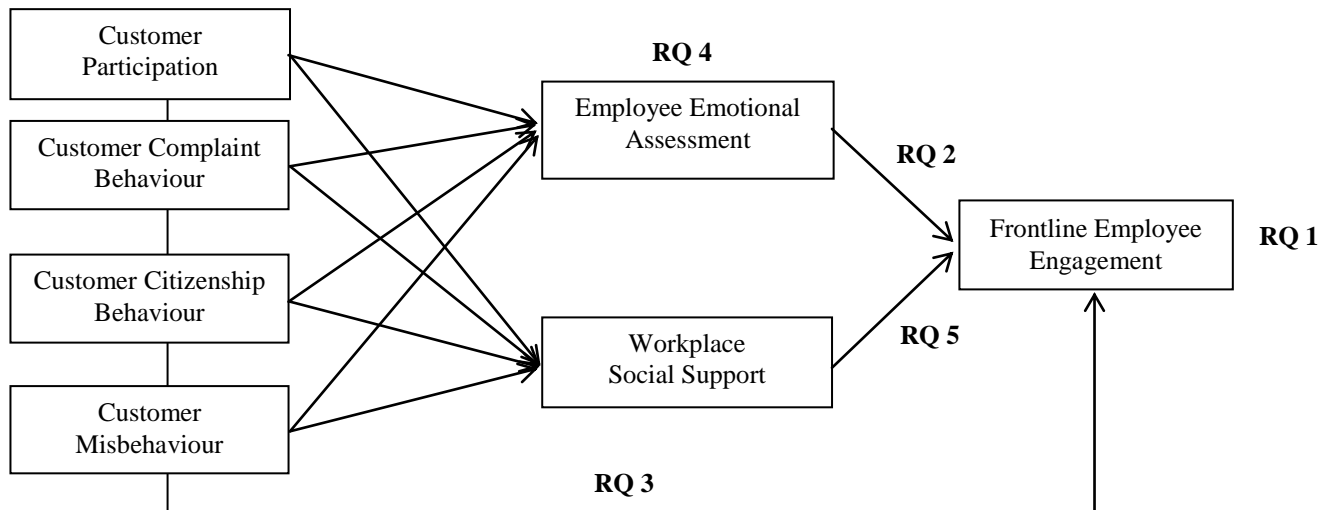


Figure 1 Five research questions

Chapter 2: LITERATURE REVIEW

To better understand the dynamics between employee engagement and perceived customer behaviour during service encounters, the chapter reviews the effects of customer behaviours on frontline employees. This is followed by the investigation of the interpersonal dynamics within service encounters. Additionally, the role of employee perceived social support in the workplace is discussed. Frontline employee engagement in service settings is also considered.

2.1 Co-Production, Value Co-Creation, and Service Encounters

Co-production was originally defined as “buyer-seller social interaction and adaptability with a view to attaining further value” (Wikstrom, 1996, p.10). In the service literature, co-production is often conceptualized as “participation in the creation of the core offering itself” (Lusch & Vargo, 2006, p.284). Co-production is one of the defining characteristic of services. Services are produced, delivered, and consumed as the provider and client work together to accomplish each task. Thus, perceptions of service quality are formed during the co-production process. Services are intangible. As such they are difficult to see and feel. As a result, they are often difficult for the client to assess. How does one rate the quality of a lifeguard at a swimming pool for example? Clients often assess service quality by judging the relationship between them and the service provider. A positive relationship is associated with good service quality. A negative relationship is thought consistent with a poor service rating (Beatty, Mayer, Coleman, Reynolds, & Lee, 1996; Bitner, Booms, & Tetreault, 1990; Gremler & Gwinner, 2000).

2.1.1 Value Co-Created through Service Co-Production

Co-production means that both the client and the provider work together to create value. As such, customers are co-producers of services and co-creators of value (Vargo & Lusch, 2004). Such value-creation mechanisms require interactions between customers and

employees (Ostrom et al., 2010; Payne, Storbacka, & Frow, 2008). Commonly, this relationship is developed and maintained during service encounters, either face-to-face or voice-to-voice. The value created benefits the client, the providing organization, and even the frontline employee. Value to the organization and the client is perhaps obvious. Fowler (2014) noted that both service firms and customers may benefit from ways in which cooperation and altruism can lead to a sense of attachment and bonding; the encounter succeeds for both. But what about the frontline employee? While they represent the provider, they also have their own goals and objectives arising from each encounter. In particular, they may have relational goals; they may seek relational value. Relational value is derived from emotional or relational bonds between customers and employees (Butz & Goodstein, 1997) and benefit the latter as well. For example, values of trust and self-esteem effectively fulfill employees' social needs, help incorporate their job roles into their social identity, and therefore develop a strong emotional attachment to the organization (Chen et al., 2015). As Schaufeli and Bakker (2010) noted, a greater attachment to the organization likely results in a higher work engagement and a lower tendency to leave.

2.1.2 Service Encounter as the Engine for Value Co-Creation

Co-production typically takes place within the context of a service encounter. The term “*service encounter*” refers to a person-to-person interaction between customer and service provider throughout the entire service process (Solomon, Surprenant, Czepiel, & Gutman, 1985; Namasivayam, & Hinkin, 2003). Shostack (1985) reminded us that not all service encounters are face-to-face in nature. For example, some encounters may involve an interaction between a client and an automated teller. Co-production is still taking place without interaction between individuals. This study, however, focused on face-to-face interactions and the very human dynamics between two individuals during the encounter. Self-service and virtual transaction, while important, were not part of this investigation.

During personal encounters, clients and employees co-create value. It seems intuitive that relational value is most likely to emerge through positive interactions. At first, client cooperation is always welcome because it helps providers fulfill their assigned roles. For example, customers in a spa arrive at the treatment rooms on time and are ready to follow therapists' directions; guests in restaurants try to help keep their table clean and express their gratitude for good service; honest departing guests advise front desk clerks if room rates are too low on their bill (if their mini-bar or laundry use are not included).

More than that, providers are seeking relational value (Lipsky, 2010), i.e., the reciprocity from their clients (Blau, 1964; Gouldner, 1960; Lilius, 2012). If employees are friendly, cooperative and outgoing, they hope and expect that their clients will reciprocate. This social exchange or reciprocity process may have an effect on job satisfaction and task performance (Bateman & Organ, 1983; Organ & Konovsky, 1989). As Coyle-Shapiro, Kessler, and Purcell (2004) observed, such relationships can influence how an individual conceptualizes the boundaries of a job and affect the extent to which individuals engage in helping behaviour. This study suggests that values such as trust and happiness help build employee engagement and they are created through service encounters featuring positive interactions and ideal behaviours.

2.1.3 Ideal Service Encounters

As suggested, service encounters should create both utilitarian and emotional value for those involved. *Ideal service encounters* may be characterized as positive interactions in which both parties find value and satisfaction. This is best accomplished when their roles are performed well, with respect, and so on. It is of interest to understand the dynamics of ideal service encounters that add value for the customer and the employee in service settings. Kania and Gruber (2013) suggested that ideal service encounter is driven by five positive emotional components, which are friendliness, competence, responsiveness, honesty, and

communication skills of both employee and client. These emotional expressions are relevant to the values of trust, security, comfort, happiness, and self-esteem in service dynamics.

Friendliness is the most desired attribute of the ideal service encounter. Friendliness and courtesy build rapport, which links to the values of happiness and trust (Kania & Gruber, 2013). The creation of rapport positively affects employee job satisfaction and customer satisfaction and loyalty (Price & Arnould, 1999; Pullman & Gross, 2004).

Competence to fulfill the other's requests relates strongly to the value of security for both parties (Kania & Gruber, 2013). The extent to which employees feel their expectations are being fulfilled by their clients may predict different levels of job satisfaction (Avery, Smillie, & Fife-Schaw, 2015).

Responsive employees save customers' time and provide them solutions, thus linking responsiveness directly to happiness. Similarly, customers' responsiveness makes employees feel respected and valued, and therefore raise their self-esteem (Kania & Gruber, 2013).

Honesty is the foundation of a positive relationship. The value of trust is greatly influenced by both parties being honest and reliable. If customers and employees think they can trust each other, they are likely to feel safe and built positive relationships. Within such relationship, self-esteem is built for both: employees feel fulfilled and customers stay loyal (Kania & Gruber, 2013).

Communication skills are crucial to helping others feel assured of one's general goodwill and competence. An informative employee may give customers a sense of control and security by helping them better understand the product provided. Customers' communication willingness and skills are important as well. A reciprocal relationship may be established in a short time if customers open up in most cases. Such mutual respect result in the values of comfort and happiness (Kania & Gruber, 2013).

Thus far, co-production, value co-creation, and service encounters are closely related. Value co-creation occurs at points of interaction between employee and customer during the process of service co-production. All points of employee-customer interaction are opportunities for value creation (Prahalad & Ramaswamy, 2004). A point of such interaction is viewed as a service encounter. Service encounters, whether enjoyable or stressful, are driven emotionally by both frontline staff and their clients. Ideal service encounters, featuring friendliness, competence, responsiveness, honesty, and communication skills, are positive interactions whereby values of trust, happiness, security, comfort, and self-esteem are co-created and benefit both customer and employee.

2.2 Engaged Frontline Employees in Customer Service

2.2.1 The Key Role of Frontline Employee during Service Encounters

Frontline employees are service providers who are in first contact with the customer. As Harris and Ogbonna (2002, p.163) summarized, “the attitudes and behaviors of frontline, customer-contact service providers are a significant factor in customers’ perceptions and interpretations of service encounters”. Frontline employees are largely responsible for quality control and value creation during service encounters.

2.2.1.1 Role Play

In service literature, customer experiences, whether negative or positive, emerge from interaction or even lack of interaction with staff (Bitner & Wang, 2014). Fortunately, the overwhelming majority of employees are aware of the importance of taking on a distinct occupational role and act in accordance with that role during service encounters (Sharpe, 2005; Williams, 2003; Ivarsson & Larsson, 2010). Sometimes employees need empowerment to go beyond the ordinary, although routinization is frequently required by management to make the interaction as efficient as possible (Wilder, Collier, & Barnes, 2014).

2.2.1.2 Emotional Labour

Emotional labour was initially conceptualized by Hochschild (1983) as the process by which workers are expected to manage their feelings in accordance with organizationally defined rules and guidelines. The employee display of positive emotions and customer feelings of emotional authenticity are salient in face-to-face customer contacts (Sharma & Black 2001; Sharpe 2005). For some employees, there is no problem to create the enjoyable service atmosphere due to job-personality fit while it may take an extra effort to display desirable emotions for others.

2.2.1.3 Dealing with Customer Deviance

Dealing with arrogant, rude, or even aggressive customers happens in frontline employees' daily work life. In a context where customer sovereignty takes priority, employees often feel obliged to make their clients content and believe that paying customers have the right to behave in a certain way (Ivarsson & Larsson, 2010). On top of that, employees are required to be service-minded and customer-oriented, understand customers' situation, and tackle the customer deviance in a proper way.

2.2.2 Engaged Frontline Employees

In the service sector, engaged frontline employees are of central importance for a great guest experience. Engaged employees employ and express themselves cognitively, emotionally, and physically (Kahn, 1990) to the organization, job, and supervisors/coworkers (Collins, 2013). Essentially, the concept of engagement captures how frontline employees experience their work: as enthusiastic and psychologically committed to the organization, as energetic and fully involved in the service delivery, and as strongly affiliated with supervisors and coworkers. Therefore, work engagement is a motivational state of work-related well-being (Xanthopoulou, Bakker, & Fischbach, 2015).

2.3 The Importance of Customer Behaviour during Service Encounters

The service literature regards service encounter as a process of co-production with the customer acting as a co-producer, contributor, and partial employee. Customers are more than passive recipients of service and associated value. They are actively involved in creating value (Beckett & Nayak, 2008; Vargo & Lusch, 2004). Customer involvement may enhance their feelings of control over the service delivery (Jacob & Rettinger, 2011) and contribute to quality perceptions, satisfaction and repurchases (Kelley, Donnelly, & Skinner, 1990; Eisingerich, Auh, & Merlo, 2014). Customer altruism behaviour may also help to improve service quality and elevate customer satisfaction (Bowen & Schneider, 1985). As such, clients may be effectively regarded as “partial” employees.

On the other hand, values can also be co-destroyed. When things do not work out, customers tend to interpret their negative experiences as loss of time or esteem and attribute blame to employees rather than the cause of the circumstance. Moreover, some are reciprocally motivated to recoup their losses or destroy the organization’s resources (Smith, 2013). All of these may lead to increased feelings of stress, conflict, anxiety, and job dissatisfaction for frontline employees.

2.4 Interpersonal Dynamics between Customers and Frontline Employees

Service encounters are direct interactions in which employees and customers are affected by each other. These interactions, which are seen as interdependent and contingent on the actions of another person, have the potential to generate high-quality relationships (Cropanzano & Mitchell, 2005). This study places emphasis on customer behaviour and its effect on that relationship.

Mutual expectations exist during service encounters. Reciprocity is the basic rule of social exchange (Emerson, 1981; Cropanzano & Mitchell, 2005) and individuals repay those who treat them well. Customer positive actions that extend beyond basic role obligations

(e.g., affection and gratitude) may suggest the service provider's personal commitment to the customer. At the other end of the spectrum, some employees sabotage the customer who treat them badly. Frontline employees are more likely to experience more incivility from customers than those who work in the back of house. Frequently, both positive or negative emotional states can be transferred between customers and employees via emotional contagion (Kramer, Guillory, & Hancock, 2014).

When employees are performing emotional labour during service encounters, the impact of customer behaviours seems somewhat dormant and hidden. Whether employees are happy or unhappy with a client, they have to comply with display rules and are expected to be friendly, responsive, and caring when wearing uniforms and performing their duties. Any discrepancy between display rules and felt emotions may lead to emotion-rule dissonance and then negatively affect employee work engagement (Hulsheger & Schewe, 2011). Here, we proposed that,

H 1: Employee emotional assessment of service encounters is related to FEE.

H 1a: An enjoyable service encounter is positively related to high level of FEE.

H 1b: A stressful service encounter is related to low level of FEE.

To better understand the dynamics between customers and employees, the following section (2.5) reviewed typical customer behaviors during service encounters and discussed their positive and negative impacts on frontline employees.

2.5 Customer Behaviour as an Influencer of FEE

Customer behaviours can be traced back to personality, affective commitment to the firm, and perceived organizational justice (Patterson, Razzaque, & Terry, 2003). For example, the altruism motivation is activated by some customers' inclinations to help employees without expectation of reward. For example, altruistic customers are more likely to express sympathy and give advice to service providers even after a negative service

experience (Presi, Saridakis, & Hartmans, 2014), thus encouraging employees to engage with their jobs more than usual.

2.5.1 Customer Behaviour during Service Encounters

Borman and Motowidlo (1993) suggested that employee performance be divided into task performance and contextual performance. Using those basic categories, customer participation and complaint may be treated as necessary or expected behaviours (i.e., task behaviours) for the accomplishment of service co-production or service recovery (Groth, 2005). Customer citizenship and misbehaviour may be viewed as contextual behaviours for they are not required for co-production but are helpful or detrimental for organization well-being (Fowler, 2013). From the employee perspective, customer complaint and misbehaviour are typically framed as increased job demands associated with job stressor (Penney & Spector, 2005; Bakker & Demerouti, 2007). Customer participation and citizenship are mostly regarded as positive contributor or booster to employee satisfaction (Yi et al., 2011).

Table 1

Customer Behaviour Matrix

| | Task Behaviour | Contextual Behaviour |
|----------|------------------------|-----------------------|
| Booster | Customer Participation | Customer Citizenship |
| Stressor | Customer Complaint | Customer Misbehaviour |

Here, it is proposed that service encounters with customer participation and citizenship behaviour are enjoyable while encounters with customer complaint behaviour and misbehaviour are potentially stressful.

H 2: Customer behaviour influences frontline employees’ emotional assessment of a service encounter.

H 2a: Frontline employees’ positive perception of a service encounter is related to customer participation or citizenship.

H 2b: Frontline employees' negative perception of a service encounter is related to customer complaint behaviour or customer misbehaviour.

2.5.1.1 Customer Participation

Participation itself can be intrinsically enjoyable if customers are successful in completing their assigned tasks during service delivery. High levels of participation increase customers' value perception and loyalty to the brand (Vivek, Beatty, Dalela, & Morgan, 2014). Levels of individual participation vary from less effort with basic requirement to more effort with extensive decision making and more difficult tasks (Sweeney, Danaher, & McColl-Kennedy, 2015).

Customer participation is low when services and products are standardized and customers play an inactive role. For example, in a fast food restaurant only payment may be required for customers. When customer physical, mental, or emotional inputs customize a standard service initiated by providers, customer participation is at the medium level. For example, customers may be required to receive a service at a certain time such as 14:00 check-in; customers have to wait for "first come, first served" at a restaurant foyer; full-service restaurant may ask clients about their preferences on steak and gravy. The participation level is high if a customer is actively involved with the service co-production and the value cannot be created apart from the customer's engagement (Wattanakamolchai, 2008). In services such as scuba diving, wedding reception counseling and self-scheduled outdoors, active participation guides the service and decides the service outcome. This study focused on the service settings where customer medium-level participation is required.

2.5.1.2 Customer Citizenship Behaviour

The service literature has extended organizational citizenship behaviour to the customers' domain. Unlike customer participation, which relates to the in-role behaviour

required by the co-production, customer citizenship entails voluntary and discretionary behaviour that go beyond customer role expectations (Gruen, 1995; Groth, 2005).

In the literature, customer citizenship behaviour was categorized in many ways. Groth (2005) identified three dimensions of customer citizenship: recommendations to friends and family, providing feedback to the organization, and helping other customers. Bove, Pervan, Beatty, and Shiu (2009) refined customer citizenship into eight major categories: positive word of mouth, service improvement suggestions, displays of affiliation, policing of other customers, customer voice behaviour, customer flexibility, customer special participation, and benevolent acts of service facilitation. This study adopted Bove et al's (2009) construct model because it demonstrated the key determinants and holistic structure of customer citizenship in face-to-face encounters.

2.5.1.3 Customer Complaint Behaviour

If customers experience any lack of quality during the process of value creation, they may immediately give feedback, complain or voice their unfavorable experience to others. However, complaints do not always stem from service failure and sometimes may be caused by unreasonable expectations. In the airline service, customer complaints may be related to actual and expected on-time performance; an increase in the latter may significantly increase customer complaints (Chow, 2015). As such, a disappointed customer may attribute their negative emotions to service providers who should not be blamed for. Therefore, all possible customer complaint was taken into account in the study regardless of their reasons.

Hirschman (1978) suggested three possible behavioural responses of customers during the complaint process: voice a complaint, exit the relationship through switching, or take no action. Singh's (1988) model involved private response (e.g., negative word of mouth), voice response (e.g., seeking redress), and third-party response (e.g., taking legal action). Tronvoll (2012) proposed a dynamic complaining behaviour model, in which the customer may

engage in verbal complaint response, non-verbal response, or no complaining response. This study employed Tronvoll's model for its highlight on service interaction.

It was worth noting that a majority of customers do not voice their dissatisfaction due to their personality, assessment of cost/benefits, or cultural orientation (Tronvoll, 2012). Some extreme complaining activities, which may create trashing, vandalism, stealing, and even personal attack, were identified as customer retaliation. Such retaliation was so aggressive that they were categorized in customer misbehaviour in this study.

2.5.1.4 Customer Misbehaviour

As for customer behaviour, it seems no common view upon what is natural, acceptable, or intolerable. However, customer misbehaviour, which is undetected by customer service controls (e.g., display rules) (Grandey, 2000), can negatively affect service quality (Lytle & Timmerman, 2006) and employee workplace wellbeing (Reynolds & Harris, 2006). A cognitive appraisal of frontline employees revealed that employees who had experienced customer aggression may perceive threats to their self-esteem and physical wellbeing (Akkawanitcha, Patterson, Buranapin, & Kantabutra, 2015).

Theoretically, customer misbehaviour differs from customer complaints in that misbehaviour is a series of deliberate acts that violate widely held norms (Reynolds & Harris, 2006). A divergence of labels are listed and used interchangeably in the literature such as deviant customer behaviour (Reynolds & Harris, 2006), jay-customer behaviour (Harris & Reynolds, 2004), and customer incivility (Walker et al., 2014). It seems that customer misbehaviour is common and performed by the majority rather than the minority of consumers (Harris & Reynolds, 2003). Most importantly, such unmannerly behaviour seems endemic within the service and hospitality sectors (Reynolds & Harris, 2006). It is of interest to investigate thoughtless or abusive actions of customers that cause problems for employees, the service organization, and other clients (Harris & Reynolds, 2004).

2.5.2 Impact of Customer Behaviour on Frontline Employee

Given the dyadic nature of service encounters, behaviour may be investigated from two primary perspectives: the actors' and the targets'. The majority of research following the target's perspective may affirm the importance of employee actor's performance (Ivarsson & Larsson, 2010), yet this study departed from the actors' point of view of customer behaviour. Social exchange theory was borrowed to provide a theoretical foundation for investigating employee experience of customer behaviour.

2.5.2.1 Social Exchange Theory

The framework of Social Exchange Theory (Emerson, 1981; Cropanzano & Mitchell, 2005) provides a strong theoretical rationale for understanding service interactions and workplace behaviours. During interactions, both parties have expectations that their relationship will operate smoothly as long as both parties abide by certain "rules" of exchange. Reciprocity and repayment in kind are probably the best-known exchange rules; obligations are generated and individuals return the benefits they receive. Specifically, people are most likely to match the goodwill and helpfulness toward the party with whom they have a social exchange relationship (Malatesta, 1995; Malatesta & Byrne, 1997).

In service interactions, customers may perceive the enthusiasm of an engaged frontline employee who is going the extra mile to delight them. In return, they may be delighted and intend to repurchase the service. Likewise, when frontline employees receive gratitude and recognition from customers, they feel obliged to respond in kind and repay the clients. There is a dark side to reciprocity however. Employees may respond to clients' aggressive remarks by taking revenge on them, thereby reducing service quality, dampening their engagement, and threatening their own workplace well-being.

Another benefit of social exchange in the workplace may be the support that emerges through ongoing relationships. The term "*relationship*" often refers to an association among

several interacting partners, where different forms of interpersonal exchange are involved. It can be presumed that employees may form distinguishable social exchange relationships with their employing organizations (Liden, Sparrowe, & Wayne, 1997), direct supervisor (Flynn, 2003), coworkers (Moorman, Blakely, & Niehoff, 1998), and customers (Sheth, 1996). In these relationships, employees receive organizational support from their company but social support from their supervisor, coworkers, and clients. These social supports provided and received have been conceptualized as the “quality” of the social exchange (Cropanzano & Mitchell, 2005; Chiu, Yeh, & Huang, 2015). This study focuses on social support intertwined in the service workplace and its role in the customer–employee relationship. Workplace social support may affect employees’ perception of job resources and demands, therefore influence employees’ engagement at work. The respective roles of workplace social support within the relationship between customer behaviour and employee engagement are discussed in the section 2.6 and 2.7.

2.5.2.2 Frontline Employee Perception of and Responses to Customer Behaviours

As alluded to in our earlier discussions, reciprocal relationships are important in the collaborative activities of customers and frontline employees. A good customer intangibly “supports” service providers during service encounters and as a result, may feel valued or treated with dignity at work. This relationship can evolve and engender beneficial consequences. For example, the economic resources (e.g., gratuities) and socio-emotional resources (e.g., trust) obtained from the relationship help employee produce effective work behaviour and positive attitudes (Cropanzano & Mitchell, 2005; Ruiller & Van der Heijden, 2014). In particular, socio-emotional outcomes not only help address employees’ social and esteem needs but also create job satisfaction. For example, trust and love from clients, as the recognition of employee achievement, are motivators that are primary cause of employee satisfaction (Herzberg, 1968). This study focused on the socio-emotional rather than

economic side partially because some forms of “transactional exchange”, such as tips, are not common in some culture or service sectors.

Thus far, customer behaviour during service encounters may have an impact on employee engagement through affecting employees’ emotions and attitude.

H3: Customer behaviour significantly affects FEE.

Towards Customer Participation

Initially, customer participation may create happiness during service encounters. Satisfied clients are often happily activated and immersed in their hedonic experiences (Gambetti, Graffigna, & Biraghi, 2012). The passion of happy customers, in turn, may positively influence their service providers through an emotional contagion process, whereby the value of happiness can be transferred from customers to employees (Frey, Bayon, & Totzek, 2013). Further, customer participation can effectively remove or substitute for some of the labor tasks performed by frontline staff (Bendapudi & Leone, 2003) and positively affects their commitment (Yi et al., 2011). To some extent, the more customers are engaged, the more employees are able to involve in social interaction with their clients, and more value of comfort is created during the more rewarding interaction.

However, if services fail due to customers’ own inadequacy and incompetence, employees may suffer emotionally from the frustrated customers and tend to be more emotionally distant and less productive (Zeithaml & Bitner, 2000). Especially, when customer participation readiness is low, the effect of participation on service outcomes and employee benefits may taper off (Dong, Sivakumar, Evans, & Zou, 2015). Additionally, customer participation may create employee job stress (Chan et al., 2010). A shift of power and control to customers through their participation may lead to role incongruence and cause some employees (e.g., professional therapists) to feel uncomfortable. Further, handling incompatible customer demands or behaviours requires employees to regulate their emotional

expressions more than usual. Emotional labour is salient in high customer-contact services and has become another job stressor that causes burnout (Rupp, McCance, Spencer, & Sonntag, 2008; Grandey, Rupp, & Brice, 2015).

In summary, customer participation may have opposing effects.

H 3a: Customer participation which creates happiness or comfort positively affects FEE.

H 3b: Job stress created through customer behaviour negatively affects FEE.

Towards Customer Citizenship Behaviour

Customers provide crucial physical or mental inputs during service encounters. When customers provide suggestions for service improvement or police other customers to behave themselves, employees may perceive the customers' goodness and feel better as a result. We know, for example, that customer citizenship behaviours may have direct, positive impacts on employee commitment and satisfaction through fostering a sense of security (Yi et al., 2011). If employees perceive that customers treat them with kindness, the value of security is likely to boost their job satisfaction and engagement with the organization (Yi et al., 2011). Also, customer citizenship behaviours can be helpful for employee performance. Tourists in a tour group helped facilitate communication to bring harmony and conviviality to the tour as well as motivate and support tour guides (Liu & Tsaur, 2014); guests' helpful and courteous actions when buying books helped salespersons improve individual productivity (R. J. Shannahan, Bush, L. J. Shannahan, & Moncrief, 2015). Further, in line with social exchange rules, customer-oriented employee citizenship behaviour may occur (Barnes et al., 2015) as a form of reciprocation. So, based on the empirical evidences of the relationship between customer citizenship and employee engagement, we proposed that

H 3c: Customer citizenship behaviour positively affects FEE.

Towards Customer Complaint Behaviour

A crucial aspect of service recovery entails frontline employees knowing how to deal with customer complaints. However, staff members may experience considerable stress because of the demands such complaints place on them. Customer demands increase employees' emotional exhaustion, which in turn negatively affects employee attitude and commitment (Stock & Bednarek, 2014). Stress may emerge from the imbalance of power, i.e., customer sovereignty and employee subordination during the customer-employee interaction (Ivarsson & Larsson, 2010). Customers alone have the right to define service quality while service providers need to be service-minded and customer-oriented to address their problems. Although sometimes employees are in authority, in most cases complaining customers may have much more power than employees. Further, this imbalance can become even more pronounced with aggressive customer responses. The more self-confident the client, with strong affirmation and gestures, the more subordinated employees may feel (Ivarsson & Larsson, 2010).

Staff stress may emerge when staff members are not empowered to solve programs. Issues arise, for example, when customer complaints require resource allocation decisions on the part of staff members. Most customer complaints can be handled in two ways: by routinization and standardization or by empowerment and personalization (Schneider & Bowen, 1993; Leidner 1993). Choosing the former, employees provide solutions regulated by standardized scripts. This response may be adequate so not stress results. However, if this approach does not meet, staff members may be required to allocate resources to solve the problem (Victorino, Bolinger, & Verma, 2012). This is often the case because emergent problems can be heterogenic and unpredictable and empowerment allows employees to provide rapid and individualized responses to them. In such cases, stress occurs if employees

are not given authority to make personal decisions to sort out the issue under the time pressure of service recovery.

Stress may also emerge because of the negative emotional baggage that can accompany complaints. Complaints arise when some of the aspects of the service fails. Those providing the service may personalize the complaint and feel that they too have failed.

H 3d: Customer complaint behaviour has a negative influence on FEE.

Towards Customer Misbehaviour

Customer misbehaviour appears to be on the rise in North America (Grandey, Kern, & Frone, 2007) and Asia (Wang, Liao, Zhan, & Shi, 2011). Handling customer misbehaviour (like rudeness) can be difficult. Frontline employees work under pressure – they have to keep calm and are supposed to be courteous and efficient. This can be difficult in the face of customer misbehaviour. They can employ either an indirect strategy or a direct strategy (Akkawanitcha et al., 2015).

An indirect strategy might be categorized as a passive-aggressive technique in which employees withdraw their citizenship behaviour. For example, employees may still perform their basic in-role duties but resist doing anything extra. Such behaviours offer a passive response and therefore it is not easily detected by customers (Akkawanitcha et al., 2015).

More direct strategies are more observable. Employees may respond to a customer's rude remarks by slowing down the service handling thereby getting back at the client through "invisible revenge". They might even engage in service sabotage, which is more target-specific than withdraw citizenship.

Conversely, staff members may ignore the client misbehaviour. For example, they might dismiss the behaviour and attribute it to reasons beyond the control of the customer (e.g., childhood trauma) and gradually develop a sense of immunity. Thus, empathy can be a coping strategy for employees in some cases.

Employees always consider customer misbehaviour a job stressor whatever coping strategies they employ (Penney & Spector, 2005). The stress is typically associated with emotional exhaustion (Kern & Grandey, 2009), increased job demands (van Jaarsveld, Walker, & Skarlicki, 2010), and reduced performance (M. Sliter, K. Sliter, Jex, 2012).

H 3e: Customer misbehaviour has a negative influence on FEE.

2.6 Frontline Employee Coping Strategies and Coping Models

Enjoyable service encounters are not inevitable. There is a wide gap between enjoyable service encounters and average practices in service delivery, where frontline employees are expected to cope with the stress of demanding customers and express correct emotions while the customer does not have a similar duty to behave with good manners. Employees need to develop effective strategies to cope with this unequal relationship.

2.6.1 WSS as a Coping Strategy

Bakker and Demerouti (2007) argued that high job demands are not necessarily unpleasant, especially when job resources are available to help employees reduce job demands, achieve work goals, and even stimulate personal growth and development. Work environments generally offer many resources to protect frontline employees from negative consequences of stressful service encounters. *Social support*, the individuals' belief that they are loved, valued, and their well-being is cared about as part of a social network of mutual obligation (Cobb, 1976), has become one of the most important coping resources (Chan, 2002; Shao & Skarlicki, 2014). In the workplace, social support comes from superiors, colleagues, and clients (Kinman et al., 2011; Bakker et al., 2010). In line with coping theory (Cassel, 1976; Ensel & Lin, 1991), employees may seek and receive help from supervisors, coworkers, and customers in coping with job stressors. Workplace social support may be elicited during or after service encounters. For example, employees' perception of a condescending

customer may be influenced by the people surrounding them and consequently their engagement at work may be affected. Thus,

H 4: WSS plays a significant role in the effect of customer behaviour on FEE.

2.6.2 Coping Models

It was proposed that there may be different types of coping models that explain the relationship between customer behaviour, workplace social support, and employee engagement. Given that customer behaviour can be labeled as booster or stressor, coping mechanisms were of great interest. In particular, the researcher was interested on how stressors are reduced and how positive customer efforts can be enhanced through social support in the workplace. Three coping models were developed in this study.

2.6.2.1 Mediation for Positive Effect

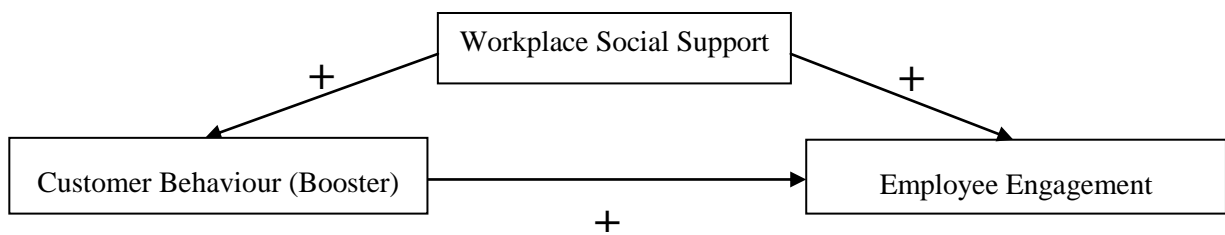


Figure 2 Model A WSS as a mediator for enjoyable service encounters

In the literature, WSS has a direct positive impact on employee engagement through determining psychological well-being (Bakker, van Veldhoven, & Xanthopoulou, 2010). Research supported that WSS could be a mediator for a positive effect. For example, the effect of schedule satisfaction (schedule flexibility and control over work hours) on employee engagement was mediated by perceived supervisor support (Swanberg, McKechnie, Ojha, & James, 2011). In this study one can argue that social support is a mediator that explains the effect of enjoyable customer behaviour on employee engagement. As illustrated in Model A (Figure 2), the more enjoyable is the service encounter, the more social support employees

receive. An increase in perceived social support is associated with an increase in employee engagement. Thus,

H 4a: WSS has a mediating effect on the positive relationship of enjoyable customer behaviour on FEE.

2.6.2.2 Moderation for Negative Effect

Social support may be a moderator or buffer. Zacher and Winter’s (2011) research suggested that, perceived organizational support had a buffering effect of the eldercare related strain on engagement at work for middle-aged employees. In the current study, I propose that service staff may utilize social support to buffer the negative effect of customer-related stressors (Model B). Further, the impact of stressors on job engagement depends on the amount and nature of workplace social support utilized by employees. When there is a lack of social support, stressful service encounters will have a negative impact on employee engagement. As illustrated in Figure 3,

H 4b: WSS has a buffering effect on the negative relationship of customer behaviour on FEE.

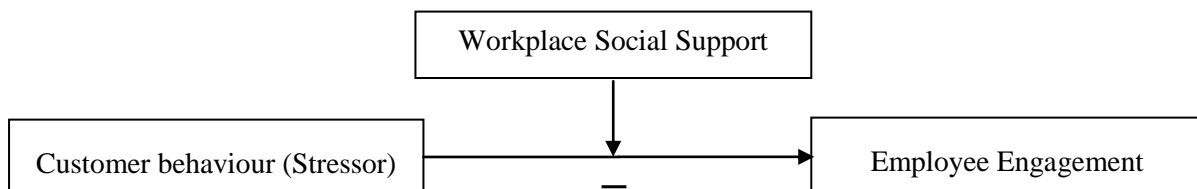


Figure 3 Model B with WSS as a moderator for stressful service encounters

2.6.2.3 Mediation for Negative Effect

In Model C (Figure 4), social support may be viewed as a mediator. After experiencing stressful service encounters, employees tend to receive more moral support. Although such support may ease psychological strains on employees, it may have only a weak relationship with their performance (Beehr, Jex, Stacy, & Murray, 2000). Moreover,

emotional hardiness can be taught and social support can be detrimental to employee performance (Shirey, 2004). Hence,

H 4c: WSS has a mediating effect on the negative relationship of customer behaviour on FEE.

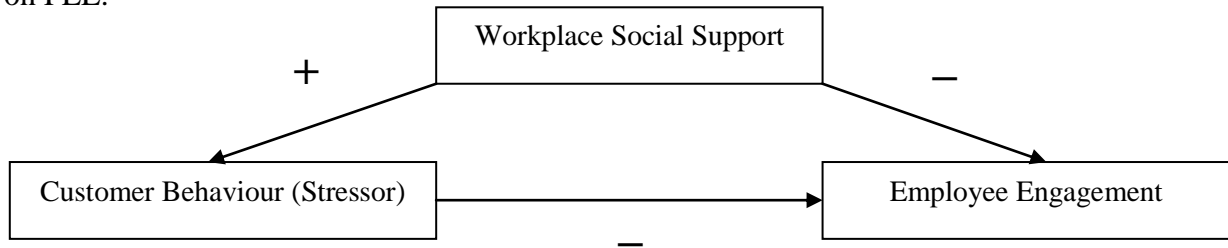


Figure 4 Model C with WSS as a mediator for stressful service encounters

2.7 Network and Types of WSS

Even though it has been well recognized that social support effectively mitigate work stress experienced (Greenglass, Burke, & Konarski, 1997), we argued that this positive effect may depend on not only the amount but also the type of social support utilized by the individual. The final effects of workplace social support on employees may be a function of social network, type of social support, and circumstances (i.e., after stressful service encounter or after enjoyable service encounter). It seemed critical to identify the most effective network and type of social support under different service encounters.

2.7.1 Opposing Effects of Social Support

Seeking out social support is identified as a major coping activity for employees, but there is disagreement in the literature about its effectiveness. A study of customer service representatives (Abraham, 1998) and a study of retail workers (Duke et al., 2009) reported that social support attenuated the negative impact of emotional labor on employee job satisfaction and performance. However, some studies failed to provide evidence for this buffering effect (Zellars & Perrewe, 2001). A study on book-dealers showed that there was no evidence of a moderating effect of coworkers' social support on the relationship between job stressors and job performance (Beehr et al, 2000). Furthermore, as discussed,

coworkers`support may exert a negative effect and account for a large variance in decreases in FEE (Shirey, 2004).

The opposing findings on the effect of social support were worthy of further examination. First, employees often develop and maintain their social network, which is a vehicle through which social support is provided (Shirey, 2004). Notably, the presence of a support network initially and the quality of the support offered are more important than the size of the network (Shirey, 2004). Further, different types of support display different patterns of correlation with emotional wellbeing (Lakey & Cohen, 2000). As such the support perceived can be categorized into five dimensions (Sherbourne & Stewart, 1991). They are emotional support, informational support, tangible support, positive social interaction, and affection.

2.7.2 Network of WSS

Many types of social support are available to workers. They may receive support from the organizations generally (often through policy and procedure) as well as from friends and family. The focus of this study was social support originating with those closest to the actual service encounter dynamics (supervisors, coworkers, and customers). Additionally, the study measured the degree to which frontline employees perceived that their well-being was valued by these key players.

2.7.2.1 Supervisors

In the service sector, the *direct supervisor* is the individual who oversees the service activities and provides frontline staff with constant direction, assistance, and feedback. In this study, the term “supervisor” refers to the direct supervisor of an employee. Support from supervisors may build employee commitment to supervisors when high degrees of supervisor integrity are perceived (C. Y. Cheng, Jiang, B. S. Cheng, Riley, Jen, 2015). As organizational representatives, supervisors who strive to create favorable job conditions are

likely to experience a reciprocal concern for the organizational wellbeing from employees. In this way, the supervisors' discretionary effort may be rewarded with engaged and productive employees (James, McKechnie, & Swanberg, 2011). However, Saks (2006) found that only the organizational support was significant predictor of employee engagement. Employee perceived supervisor support was not related to their job engagement and organization engagement (Saks, 2006).

2.7.2.2 Coworkers

Perceived coworkers support comes from both formal groups (people who share a workplace with each other) and informal groups (people who have lunch together, carpool and perhaps work together). As people tend to develop friendships with others who are demographically similar to them, informal groups in the workplace emerge and maintain the corporate subculture. Employee attitude and engagement are largely shaped by the subculture of the group to which the employees belong. First, friendship, always developed in the informal groups, is regarded as a predictor of employee engagement (Harter, Hodges, & Carr, 2006). Heightened similarity and friendship with coworkers often results in perceptions of a supportive working environment. Correspondingly, they will develop a commitment to the organization and a feeling of ease when engaging in work tasks (Guillaume, Brodbeck, & Riketta, 2012). Second, employees who act in ways consistent with the workplace subculture are more likely to be perceived as trustworthy and cooperative and act the same way regardless of the social context (Cunningham, 2007). As a result, group members may feel secure due to a psychosocial safety environment; they will be assured that they will be supported as they cope with negative incidents that they face and be more confident as a result. In contrast, the lack of inclusion may result in being excluded from group support, being motivated to engage in withdrawal behaviour, and feeling pressure to quit jobs over time (Tekleab & Quigley, 2014).

Further, the influence of coworkers' social support on individuals is negotiable. One study showed that the dissimilarity and being excluded from coworkers' support may lead to individuals' engaging in more citizenship behaviour and expending greater effort, in spite of the greater stress and irritability this condition may create (Felfe & Schyns, 2004). A more recent study argued that there is no significant main effect of coworkers' behaviour and the psychological effect of informal social ties can be positive, neutral, or negative, depending on the social context (David, Avery, Witt, & Mckay, 2015). Specifically, only in the weak situations where coworkers are absent and tardy, do coworkers exert an effect on the individual (David et al.). These results suggested that the influence of other workers is uncertain. The support from others we care about in the workplace may or may not help us as we go about our work related tasks. This suggests the importance of gaining a greater understanding of interpersonal dynamics in the workplace.

2.7.2.3 Customers

Despite bountiful research on the predictors of employee engagement, the influence of support from clients remains unexplored. Tax, Colgate, and Bowen's (2006) research revealed that customers' support of one another could play a significant role in preventing customer failures. In golf courses, service quality relies on players not only behaving appropriately and playing at a reasonable pace, but also on their respecting and supporting fellow players. Customer citizenship positively affects the satisfaction of other customers, therefore indirectly help the sense of fulfillment of frontline employees (Tax et al.).

However, customer's interaction with another customer may also generate negative influences on the service environment and service employees (Huang, 2008). Customer misbehaviour such as cutting into the check-out line, smoking in the non-smoking area, and talking in over loud voices in public area may lead to other customers' negative experiences.

When things go wrong, even though it is caused by other clients, the offended clients may blame the frontline employee rather than the perpetrator.

2.7.3 Types of WSS

Lakey and Cohen (2000) argued that social support may be effective in reducing the effects of a stressor, insofar as the form of supportive actions matches the demands of the stressor. Along with this line of thought, Sherbourne and Stewart's (1991) five-dimension social support scale, which measures the availability of social support, was used to categorize the forms of supportive behaviour and analyze their effects on stressors and boosters as well.

2.7.3.1 Emotional Support

Emotional support was defined as “the expression of positive effect, empathetic understanding, and the encouragement of expressions of feelings” (Sherbourne & Stewart, 1991, p.707). As a provision of love, trust, and caring, listening is regarded as the most important emotional support through which support is conveyed (Rosenfeld & Richman, 1997). Listening support is the perception that an other is listening without being judgmental (Gottlieb, 1983). In a positively perceived conversation, supervisors are expected to listen actively, show empathy, and minimize power distance (Willemys, Gallois, & Callan, 2003). Conversely, negatively perceived interactions may include supervisors' lack of willingness to listen, lack of empathy, and distancing.

2.7.3.2 Informational Support

Social support can also take the form of information or cognitive assistance (advice, suggestions, guidance, personal stories, or feedback) which may help individuals develop effective coping strategies (Sherbourne & Stewart, 1991). Supervisory feedback may be positively related to work engagement, but there seems no significant relationship between supervisory support and employee engagement (Menguc, Auh, Fisher, & Haddad, 2013). Menguc et al. (2013) concluded that what employees may desire is the support from

coworkers rather than supervisors, even when supervisor feedback is also provided. What's more, traditional performance appraisal, the formal information support from supervisor, has proved ineffective for improving employee performance (Jawahar, 2007) and have negative influence on employee satisfaction and affiliation (Ferris, Munyon, Basik, & Buckley, 2008). The inter-related reason for the appraisal failure may be - feedback is often negative and may produce defensiveness on the part of employees (Budworth, Latham, & Manroop, 2015).

2.7.3.3 Tangible Support

Behavioural assistance and the provision of material aid are viewed as *tangible support* (Sherbourne & Stewart, 1991). Either direct or indirect, tangible support in the form of money, goods, and services can improve a situation. In the service sector, the most common tangible aids may be rewards from supervisors and the gratuities offered by satisfied clients – there is a positive relationship between employee performance, rewards (Jahangir, Akbar, & Begum, 2006), and supervisor reward power (Aktar, Sachu, & Ali, 2012). However, financial (tangible) reward may be not effective and pay-for-performance may have a de-motivating effect on employee (Perry, Mesch, & Paarlberg, 2006). Personalized non-monetary (intangible) reward may be more meaningful and more motivating for employees than financial reward (Sanda & Awolusi, 2014).

2.7.3.4 Positive Social Interaction

Positive social interaction is “the availability of other persons to do fun things with you” (Sherbourne & Stewart, 1991, p.707). Positive interactions feature companionship, intimacy, nurturance, and alliance, whereas negative interactions are often labeled as conflict and antagonism (Lopes, Salovey, & Straus, 2003). Research with dentists (Hakanen, Schaufeli, & Ahola, 2008) found that peer-cooperation in dental craftsmanship, interacting with colleagues, and seeing positive work results may influence work engagement, which then predicts organizational commitment. During social interactions, employees may simply

balance between cooperation and conflict – they give a little and take a little. Compromise is a positive practice of accommodation; both parties give up something to come to an agreement, which help to achieve a win-win outcome and enhance mutual commitment.

2.7.3.5 Affection

Affection involves friendship and expressions of affection (Sherbourne & Stewart, 1991). Even though workplace friendship is an important antecedent of employee engagement (Harter et al., 2006), a recent study found that workplace friendship is ubiquitous but multifaceted - it can also compel or hinder job performance (Methot, LePine, Podsakoff, & Christian, 2015). On one hand, friendship is positively associated with job performance because the support from supervisors and coworkers may improve job satisfaction and inspire employee commitment to the organization through trust. On the other hand, to develop and maintain a friendship, both parties must allocate energy and time to it. This may result in both parties feeling exhausted and drained by the friendship. There exists an indirect negative effect on job performance through emotional exhaustion (Methot et al.), which is in part offset the benefit of friendship. Therefore, having lots of friends at work may be a “mixed blessing”.

To wrap up the network and types of workplace social support, employees need support through bad times (stressful service interactions) as well as in good times (enjoyable service encounters). They need to be recognized and admired by others after successful service delivery. Workplace social support plays into both enjoyable and stressful service interactions. Social support and employee engagement is highly correlated, even when some support is specifically relevant to some customer behaviour.

2.8 Theory and Practice of Employee Engagement

The unique nature of service encounters increases the importance of employee engagement and its driving factors. An explosion of academic and practitioner interest in

employee engagement has been witnessed because of its potential contribution to bottom line outcomes such as customer satisfaction, employee productivity, and financial performance (Kular, Gaterby, Rees, Soane, & Truss, 2008; Richman, 2006). However, there is a dearth of research that conceptualizes employee engagement in service settings or examines its contextual antecedents from a frontline perspective.

2.8.1 Conceptualization and Definition of Employee Engagement

Till now no agreement exists among scholars or practitioners on a particular definition of engagement. Typically, engagement is considered as a state of mind, a commitment and or behaviour focus. For example, Schaufeli, Salanova, Gonzalez-Roma, & Bakker (2002) defined engagement as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (p.74). Others characterized engagement as emotional and intellectual commitment to the organization (Baumruk, 2004; Richman, 2006; Shaw, 2005) or the amount of discretionary effort exhibited by employees at work (Frank, Finnegan, & Taylor, 2004). Still others consider engagement as a psychological presence with a mechanism of attention and absorption (Saks, 2006) or the employee’s sense of purpose and focused energy directed toward the organization’s goals (Macey, Schneider, Barbera, & Young, 2009).

Obviously, many different concepts used to define employee engagement make it more or less overlap with other established constructs such as organizational commitment (Cropanzano & Mitchell, 2005; Richman, 2006), organizational citizenship behavior (Hallberg & Schaufeli, 2006), flow (Csikszentmihalyi, 1990; May, Gilson, & Harter, 2004), and job involvement (Brown, 1996; May et al., 2004). These crossovers risk confusing different constructs (Schaufeli & Bakker, 2010). The Gallup Organization, the most widely recognized name associated with employee engagement, produces their annual report of

global engagement survey and describes engaged employees without venturing to provide a definition of their own.

Given the complex dynamics of daily service encounters, it is hard to pinpoint what frontline employee engagement is and to whom the frontline staff should be more engaged: the company, job, supervisor, or customer? To address this ambiguity around engagement, we conceptualized employee engagement in ideal service encounters and presumed that employees engage with their work in three distinct aspects: the organization, their jobs, as well as supervisors and coworkers (Collins, 2013).

The hallmark of ideal service encounters is engaged frontline employees working in situations, in which interacting parties are involved in each other's practices (Grönroos & Ravald, 2011). Employees, customers, supervisors, and coworkers may all be involved, and the interaction among them can be physical or virtual. Engaged staff are expected to provide responsive, friendly, and efficient service to their clients, offer voluntary support to their coworkers, assist their supervisors, and work with integrity in every service scenario. In this way, *frontline employee engagement* (FEE) seems to possess four component parts. First, employees feel the passion and personal affiliation for their service organization. Second, they value their personal involvement when interacting with customers, providing services, and developing a relationship with them. Third, they feel a personal commitment and affiliation to their supervisor. Finally, they value relationships and feel an emotional attachment to their coworkers or other team members.

2.8.2 FEE in Practice

The value co-created at the time of service largely depends on whether frontline employees are always there for their clients or emotionally available to the client. Engaged employees have the spirit of service; they provide authentic care to clients and create more personalized experiences tailored to guests' preferences. An engaged waiter knows his

guest's preferences between Pinot Noir and Shiraz; an engaged receptionist checks guests' history before his or her guest arrives and tells housekeeper to prepare a firm mattress; an engaged concierge responds to a demanding guest in kind and provides voluntary help to fix his suitcase. Engaged employees are more positive about both opportunities and difficulties at work than others (Slatten, 2009). When handling guest complaints, an engaged employee may be more innovative in customizing his or her service in developing solutions (Slatten & Mehmetoglu, 2011). In short, engaged employees work with passion and a strong affiliation with their company and then drive innovation going forward (GEEC, 2012).

However, globally, employee engagement is on the decline (GEEC, 2015a). It has been 30 years since Gallup pioneered the concept of the engagement survey and it suggests a deepening disengagement in the service sector today (GEEC, 2015a). Despite the dramatic growth of the service economy, less than 29 percent of North American service staff report being engaged at work (GEEC, 2015a). Clearly, it is not an easy job to engage frontline service staff. Engagement emerges from a complex dynamic, hinging not only on workplace design but also on customer-employee interactions as well as employee social relations and perceived social support. The results of GEEC (2015a) triggered the researcher's interest in the frontline engagement conceptualization, the emotional dynamics of service encounters, and the role of workplace social support. Much of the service literature has investigated the impacts of frontline employees on customer satisfaction and loyalty, however, what remains to be revealed is the extent to which this relationship exists in the reverse and the role of emotional dynamics and social support within this relationship.

2.9 Conclusion

Together the customer and the employee create the value. The role of frontline staff engagement is critical in the overall evaluation of service co-production because service is intangible and often produced and consumed during customer-employee interactions.

Meanwhile, customers play a significant role as a co-producer, a human resource, and a contributor during service encounters. They may also influence service providers' engagement levels. Customer behaviour may have positive or negative effect on frontline employee engagement. Workplace social support is often utilized by service employees to cope with customer-related work stress.

Figure 5 provides an overview of these discussions. Employee emotional perception and assessment of customer behaviour, enjoyable or stressful, may positively or negatively influence their engagement levels. The effect of customer behaviour on frontline employee engagement may be accounted for by how the individual perceives of such behaviour. Therefore, enjoyable or stressful service encounters can be viewed as “boosters” or “stressors” to employee engagement respectively. Employees may seek out and utilize workplace social support after experiencing these boosters or stressors. Employees' perceived social support may mediate or moderate the relationship between booster/stressor and employee engagement.

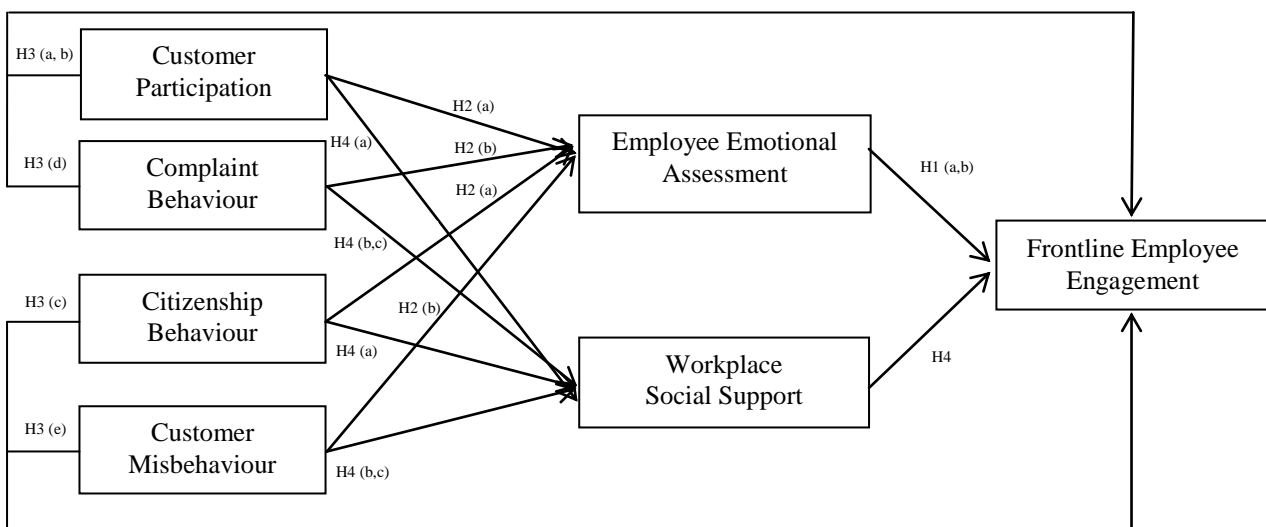


Figure 5 Customer Behaviour – EEA – WSS – FEE Model

Chapter 3: RESEARCH APPROACH AND METHODS

This chapter explored a service scenario-based quantitative research approach and methods for the study. First, this section outlined the study sites and criteria for service-scenario selection. Second, the survey design, working population and sample, as well as survey instrumentation were examined. Last, it gave a brief description of measures of the questionnaire for the study.

3.1 Research Context

The research was based on primary data collected among customer-service employees in the tourism and hospitality industry at Hainan Island, China.

Background of Hainan Island, China

Home to soft beaches, coral reefs, hot springs, national rainforest parks, and diverse ethnic culture, Hainan Island, the premier tropical island destination in China, has experienced its tourism industry boom in the last decade. The southern tip of the island, Sanya, is well-known for the greatest density of high-end hotels in China (China Daily, 26 March 2012). Sanya is also a popular cruise port and cruise terminal in South Asia as part of the selected group of ports by major cruise lines, e.g. Costa Cruises and Star Cruises. From 2005 to 2014, annual overnight visitors to the island soared from 15 million to 40 million, which was almost five times more than the residents (China Daily, 28 March 2015). The volume of the total visitors and the widest variety of services made Hainan an appropriate location to collect data relevant to customer behaviours.

Service Scenario Selection

A primary goal was to gain a cross-section of frontline staff members with the purpose of increasing the generalizability of findings. To better categorize the service sectors represented, Bowen's (1990) taxonomy of services was utilized. In this taxonomy, three groupings of service organizations exist: 1) Services characterized by high customer contact

with individually customized service solutions (e.g., medical care); 2) Services directed at customers' property, with low customer contact and slightly customized services (e.g., retail banking); 3) Services featuring standardized service solutions and moderate customer contact (e.g., airlines, hotels, and restaurants). This study focused on Group 3, which encompasses most hospitality and service firms. Transportation sector was not included. Restaurants, hotels, and parks were chosen for data collection due to their traditional customer-contact services, high human capital intensiveness, busy customer volumes, and sound fiscal reputation.

After the category of study sites had been selected, representative service scenarios were selected according to the following criteria: 1) frontline position; 2) customer-contact service encounter under time pressure; 2) a variety of providers; 4) a variety of hospitality settings. For hotels, the following service scenarios were appropriate to report customer behaviours and employee responses: check-in/check-out, room service, spa and recreation, wedding reception, boutique shopping, catering in outlets, and concierge. In restaurants, guest catering, food delivery, and beverage service were included. In parks, visitor information and inquiries, interpreter service, and show services were highlighted. This list is not comprehensive but was intended to provide a broad representation of service settings.

Any customer-contact frontline employees working in the tourism and hospitality industry on Hainan Island comprised the population of interest for the employee engagement. Cluster sampling is ideal for this population. We first identified three subgroups of hospitality organizations as clusters: restaurant, hotel, and parks, and then sampled within them. The second step was to determine the sampling frame (working population) to provide a list of members involved in the analysis. Hainan Tourism and Hospitality Association recommended the researcher to their member hotels and other service firms; then human resource managers assisted the researcher to arrange lectures or training sessions to approach

frontline employees. We also attempted to maintain a balance between the genders, as a significant imbalance may affect social support perception (O'Neill & Gidengil, 2006) and thus distort the results.

The optimal sample size can be suggested if given the population size, a specific margin of error, and desired confidence interval (Fowler, 2013). Given the 400,000 hospitality workforce on Hainan Island (WTTC, 2012), 5% margin of error or 95% confidence level, and 50% response distribution, the required sample size was 384 but the final sample size reached 603 at the end of the survey.

3.2 The Survey

Questionnaires were used to collect data and paper format was adopted. The researcher used several means to locate respondents. First, the researcher visited service providers (staff café, dorm, or training room) and invited front line staff members to participate. Questionnaires were also distributed at events where staff members were gathered (staff lectures, training sessions, or meetings). In all cases, the researcher was present in order to clarify or respond to questions posed by participants. Completed surveys were hand-coded in an SPSS dataset.

3.3 Instrumentation

The research questions and the hypotheses derived from the literature review were translated into a conceptual framework (Figure 4) to serve as the basis for assembling an instrument for the study. The survey instrument consisted of four main constructs with multi-item measures. Self-rating scales were used for closed-ended measures. All measures were adapted from scales that have proved reliable in previous studies.

Initially, participants responded to the construct of customer behaviours (i.e., customer participation, complaint behaviour, citizenship behaviour, and misbehaviour). They were asked to report the frequencies of customer behaviour they had experienced for the last

week before completing the survey. The most memorable customer behaviour and the related values created during such encounter were recalled and rated by respondents. Then, the service encounters were assessed emotionally by respondents as enjoyable or stressful encounters. Further, workplace social support was measured using Sherbourne and Stewart's (1991) social support availability measurement scale. Respondents were asked what type of support they received in the last week, from whom, and whether it was helpful. Finally, employee engagement was measured using the 12 items employed by the Gallup Employee Engagement Center (GEEC).

3.4 Measures

3.4.1 Customer Behaviour

This construct covered four main types of customer behaviour during service encounters. The nature of customer participation and citizenship were measured by eight items each. As for complaint and misbehaviour, we measured scope of such behaviours.

The nature of *Customer Participation (CPS)* was measured using Chen and Raab's (2014) three-dimension mandatory customer participation scale. Eight items were used to measure the quality of customer participation behaviour, such as "customers asked information about the services and service firms before entering a service relationship", "during the service, customers interacted with you in the manner of their choice", "customers completed all the expected behaviours", "customers let you know when they received good service or experienced a problem" and so on.

The nature of *Customer citizenship (CTS)* was measured by Bove et al.'s (2009) eight-dimensional measurement scale. Eight items were used to measure the quality of customer citizenship behaviour, they were "communicated among others indicating their loyalty to the organization", "provided suggestions not deriving from personal dissatisfaction but may aid in the service improvement", "showed loyalty to the organization through tangible displays

on their personal items”, “observed other customers to ensure their appropriate behaviours”, “directed their complaints to employees so as to give the service provider an opportunity to rectify the problem and retain their reputation”, “had the willingness and tolerance to adapt to situations beyond their control”, “had the willingness to participate in organizational events, including research, and other sponsored activities”, and “showed the kind and charitable acts within the immediate service encounter”.

The scope of *Customer complaint behaviour* (CCB) was measured using Tronvoll’s model (2012), which included verbal communication, non-verbal communication, and no complaining response. Also, the aggression of customer verbal complaint (CVC) and non-verbal complaint (CNC) behaviour were measured.

The scope of *Customer misbehaviour* (CMS) was measured by a misbehaviour list initially developed by Fullerton and Punj (2004). The original list consisted of five broad categories with 34 acts, including customer misbehaviour directed against employees (CMSE), other customers (CMSC), and financial assets (CMSF) including physical and electronic property. The researcher simplified the original list to fit the selected service scenarios in this study.

3.4.2 Employee Emotional Assessment (EEA) of Service Encounters

Customer behaviour evaluation (CBE) measured customers’ friendliness, competence, responsiveness, honesty, and communication skills during service encounters. Employee self-rated values (SRV) reflected their perception to the core related values created during such encounters, i.e., trust, security, comfort, happiness, and self-esteem. Employee emotional assessment (EEA) of service encounters were completed by the criteria of ideal service encounters. EEA indicated how employee emotionally assessed their clients’ behaviours during such encounters. Respondents ended up with a conclusion of whether the

memorable service encounters they experienced was 1) enjoyable; 2) stressful; 3) neither enjoyable nor stressful.

3.4.3 WSS

Sherbourne and Stewart`s 5-dimension social support scale was used in this study to measure the employee perceived support from supervisors, coworkers, and customers. This study focuses on the availability rather than the provision of social support in the workplace.

Emotional and information support (combined) (Sherbourne & Stewart, 1991) measured whether the respondent had someone in the workplace to listen and to advise, to give information, feedback, personal stories, and someone to confide in and talk to were included. *Tangible support* (Sherbourne & Stewart, 1991) measured whether the respondent got rewards and recognitions from supervisors and coworkers, or had someone to help if be in trouble for handling personal problems. *Positive social interaction* (Sherbourne & Stewart, 1991) measured the level of positive social interaction employees were involved in. Respondents were asked whether they had someone to share meals with, or did something enjoyable with to get their mind off things. As for *Affection* (Sherbourne & Stewart, 1991), respondents were expected to answer the questions about friendship and whether the respondents had someone to make them feel wanted.

3.4.4 FEE

This study applied a portion (Q12) of the Gallup engagement measurement system, because of its generalizability and substantial criterion-related validity (Harter, Schmidt, Killham, Asplund, 2006). The 12 questions of Q12 highlighted the key elements that form the foundation of strong engagement. However, Q12 did not identify which engagement dimensions are more important for driving frontline performance, when employees engage with their job, company, supervisor or coworker. To address this gap, the researcher borrowed Collins` (2013) multi-dimensional engagement model to review the 12 items of Q12

and classified them into three categories. This helped to identify the individual differences in their specific engagement components.

First, Q01, Q02, Q08, and Q12 measured the extent to which employees were engaged with their jobs. The questions were “I know what is expected of me at work”, “I have the materials and equipment I need to do my work right”, “I have the opportunity to do what I do best every day”, and “I have had opportunities at work to learn and grow”. Second, Q03, Q09, Q10, and Q11 were measuring employees engagement with their company. These questions included “In the last seven days, I have received recognition or praise for doing good work”, “At work, my opinions seem to count”, “The mission or purpose of my company makes me feel my job is important”, and “In the last six months, someone at work has talked to me about my progress”. Third, Q04, Q05, Q06, and Q07 were evaluating employees engagement with supervisors or coworkers. Respondents were asked whether, “My supervisor, or someone at work, seems to care about me as a person”, “There is someone at work who encourages my development”, “My associates or fellow employees are committed to doing quality work”, “I have a best friend at work”.

3.5 Analysis

An array of descriptive and inferential analyses was conducted to address the five research questions presented in the first chapter.

RQ1 hoped “to explore key FEE patterns” and the Gallup Q12 measurement (Questions 25-37) was employed. Descriptive statistics were used to get a general idea about the main levels, measures of variability, location (*Z* score), and distribution of employee engagement. T-test and one-way ANOVA were used to calculate how the levels of employee engagement varied across demographics and venues.

RQ2 was formulated “to explore key patterns of FEE as they relate to EEA of service encounters”. *H*₁, *H*_{1a}, and *H*_{1b} relate to this research question. Questions 8-23 provided

information about customer behaviour and employee emotional assessment of service encounter. Correlation and linear regression were run to investigate the strength of the relationship of perceptions of service encounters and employee engagement.

RQ3 was designed “to assess the influence of customer behaviours on FEE”. H3, H3a, H3b, H3c, H3d, and H3e were used to examine this research question. Descriptive analyses depicted the frequencies of each typical customer behavior. Chi-Square Test examined the interaction effect of frequency of customer behavior and venues on employee engagement. Correlation and linear regression assessed the relationship between demographics, customer behaviour, and employee engagement.

RQ4 attempted to determine “how does EEA relate to customer behaviour and FEE” H2, H2a, and H2b were used to explore this research question. Inter-correlations and linear regression models were employed to test the mediation effect of EEA of service encounters.

RO5 was intended “to explore the roles played by WSS within the relationship of customer behaviour and FEE”, the frequency and effectiveness of each type of social support was calculated. H4, H4a, H4b, H4c were tested here. T-tests were performed to identify the most available social support and one way ANOVA were conducted to compare the difference across venues. Linear regression examined the association between customer behavior and particular social support and their effects on employee engagement. Roles of workplace social support as mediator or moderator were all tested and analyzed.

When it came to the fluctuation of engagement, it was expected that certain customer behaviours and workplace social supports did matter. If so, examining the effect of particular social support in the workplace that associated with typical customer behavior on employee engagement may be possible and meaningful.

3.6 Pilot Testing

Though all measures in this survey had been previously validated, pilot testing was conducted to identify any potential issues caused by face validity and cultural differences. A convenience sample of 10 restaurant employees in China was used to complete the pilot test. The pilot test resulted in changing the way of survey introduction, modifying the questions, and using examples for clarity purpose. Here are some examples:

It was likely sensitive to detecting individual engagement levels at work. To reduce the sensitivity and limit the face validity, the researcher introduced the survey to participants, both in writing and orally, with a focus on customer behaviours rather than on employee engagement. Also the researcher attempted to reduce the likelihood of respondents' giving the appropriate (if not the true) answer by choosing staff dorm or canteen as the venue for survey completion without the presence of their supervisors or managers.

Based on feedback of pilot participants, the researcher changed the presentation of some survey questions to make them easier to respond. For example, it looked bumpy and irregular in Chinese with a statement such as "the misbehaviour against other customers seemed aggressive" on a 5-point scale from strongly disagree to strongly agree. It turned out to be "How do you feel about the misbehaviour against other customers" on a 5-point scale from very aggressive to very lenient.

Additionally, in order to help respondents better understand and recall customer non-verbal complaint behaviours, the researcher added examples of non-verbal communication such as customer gestures, facial expressions, and body posture to the specific question.

Chapter 4: RESULTS

This study focused on the hidden drivers of frontline employee engagement through the lens of employee-customer interaction. This chapter was organized around the studies of five research questions. First, though, an overview of the response rate was provided, followed by the treatment of data and the profile of survey respondents. And then the results of hypothesis testing were offered. Data were analyzed with common significance levels of 0.05, 0.01, and 0.001 for two-tailed tests through this chapter.

4.1 Response Rate

The sample population consisted of frontline service workers on Hainan Island, China. Target respondents were selected among those holding frontline positions and providing customer-contact services under time pressure, in a variety of providers and settings. Twenty three hospitality service providers including 9 restaurants, 12 hotels, and 2 parks were involved. Survey questionnaires were administered to 630 frontline service workers and 603 questionnaires were returned resulting in a 95.7% response rate.

The researcher contacted service providers to seek permission to recruit participants. The survey was carried out in employee training rooms, staff dormitories, and canteens, in group settings for convenience. Once the targeted respondents were identified, the researcher would visit the site. This technique has several advantages. Respondents could ask questions of clarification of the researcher. Also, they may have been more inclined to complete the survey with the researcher close by. This may, for example, help explain the high response rate.

However, this close proximity to the respondents as they completed the survey may have influenced participants as they completed their respective surveys. They might have perceived that their responses were being monitored. As a precaution, the researcher ensured that participants were told that the researcher was there only to answer questions and not to monitor response patterns in any way. In addition, there were as few as 10 and as many as 50 people in

the room at a time completing the surveys. Given this volume, it was unlikely that any one individual believed that their specific responses could be monitored.

4.2 Treatment of Data

Prior to analysis, raw data were screened and checked for missing data, errors, and non-normality. Data were missing when someone in some way avoided filling in questionnaires. I used number “9” to code missing data (i.e., no responses) which should be distinct from those “do not know” or “not applicable” responses. Frequency analyses were carried out to highlight highly unlikely codes due to errors made while keying in the data. For example, scores of “3” for dichotomous variables were thrown out. Such invalid values were then changed to “9” and treated as missing data. Each continuous variable was examined in terms of skewness and kurtosis; any values beyond ± 2 were considered unacceptable (George & Mallery, 2010). Accordingly, four variables were highlighted as a result of kurtosis issues. They were 1) expected behaviour in customer participation; 2) personal interaction in customer participation; 3) employee perception of friendship; and 4) employee perception of advice support in the workplace. These variables were measured by a 5-point Likert scale from “strongly disagree” to “strongly agree”. What these variables all have in common was that, for each question, most respondents (approximately 60%) reported that they agreed with the statement whereas a few respondents (approximately 11%) strongly agreed or disagreed with the statement. So the distributions were skewed. For further inferential analyses, these four variables were transformed using the Lngamma method.

In terms of scales developed with multiple items, reliability analyses were performed on their items to ensure their internal consistency. All scales had Cronbach's alpha coefficients that above the required minimum score of 0.70 (George & Mallery, 2003). Specifically, main scales in this study (i.e., FEE, EEA, and WSS) all reported good (above 0.80) or excellent (above 0.90) Cronbach's alpha coefficients.

4.3 Profile of Survey Respondents

Demographic variables included gender, origin, age, education, knowledge of languages, length of work experience in the hospitality industry, and service period for the current employer. The frequency of a particular customer behaviour referred to the number of times individual survey respondents encountered such behaviour during the week before the survey. Frequencies of four types of customer behaviour were counted. Then respondents were asked to recall and reflect upon the memorable encounters for the last week.

Table 2

Demographic Characteristics of the Survey Sample

| Venue/Variables | Pct. | n |
|---|-------|-----|
| Venues | | |
| Restaurants (9) | 21.6% | 130 |
| Hotels (12) | 64.3% | 388 |
| Tourist Attractions (2) | 14.1% | 85 |
| Gender | | |
| Female | 62.1% | 364 |
| Male | 37.9% | 222 |
| Place of Origin | | |
| Hainan | 67% | 376 |
| Mainland of China | 33% | 185 |
| Age | | |
| Less than 20 years | 27.1% | 159 |
| 21-30 years | 53.9% | 316 |
| 31-40 years | 14.3% | 84 |
| More than 41 years | 4.6% | 27 |
| Education (highest level) | | |
| Completed year 9 to 11 | 22.2% | 117 |
| Completed high school | 29.6% | 156 |
| Post-secondary diploma | 30.2% | 159 |
| 4-year university degree and above | 18.0% | 95 |
| Language | | |
| Mandarin | 96.1% | 565 |
| Hainanese | 52% | 306 |
| English | 21.4% | 126 |
| Others | 6.1% | 36 |
| Length of work experience in hospitality | | |
| Less than 12 months | 40.4% | 232 |
| 13 to 48 months | 32.2% | 185 |
| 49 to 60 months | 12.4% | 71 |
| More than 5 years | 15% | 86 |
| Length of work experience in current company | | |
| Less than 12 months | 56.4% | 326 |
| 13 to 48 months | 32.4% | 187 |
| 49 to 60 months | 6.9% | 40 |
| More than 5 years | 4.3% | 25 |

All the survey respondents were full-time service workers. The demographic characteristics of the survey sample were evenly distributed among the three venues. It was notable that Hainanese, females, and Millennials constituted a clear majority of the frontline workforce profiled in this thesis. As observed in Table 2, over two-thirds of the sample (67%, n = 376) were comprised of indigenous people, known as Hainanese; above 60% (n = 364) were female; and four out of five (81%, n = 475) were under 30. Only one respondent was over the age of 50. A little more than half of the sample (51.8%, n = 273) had not completed any form of post-secondary school and 22.2% (n=117) reported having less than a high school education. The other half (48%, n = 253) reported having college or university education background. In terms of language, Mandarin has become the predominant language in Hainan and English seemed to be an important working language in the hospitality business. An overwhelming percentage (96.1%, n = 565) of the sample was Mandarin speaking; 49% of the sample (49%, n=288) could speak both Mandarin and Hainanese; 21% (n = 124) could speak both Mandarin and English, and 9% (n = 53) could speak all the three. Before the survey, 40.4% (n = 232) of the sample had been working in the hospitality for less than one year and 72.6% (n = 417) for less than two years. Similarly, 56.4% (n = 326) of the sample had been working for the current employer for less than one year and 88.8% (n = 513) for less than two years. Only 4.3% (n = 25) of the respondents had worked for their current employer more than 5 years.

4.4 Research Question 1: What is the Pattern of FEE?

Survey respondents reported their responses to the Q₁₂ questions on a 5-point Likert scale. The scale of frontline employee engagement (FEE) was created by the mean of 12 items and achieved a Cronbach's alpha score of 0.90. This was virtually the same coefficient (.91) as the one Gallup reported at the business unit level (Harter, Schmidt, Agrawal, & Plowman, 2013).

4.4.1 Engagement Levels of Frontline Employees

Gallup’s country-level engagement data (GEEC, 2013) was used for the benchmark to determine the FEE level for this study. As shown in the Gallup (2013) study, the bulk of Chinese employees ($68\% \pm 3$) were “not engaged” at work, about a quarter ($26\% \pm 1$) were “actively disengaged”, and only $6\% \pm 2$ were engaged. Suppose that the distribution of Chinese population scores roughly followed a normal curve, half of the scores should be above the mean, about 34% of the scores should fall between the mean and one Standard Deviation (SD), and 14% would score between one SD and two SDs. In this situation, the 68th percentile and the 94th percentile, which cut off the lowest “not engaged” group and the top “engaged” one, should be .47 SD and 1.56 SD above the mean level of engagement. The scores of “actively disengaged” sample lay in the area between .47 SD and 1.56 SD. As a generalized standard for comparison, numbers of these SDs (i.e., z-scores) helped me to find the corresponding cut-off raw scores for this study.

The mean of engagement of survey respondents was 3.63 (SD = .53) and the median was 3.67, indicating a slightly skewed distribution because of a few extremely low scores. Using a normal curve table and the z-scores of Gallup Chinese population, for Hainan sample, I figured the cut-off raw score of 3.88 for the point where the percentage of “not engaged” scores ended and the raw score of 4.46 where the percentage of “engaged” scores began.

Table 3
Cut-off Scores and Engagement Levels in China and in Hainan

| | China Pct. | China Cu. Pct. | Cut-off z-scores | Cut-off raw score | Hainan Pct. | Hainan n. |
|---------------------|------------|----------------|------------------|-------------------|-------------|-----------|
| Engaged | 6% | 100% | – | – | 4.1% | 24 |
| Actively disengaged | 26% | 94% | 1.56 | 4.46 | 30.0% | 174 |
| Not engaged | 68% | 68% | .47 | 3.88 | 65.9% | 382 |

As a result, nearly 66% (n = 382) of survey respondents were “not engaged” and 30% (n = 174) were “actively disengaged”; only 4.1% (n = 24) were “engaged”. Findings here showed high generalizability of the Gallup tool across countries and businesses. China revealed the least engaged workers (6%) in the world (GEEC, 2013) and in this study the hospitality sector in Hainan had the lower proportion of engaged workers (4.1%) than the China average. In rough numbers, this translated into 24 engaged workers out of 580 service staff working in 23 hospitality facilities.

4.4.2 Key Components of FEE

The 12 items of Gallup Q12, by their nature, echoed Collins’ (2013) multi-dimensional engagement model by measuring employee perception of elements of work situations, assessing the state of management practices, and rating the caring culture in the workplace. Accordingly, Gallup Q12 was grouped into 3 streams and the FEE scale was broken down to three subscales: job engagement; company engagement; and engagement with supervisor and coworkers. Here I combined the engagement with supervisor and with coworkers because they were hardly distinguishable from each other in Gallup Q12. As shown in Table 4, each subscale comprising four items represented a key component of FEE.

Table 4
Different Levels of FEE Component Parts

| Components | Items in Q12 | M | SD | Pct. of “not engaged” | Pct. of “actively disengaged” | Pct. of “engaged” |
|---|----------------------|------|-----|-----------------------|-------------------------------|-------------------|
| Engagement with job | Q01, Q02 Q08, Q12 | 3.66 | .57 | 73.8% (n=427) | 22.5% (n=130) | 3.7% (n=22) |
| Engagement with company | Q03, Q09 Q10, Q11 | 3.52 | .60 | 81.0% (n=458) | 15.4% (n=87) | 3.6% (n=20) |
| Engagement with supervisor or coworkers | Q04, Q05 Q06, Q07 | 3.70 | .60 | 70.4% (n=397) | 23.2% (n=131) | 6.4% (n=36) |
| FEE | Q01-Q12 | 3.63 | .53 | 65.9% (n=382) | 30.0% (n=174) | 4.1% (n=24) |

Findings suggested that levels of engagement varied across the three components. The subscale of “engagement with company” had the smallest mean ($M = 3.52$, $SD = .60$), the smallest proportion (3.6%, $n = 20$) of “engaged” members, but the largest team (81.0%, $n = 458$) of “not engaged” members. Protected T-tests also demonstrated the level of company engagement was the lowest ($p < .001$), then followed the “job engagement” ($M = 3.66$, $SD = .57$), which had a lower level than the “engagement with supervisor and coworkers” ($M = 3.70$, $SD = .60$, $t(562) = -1.93$, $p < .10$).

Correlation analyses were performed among engagement components. FEE and its components did result in positive and significant relationships. Job engagement ($r = .86$, $n = 579$, $p < .001$) and engagement with supervisor/coworkers ($r = .88$, $n = 564$, $p < .001$) were highly positively associated with FEE, while the strongest significant correlation was found between company engagement ($r = .89$, $n = 565$, $p < .001$) and FEE.

4.4.3 FEE across Gender, Origin, Age, Languages, and Educational Background

To address the question whether the average of FEE varies across gender, origin, age, and languages, T-tests were performed to compare the means of any two categories. Further, the demographics which strongly influenced FEE values were involved in the later linear regression models as control variables.

ANOVA was conducted to compare different age groups. Gender was coded as 1) male and 2) female. Origin was coded as 1) Hainan and 2) Mainland of China. Age was recoded as 1) less than 20; 2) 21 to 30; and 3) more than 30. Languages were categorized as Mandarin, Hainanese, English, and “other” languages. Each category was coded as 1) yes, can speak and 2) no, cannot speak. “Other” languages referred to Cantonese, ethnic-minority languages, regional dialects, and foreign languages other than English.

Results of T-tests and ANOVA suggested no statistical association between gender, origin, Mandarin, English, age and FEE. However, indigenous workers and people from

mainland China differed in particular component of FEE. Hainanese were likely more engaged with their company than were people from mainland China ($t(531) = 2.349, p < .05$).

Educational background and knowledge of other languages were significantly related to FEE. Those with lower education levels (completed high school or college) were more engaged at work ($t(513) = 2.243, p < .05$), more engaged with their job ($t(512) = 2.048, p < .05$), and especially more engaged with their company ($t(500) = 3.330, p < .01$) than those who had above university degree. Only 6% ($n = 35$) of the respondents could speak other languages and they had statistically a significantly lower FEE level ($M = 3.36, SD = .84$) compared to those who could not speak other languages ($M = 3.64, SD = .50, t(566) = -3.150, p < .01$). In particular, the former had significantly lower levels of job engagement ($M = 3.39, SD = .81, t(565) = -2.854, p < .01$), company engagement ($M = 3.20, SD = .94, t(552) = -3.180, p < .01$), and engagement with supervisors and coworkers ($M = 3.41, SD = .95, t(551) = -2.965, p < .01$) than the latter.

4.4.4 FEE across Work Experiences

Given that almost half (40.4%) of the sample had worked in the hospitality less than one year and just over half (56.4%) had worked for the current employer the same period, I was interested to know whether the new-recruited would be more engaged than those with longer work experience. First, the work experience in the hospitality was re-coded as 1) less than 12 months; 2) 12 to 48 months; 3) more than 48 months. ANOVA revealed that there was a significant difference ($F(2,555) = 5.988, p < .01$) in FEE among different hospitality experiences. Tukey's HSD test found that, those who had worked in the hospitality less than one year ($M = 3.54, SD = .55$) were less engaged than those who had worked between 12 and 48 months ($M = 3.67, SD = .57, p < .05$) and those who had worked more than four years ($M = 3.71, SD = .40, p < .01$). Even though there was no significant difference among the three groups with respect to the engagement with supervisors and coworkers, less-than-one-year

hospitality experience was related to the least job engagement ($M = 3.55$, $SD = .62$, $F(2,554) = 6.770$, $p < .01$) and company engagement ($M = 3.40$, $SD = .60$, $F(2,541) = 7.860$, $p < .001$).

Considering 56.4% of the sample had been working in the current company for less than one year, I re-coded this variable as 1) less than one year and 2) more than one year. A T-test was run to examine whether these two groups have the homogeneous engagement levels. Lower FEE level was found in those with less than one-year service period ($M = 3.58$, $SD = .51$, $t(559) = -2.770$, $p < .01$). Further, those who with more than one-year service period seemed more engaged with job ($M = 3.74$, $SD = .58$, $t(558) = 2.928$, $p < .01$) and with company ($M = 3.62$, $SD = .62$, $t(545) = 3.413$, $p < .01$) than those in their first year did.

4.4.5 FEE across Venues

One-way ANOVA was conducted to understand whether FEE levels were the same among restaurants, hotels, and parks. There was a statistically significant difference between restaurants, hotels, and parks ($F(2, 577) = 11.679$, $p < .001$).

Table 5

Multiple Comparisons on FEE between Survey Venues

| (I) Venue | (J) Venue | Mean Difference (I-J) | Std. Error | Sig. |
|------------------|------------|-----------------------|------------|------|
| Restaurant | Hotel | .19** | .054 | .001 |
| (M=3.80, SD=.45) | Park | .34*** | .073 | .000 |
| Hotel | Restaurant | -.19** | .054 | .001 |
| (M=3.61, SD=.52) | Park | .15* | .062 | .040 |
| Park | Restaurant | -.34*** | .073 | .000 |
| (M=3.46, SD=.59) | Hotel | -.15* | .062 | .040 |

* $p < .05$, ** $p < .01$, *** $p < .001$

First, the average FEE level among restaurant employees was higher ($M = 3.80$, $SD = .45$) than that of hotel employees ($M = 3.61$, $SD = .52$, $p < .01$) (Table 5). More than that, average FEE levels for hotel employees was higher than that of park employees ($M = 3.46$, $SD = .59$, $p < .05$). Second, restaurant staff had the highest levels of job engagement (F

(2,576) = 9.460, $p < .001$), company engagement ($F(2,562) = 7.934, p < .001$), as well as engagement with supervisor and coworkers ($F(2,561) = 8.427, p < .001$) (Table 6).

Table 6

Multiple Comparisons on Engagement Components between Survey Venues

| (I) Venue | (J) Venue | Mean Difference (I-J) | Std. Error | Sig. |
|--|-----------|-----------------------|------------|------|
| Engagement with job | | | | |
| Restaurant (M=3.84, SD=.50) | Hotel | .20** | .059 | .002 |
| | Park | .33*** | .080 | .000 |
| Engagement with company | | | | |
| Restaurant (M=3.68, SD=.53) | Hotel | .16* | .063 | .027 |
| | Park | .34*** | .085 | .000 |
| Engagement with supervisor and coworkers | | | | |
| Restaurant (M=3.89, SD=.53) | Hotel | .22** | .062 | .001 |
| | Park | .31** | .085 | .001 |

* $p < .05$, ** $p < .01$, *** $p < .001$

In summary, only 4.1% of the frontline employees participated in this study were engaged. This result was lower than the average engagement level of Chinese workers (6%) and much lower than the global average (13%) and the North American average (29%) (GEEC, 2015b). Among the three component parts of engagement, respondents were most engaged with their supervisor or coworkers but least engaged with their companies. People with more than a university degree and with knowledge of minority languages tended to demonstrate low levels of FEE and the engagement with company. Those who had been in the hospitality or with the current employer less than one year were least engaged, especially least engaged with their company and with their job. Among the three venues, restaurants had the highest FEE level while parks reported the lowest.

4.5 Research Question 2: What are Patterns of FEE as They Relate to EEA

Employee Emotional Assessment (EEA) was measured for each memorable customer encounter by indicating (on a three-point scale) whether it was “enjoyable”, “stressful”, or

“neither enjoyable or stressful”. For each memorable service encounter, customer behaviour evaluation (CBE) and employee self-rated value (SRV) were measured.

Specifically, CBE referred to customer participation evaluation (CPE), customer complaint behaviour evaluation (CCE), customer citizenship evaluation (CTE), and customer misbehaviour evaluation (CME). CBE was measured by calculating the mean of five items: customer’s friendliness, competence, responsiveness, honesty, and communication skills. Scores for these items were coded on a continuum from very poor (1) to very good (5).

SRV reflected the extent to which respondents agreed that values of trust, security, comfort, happiness, and self-esteem were created during the service encounter. For each item the agreement was collected on a five-point scale from strongly disagree (1) to strongly agree (5). A mean of these 5 items was calculated in order to create the SRV scores.

Linear regression analyses were conducted to test the relationships among these variables. Here, the expectation was that FEE was related to employee perceptions toward daily service encounters, which largely depended on how customers behaved and how employees perceived the values created in the service process.

4.5.1 EEA of Customer Participation and FEE

Table 7 reports the descriptive statistics and correlations among variables involved in service encounters with an actively participated customer. Cronbach’s alpha for customer participation evaluation (CPE) was .89 and for SRV was .81. The mean of EEA was 2.64 (SD = .55) in the range from 1 to 3. Nearly 55% of the sample believed customer participation helped create enjoyable encounters. Correlation analyses (Table 7) showed there were medium positive correlations between FEE and CPE ($r = .26, n = 528, p < .001$), SRV ($r = .38, n = 530, p < .001$), and EEA ($r = .33, n = 474, p < .001$).

Table 7

Means, SDs, and Correlations between EEA of Customer Participation and FEE

| Variables | 1. | 2. | 3. | 4. | M (SD) | Range |
|-----------|--------|--------|--------|----|------------|-------|
| 1.CPE | 1 | | | | 3.83 (.66) | 1-5 |
| 2.SRV | .55*** | 1 | | | 3.64 (.57) | 1-5 |
| 3.EEA | .40*** | .45*** | 1 | | 2.64 (.55) | 1-3 |
| 4.FEE | .26*** | .38*** | .33*** | 1 | 3.63 (.53) | 1-5 |

* $p < .05$, ** $p < .01$, *** $p < .001$

Notes. Higher scores for **customer participation evaluation (CPE)** indicated more favorable behaviour (i.e., friendliness, competence, responsiveness, honesty, and communication skills); Higher scores for employee **self-rated value (SRV)** indicated more positive feelings or values embedded in the service encounter (i.e., trust, security, comfort, happiness, and self-esteem); **employee emotional assessment (EEA)** was coded as 1, 2, to 3, referring to stressful, neutral, and enjoyable service encounter respectively; **frontline employee engagement (FEE)** had cut-off scores of 3.88 (below which was “not engaged” group) and 4.46 (above which was “engaged” group).

These positive associations prompted me to investigate to what extent employee positive perception of the encounter can be explained by a particular component of customer behaviour (e.g, friendliness) or a special subject feeling embedded (e.g., trust). Table 8 depicted the unstandardized coefficient (B) and significant level for each relationship. Tolerance values for each predictor item were acceptable (required tolerance value $< .10$), ensuring that there was no multicollinearity between these items. Results revealed that customer friendliness, responsiveness, and honesty together accounted for the 21% of the variance ($R^2 = .21$, $F = 25.17$, $p < .001$) of the EEA. Customer responsiveness ($B = .19$, $p < .001$) and friendliness ($B = .18$, $p < .001$) were significant predictors of employee positive service experience. Surprisingly, customer honesty was slightly negatively associated with EEA ($B = -.10$, $p < .05$). Employee feelings of trust ($B = .15$, $p < .01$), comfort ($B = .11$, $p < .05$), self-esteem ($B = .10$, $p < .01$), and happiness ($B = .08$, $p < .05$) were predictors and could together explain the 21% of EEA ($F = 23.62$, $p < .001$).

Table 8

Regression Analysis for EEA of Customer Participation

| Model | Unstd.Coefficients | | Std.Coefficients | Sig | Tolerance |
|---------------------------|--------------------|------------|------------------|------|-----------|
| | B | Std. Error | Beta (β) | | |
| (Constant) | 1.27*** | .14 | | .000 | |
| Customer Friendliness | .18*** | .05 | .24 | .000 | .41 |
| Competence | .01 | .04 | .01 | .836 | .58 |
| Responsiveness | .19*** | .05 | .27 | .000 | .42 |
| Honesty | -.10* | .04 | -.14 | .020 | .51 |
| Communication skills | .07 | .04 | .10 | .088 | .49 |
| Adjusted R ² | .21 | | | | |
| (Constant) | .93*** | .16 | | .000 | |
| Employee Feeling of trust | .15** | .05 | .18 | .001 | .59 |
| Feeling of security | .03 | .05 | .04 | .473 | .53 |
| Feeling of comfort | .11* | .05 | .14 | .015 | .58 |
| Feeling of happiness | .08* | .04 | .11 | .040 | .64 |
| Feeling of self-esteem | .10** | .04 | .14 | .009 | .65 |
| Adjusted R ² | .21 | | | | |

* $p < .05$, ** $p < .01$, *** $p < .001$

In summary, when both customer and employee participate in the service co-production, positive employee experience was associated with 1) a more friendly and responsive client who did not always tell the truth; 2) a stronger feeling of trust as well as comfort, self-esteem, and happiness. The more enjoyable the service encounter with customer participation, the more engaged the employee became at work.

4.5.2 EEA of Customer Complaint Behaviour and FEE

With respect to customer complaint behaviour, the mean of EEA was 1.85 (SD = .59), the median was 2.00, in the range from 1 (enjoyable) to 3 (stressful). During the week previous to being interviewed, 409 employees experienced customer verbal complaints and 385 encountered non-verbal complaints. Only 6.1% (n = 37) considered handling complaints as a stressful experience, 35% (n = 211) agreed that it was neither enjoyable nor stressful, 44% (n=268) did not know or did not state. Fourteen percent (14.4%, n = 87) reported thes

complaint encounters as enjoyable encounters. Here, Cronbach's alpha for customer complaint evaluation (CCE) was .92 and for SRV was .90.

Table 9

Means, SDs, and Correlations between EEA of Customer Complaint Behaviour and FEE

| Variables | 1. | 2. | 3. | 4. | M (SD) |
|-----------|---------|---------|---------|----|------------|
| 1.CCE | 1 | | | | 3.25 (.79) |
| 2.SRV | .56*** | 1 | | | 3.17 (.75) |
| 3.EEA | -.41*** | -.47*** | 1 | | 1.85 (.59) |
| 4.FEE | .22*** | .24*** | -.24*** | 1 | 3.63 (.53) |

* $p < .05$, ** $p < .01$, *** $p < .001$

Notes. Higher scores for **customer complaint behaviour evaluation (CCE)** indicated more favorable behavior (i.e., friendliness, competence, responsiveness, honesty, and communication skills); Higher scores for **self-rated value (SRV)** indicated more positive feelings or values embedded in the service encounter (i.e., trust, security, comfort, happiness, and self-esteem); Scores for **employee emotional assessment (EEA)** were 1, 2, and 3, referring to enjoyable, neither stressful or enjoyable, and stressful service encounter respectively; **frontline employee engagement (FEE)** had cut-off scores of 3.88 (below which was “not engaged” group) and 4.46 (above which was “engaged” group).

Results of correlation analyses showed there was strong negative correlations between EEA and CCE ($r = -.41$, $n = 330$, $p < .001$) and SRV ($r = -.47$, $n = 331$, $p < .001$). FEE was positively associated with CCE ($r = .22$, $n = 409$, $p < .001$) and SRV ($r = .24$, $n = 411$, $p < .001$), but negatively related to EEA ($r = -.24$, $n = 328$, $p < .001$). This suggests that more customer friendliness be related to more positive employees' feelings and assessments of their experience of handling customer complaints.

As reported in Table 10, customer friendliness and communication skills accounted for 19% of the variance ($R^2 = .19$) of EEA. This was statistically significant ($F = 15.45$, $p < .001$). Customer friendliness ($B = -.16$, $p < .01$) and communication skills ($B = -.13$, $p < .05$) were predictors of positive EEA. There was no relationship between EEA and customer competence, honesty, or responsiveness. Employee feelings of comfort ($B = -.14$, $p < .05$) and self-esteem ($B = -.16$, $p < .01$) could explain the 23% of EEA ($F = 18.37$, $p < .001$).

Table 10

Regression Analysis for EEA of Customer Complaint Behaviour

| Model | Unstd.Coefficients | Std.Coefficients | Sig. | Tolerance |
|---------------------------|--------------------|------------------|------|-----------|
| | B | Std. Error | Beta | |
| (Constant) | 2.84*** | .13 | | .000 |
| Customer Friendliness | -.16** | .05 | -.25 | .002 .40 |
| Competence | -.03 | .06 | -.04 | .651 .33 |
| Responsiveness | -.02 | .06 | -.04 | .665 .31 |
| Honesty | .04 | .06 | .05 | .517 .38 |
| Communication skills | -.13* | .05 | -.21 | .012 .37 |
| Adjusted R ² | .19 | | | |
| (Constant) | 3.04*** | .14 | | .000 |
| Employee Feeling of trust | -.04 | .05 | -.05 | .470 .48 |
| Feeling of security | -.01 | .06 | -.02 | .840 .38 |
| Feeling of comfort | -.14* | .06 | -.20 | .022 .34 |
| Feeling of happiness | .03 | .06 | -.05 | .559 .37 |
| Feeling of self-esteem | -.16** | .05 | -.24 | .002 .46 |
| Adjusted R ² | .23 | | | |

* $p < .05$, ** $p < .01$, *** $p < .001$

In summary, in the complaint resolution process, a more stressful employee experience was associated with 1) a less friendly customer with poor communication skills; 2) reduced comfort and self-esteem when handling a complaining customer. And stressful encounters with customer complaint were associated with more disengaged employees.

4.5.3 EEA of Customer Citizenship Behaviour and FEE

On the subject of customer citizenship behaviour, the mean of EEA was 2.65 (SD = .55) in the range between 1 (stressful) to 3 (enjoyable). Nearly 45% of the sample (n = 268) had a satisfying experience with customer citizenship behaviours, but a few (2%, n = 14) had the opposite perception and 18% (n = 111) had a neutral attitude. Around 35% (n = 210) did not know or did not offer a response. Here, Cronbach's alpha for customer citizenship evaluation (CTE) was .92 and for SRV was .87.

As expected, all the correlations were positive. CTE ($r = .55, n = 391, p < .001$) and SRV ($r = .42, n = 389, p < .001$) were strongly positively related to the EEA of encounters with citizenship. FEE was positively associated with CTE ($r = .35, n = 442, p < .001$), SRV ($r = .48, n = 440, p < .001$), and then EEA ($r = .26, n = 387, p < .001$).

Table 11

Means, SDs, and Correlations between EEA of Customer Citizenship Behaviour and FEE

| Variables | 1. | 2. | 3. | 4. | M (SD) |
|-----------|--------|--------|--------|----|------------|
| 1.CTE | 1 | | | | 3.88 (.72) |
| 2.SRV | .59*** | 1 | | | 3.80 (.61) |
| 3.EEA | .55*** | .42*** | 1 | | 2.65 (.55) |
| 4.FEE | .35*** | .48*** | .26*** | 1 | 3.63 (.53) |

* $p < .05$, ** $p < .01$, *** $p < .001$

Note: Higher scores for **customer citizenship evaluation (CTE)** indicated more favorable behavior (i.e., friendliness, competence, responsiveness, honesty, and communication skills); Higher scores for **self-rated value (SRV)** indicated more positive feelings or values embedded in the service encounter (i.e., trust, security, comfort, happiness, and self-esteem); Scores for **employee emotional assessment (EEA)** were 1, 2, and 3, referring to stressful, neither enjoyable or stressful, and enjoyable service encounter respectively; **frontline employee engagement (FEE)** had cut-off scores of 3.88 (below which was “not engaged” group) and 4.46 (above which was “engaged” group).

Table 11 revealed that customer friendliness ($B = .19, p < .001$), responsiveness ($B = .11, p < .05$), and communication skills ($B = .11, p < .05$) were significant predictors of employee positive EEA and they accounted for the 31% of the variance of EEA ($R^2 = .31, F = 34.35, p < .001$). However, such pleasing employee experience could hardly be explained by customers’ competence or honesty they presented. Feeling trusted by customers ($B = .26, p < .001$) was a strong predictor of a positive employee experience and explained 22% of EEA ($F = 21.12, p < .001$).

In summary, frontline service staff benefitted when encountering helpful customers showing willing to assist in service delivery. More desirable employee experiences were created if 1) customers were more friendly, more “agile” or responsive to employees, and

with better communication skills; 2) a more profound feeling of trust co-produced by both employees and their clients. Finally, the more enjoyable the service encounter with citizenship behaviour, the higher level of employee engagement was to be expected.

Table 12

Regression Analysis for EEA of Customer Citizenship Behaviour

| Model | Unstd.Coefs | | Std.Coefs | Sig. | Tolerance |
|---------------------------|-------------|------------|-----------|------|-----------|
| | B | Std. Error | Beta | | |
| (Constant) | 1.03*** | .13 | | .000 | |
| Customer Friendliness | .19*** | .05 | .30 | .000 | .35 |
| Competence | -.02 | .05 | -.03 | .677 | .39 |
| Responsiveness | .11* | .05 | .16 | .023 | .37 |
| Honesty | .02 | .05 | .03 | .631 | .40 |
| Communication skills | .11* | .05 | .16 | .019 | .39 |
| Adjusted R ² | .31 | | | | |
| (Constant) | 1.03*** | .17 | | .000 | |
| Employee Feeling of trust | .26*** | .05 | .34 | .000 | .53 |
| Feeling of security | .09 | .05 | .12 | .098 | .46 |
| Feeling of comfort | .06 | .06 | .07 | .329 | .42 |
| Feeling of happiness | -.02 | .05 | -.03 | .686 | .48 |
| Feeling of self-esteem | .04 | .05 | .05 | .480 | .53 |
| Adjusted R ² | .22 | | | | |

* $p < .05$, ** $p < .01$, *** $p < .001$

4.5.4 EEA of Customer Misbehaviour and FEE

Respondents were asked to recall customer misbehaviours they encountered or observed for the last week before the survey and identify the specific behaviour directed against the provider, financial assets, or other customers. The following section described each type of customer misbehaviour and corresponding association with EEA and FEE.

4.5.4.1 Customer Misbehaviour towards Employees (CMSE)

Among 480 respondents who reported customer misbehaviours directed against them, about 29% were victims of verbal abuse; 14% experienced bizarre behaviour from customers, 12% tolerated customers who violated rules willfully, and 4% suffered from physical abuse.

In addition, 8% pointed out other unpleasant behaviours such as spitting on the floor, snapping fingers or yelling when they want something in the restaurant, and so on. About 33% did not specify what exactly the customer offensive action was.

The evaluation of customer misbehaviour against employees (CMSE) measured the customer’s friendliness, competence, honesty and so on. Two additional variables were added in the analyses. First, the variable of customer aggression was developed to assess the extent to which employees suffered emotional abuse or physical harm at the time of the incident. Respondents were asked if they agreed with the statement “the above misbehaviour(s) directed against me was (were) aggressive” on a five-point scale from “strongly disagree” to “strongly agree”. Further, the variable of employee stress measured the extent of employee stress at the time of misbehaviour commission. Participants responded to the statement “the service encounter with the above customer was stressful” on a five-point scale from “strongly disagree” to “strongly agree”.

As seen in Table 13, the mean of customer aggression and employee stress were 3.18 (SD = .93) and 3.35 (SD = .90), both in the range between 1 (strongly disagree) to 5 (strongly agree). Here, Cronbach’s alpha for CME was .94 and for SRV was .94 as well.

Table 13

Means, SDs, and Correlations among Customer Aggression of CMSE, Employee Stress, and FEE

| Variables | 1. | 2. | 3. | 4. | 5. | M (SD) |
|-----------------------|--------|--------|------|-----|----|------------|
| 1.CME | 1 | | | | | 2.74 (.86) |
| 2.Customer aggression | -.08 | 1 | | | | 3.18 (.93) |
| 3.SRV | .68*** | .05 | 1 | | | 2.84 (.88) |
| 4.Employee stress | -.09 | .48*** | -.07 | 1 | | 3.35 (.90) |
| 5.FEE | .16** | .16** | .19 | .08 | 1 | 3.63 (.53) |

* $p < .05$, ** $p < .01$, *** $p < .001$

Linear regression between CME, SRV and FEE revealed that neither CME (e.g., friendliness, competence, etc.) nor SRV (e.g., trust, security, etc.) was significantly associated

with employee perception of stress ($F = 1.557, p = .172$). Even though employee stress was highly associated with customer aggression, it was the customer aggression rather than the employee stress that related to FEE (as seen in Table 13). Further, the linear regression in Table 14 confirmed that only customer aggression was correlated with FEE and surprisingly, this association was only slightly positive ($B = .10, p < .01$).

Table 14

Linear Regression Examining Associations of Customer Aggression of CMSE, SRV, and FEE

| Variables | Unstd.Coefficients | | Std.Coefficients | Sig. | Tol. |
|-------------------------|--------------------|------------|------------------|------|------|
| | B | Std. Error | Beta | | |
| (Constant) | .71*** | .15 | | .000 | |
| CME | .05 | .05 | .08 | .256 | .54 |
| Customer aggression | .10** | .03 | .16 | .002 | .98 |
| SRV | .08 | .05 | .12 | .073 | .54 |
| Adjusted R ² | | | | | |

* $p < .05$, ** $p < .01$, *** $p < .001$

Till now, it seemed that the positive effect of customer aggression on employee engagement suggested the possibility of counterforce. Counterforce refers to aggressive customer might encourage employees to dedicate themselves to quality service delivery. In this way, such behaviour might increase employee engagement level from the dark side. It was also worth noting that the stress was excluded (not significant) in the linear regression, showing that stress did not play a significant role in determining engagement levels of employees who were offended by their clients.

4.5.4.2 Customer Misbehaviour towards Financial Assets (CMSF)

More than 70% of the sample observed or found customer misbehaviours directed against financial assets for the last week before the survey. In particular, vandalism (34.7% of the sample) and fraudulent assertions to avoid payment (18.9%) were common examples of these behaviours. Still other misbehaviours were reported, such as the failure to report billing errors favorable to the customer, letting kids run wild and knock over flowerpots,

bringing pets to restaurant, walking dogs on hotel beach and letting them pee or poo everywhere, pilfering utensils or wineglasses after dining, and so on.

As shown in Table 15, there was no significant relationship between FEE and employee stress caused by customers vandalism, though misbehaviour aggression positively related to employee stress ($r = .44, n = 389, p < .001$) in the workplace.

Table 15

Means, SDs, and Correlations among Customer Aggression of CMSF, Employee Stress and FEE

| Variables | 1. | 2. | 3. | M (SD) |
|-----------------------|--------|-----|----|-------------|
| 1.Customer aggression | 1 | | | 3.54 (1.01) |
| 2.Employee stress | .44*** | 1 | | 3.63 (.90) |
| 3.FEE | .07 | .03 | 1 | 3.63 (.53) |

* $p < .05$, ** $p < .01$, *** $p < .001$

4.5.4.3 Customer Misbehaviour towards Other Customers (CMSC)

Among the 465 employees (77% of the sample) who responded to this question, about 23% agreed that jumping queues was the most common offence towards other people in public areas for the last week. Nearly 20% reported some customers' misbehaviour (ranging from annoying to threatening) toward other customers; about 7% observed hostile physical acts and 3% experienced criminal behaviour; 4% reported other acts such as smoking, intoxication, and lack of self-discipline, freeloading in lounge sofa, taking off shoes and putting their feet on the coffee table, and so on.

Table 16

Means, SDs, and Correlations among Customer Aggression of CMSC, Employee Stress, and FEE

| Variables | 1. | 2. | 3. | M (SD) |
|-----------------------|--------|------|----|------------|
| 1.Customer Aggression | 1 | | | 3.36 (.83) |
| 2.Employee Stress | .52*** | 1 | | 3.48 (.82) |
| 3.FEE | .12* | .12* | 1 | 3.63 (.53) |

* $p < .05$, ** $p < .01$, *** $p < .001$

Table 17

Linear Regression Examining Associations of Customer Aggression of CMSC, Employee Stress, and FEE

| Variables | Unstd.Coefficients | | Std.Coefs | Sig. | Tol. |
|-------------------------|--------------------|------------|-----------|------|------|
| | B | Std. Error | Beta | | |
| (Constant) | 1.0*** | .15 | | .000 | |
| Customer Aggression | .05 | .04 | .07 | .249 | .73 |
| Employee Stress | .07 | .04 | .09 | .134 | .73 |
| Adjusted R ² | | | | | |

* $p < .05$, ** $p < .01$, *** $p < .001$

Table 16 revealed a positive correlation between customer misbehaviour towards other customers and employee stress due to such behaviours ($r = .52, n = 365, p < .001$). The more aggressive the customer behaviour towards others, the more stress perceived by the employee who was there at that moment. Although FEE was bivariately correlated with customer aggression ($r = .12, n = 369, p < .05$) and employee stress ($r = .12, n = 371, p < .05$), results of linear regression (Table 17) did not support this relationship. Both customer aggression and employee stress were not significantly associated with employee engagement.

In summary, the association between employee aggression and FEE depended on different types of customer behaviours. When customers behaved in problematic ways towards employees, the more aggressive the customer defiance, more engaged employees would be. However, when customers acted in problematic ways towards financial assets or other customers, frontline employee engagement at work remained unaffected regardless of the customer aggression.

These results provided support for H1 and H1a. Specifically, EEA within different service encounters had different effects on FEE. Enjoyable EEA is related to high levels of FEE. EEA of customer participation, complaint, and citizenship behaviour are related to FEE at work. Customer participation and citizenship behaviours were related to more enjoyable employee experiences; moreso than were other behaviours. Higher levels of employee

engagement were present under such conditions. The results did not support H1b because stressful EEA is not always related to low levels of FEE. When encountering customer complaints, the more stressful the service resolution, the more disengaged employees became. However, customer misbehaviours against staff members, financial assets, or other customers had no effect of employee stress on FEE. Further, in case of personal offenses, the aggressive customer misbehaviour might provoke a slightly higher employee engagement.

4.6 Research Question 3: What are Influences of Customer Behaviours on FEE?

The effect of frequency of customer behaviour on FEE was examined. The effects of the nature of customer participation and citizenship behaviour as well as the scopes of customer complaint and misbehaviour on FEE were also tested.

4.6.1 Descriptive Analyses of Four Types of Customer Behaviour

Approximately 8124 service encounters were reported during the week prior to completing the survey. Just over one third (39.1%, $f = 3177$) were encounters with customer active participation, while 29.5% ($f = 2401$), 18.5% ($f = 1500$), and 12.9% ($f = 1046$) were experiences of customer citizenship behaviour, customer misbehaviour and customer complaint behaviour respectively.

On average, during the last work week, the average respondent met about 5.4 actively participating customers, 4.2 charitable and helpful customers, 2.6 customers with offensive acts, and 1.8 complaining customers. It was noticed that the incidence of customer misbehaviour was seemingly higher than that of customer complaint.

4.6.2 Employee Perception towards Customer Behaviours

Results of the study supported H2 that customer behaviour significantly influences frontline employee's emotional assessment of service encounter.

Nearly 55% and 45% of the sample had satisfying experiences with customer participation and customer citizenship for the last week before the survey. EEAs of customer

participation and customer citizenship were positively associated with CPE ($r = .40^{***}$) and CTE ($r = .55^{***}$). Thus, H2a was supported that positive EEA was related to customer participation and customer citizenship behaviour.

Over 60% of the sample experienced customer complaints over that last week. Only 6.1% ($n = 37$) considered it a stressful experience. A third (35%, $n = 211$) agreed that it was neither enjoyable nor stressful and 44% ($n=268$) did not know or did not offer an answer. Just over 14% ($n = 87$) reported these customer complaint events as enjoyable encounters. Even though for those who felt stress, their engagement levels were low ($r = .41^{***}$), the research was not confident to support H2b. Negative EEA is not related to customer complaint behaviour.

However, H 2b could be supported in terms of customer misbehaviour. Approximately 80%, 70%, and 77% of the sample experienced personal offense, observed customer misbehaviour directed towards financial assets, and witnessed client incivility towards other customers. Nearly 30% of the sample agreed or strongly agreed that customer misbehaviour against themselves was stressful, 26% chose neutral, 37% did not answer the question, and only 9% did not think it was stressful. Similarly, nearly 40% agreed or strongly agreed that misbehaviour such as vandalism was stressful, 19% chose neutral, and 35% did not response. Even so, employee stress caused by customer misbehaviour, whatever it is, was not significantly associated with the scope of customer misbehaviour but strongly positively associated with customer aggression. This result supported H2b that negative EEA is related to customer misbehaviour.

4.6.3 Customer Behaviours across Venues

The frequencies of customer behaviours were calculated by hand because they were categorical variables (or ordinal variables) rather than ratio ones in this study. Pearson's Chi-square tests (Table 18) were performed manually to see if there was a relationship between

venues and particular customer behaviour. The null hypothesis was that employees at restaurants, hotels, and parks had the same likelihood of encountering customer participation, complaint, citizenship, and misbehaviour. The Chi-square value came out to 93.34 (df = 6, $p < .05$), which was more extreme than the required chi-square of 12.592. Thus, the researcher rejected the null hypothesis and concluded that the relation between venue and customer behaviour was not as would be expected.

Tukey Post-Hoc test revealed that restaurant employees tended to experience the least frequency of customer participation among all respondents ($F(2, 586) = 5.253, p < .01$). Hotel employees were more likely to deal with customer complaints than other service staff ($F(2, 568) = 7.211, p < .01$); and working at parks meant more chances of encountering customer citizenship behaviour than working at restaurants ($F(2, 574) = 5.738, p < .01$). There were no statistically significant differences on encountering customer misbehaviour among these three venues ($p = .393$).

Table 18

Contingency Table of Observed and Expected Frequencies of Customer Behaviours

| Venue | Customer Participation | Customer Complaint | Citizenship Behavior | Customer Misbehavior | Total |
|------------|---------------------------|--------------------|----------------------|----------------------|-----------------|
| Restaurant | 503 (533) ^a | 178 (175) | 402 (403) | 280 (252) | 1363 (16.8%) |
| Hotel | 2152 (2171) | 785 (715) | 1556 (1640) | 1058 (1025) | 5551 (68.3%) |
| Park | 522 (473) | 83 (156) | 443 (358) | 162 (223) | 1210 (14.9%) |
| Total | 3177 (39.1%) | 1046 (12.9%) | 2401 (29.5%) | 1500 (18.5%) | 8124 (100%) |

$\chi^2(6) = 93.34, p < .05$

Notes. ^a Expected frequencies are in the parentheses.

4.6.4 Correlation Between Customer Behaviour and FEE

Results supported H3 that customer behaviour significantly affects FEE, though the effects varied across different types of behaviour.

4.6.4.1 Frequency, Nature, and Scope of Customer Behaviour

For correlation analyses with FEE as the outcome variable, the nature of customer participation was strongly positively associated with SRV ($r = .55^{***}$) and FEE ($r = .47^{***}$), and the values of trust, happiness, comfort, and self-esteem were significantly related. EEA of participation ($R = .33^{***}$) was positively associated with FEE. No evidence showed that work stress was created during customer participation. These results support H3a and reject H3b. Customer participation significantly affected FEE while the frequency of participation itself had no effect. That is to say, the nature of customer participation rather than the frequency positively affected employee engagement through the relational values (e.g., happiness and comfort) created during service encounters.

Results revealed that the frequency ($r = .12^{***}$) and the nature of customer citizenship behaviour ($r = .45^{***}$) were positively associated with FEE. EEA of citizenship ($r = .26^{***}$) was positively associated with FEE. The higher the frequencies and levels of customer citizenship, the higher the levels of EEA, and the higher the FEE. Thus H3c is supported. Customer citizenship behaviour positively affected FEE.

Even though the frequency of customer complaint behaviour was not significantly associated with FEE, the scope of customer complaint ($r = -.27^{***}$) was negatively associated with FEE. Thus, H3d was supported that customer complaint behaviour has a negative relationship with FEE.

Data showed that the frequency of customer misbehaviour had no effect on FEE. In terms of the scope, customer misbehaviour towards other customers was not significantly associated with FEE. Customer misbehaviour towards employees ($r = .10^*$) and towards financial assets ($r = .10^*$) were slightly associated with FEE. However, perceived stress on the part of employees resulting from these behaviours was not significantly associated with FEE. Regression and Bootstrapping analyses were used to re-test these relationships because

the big sample size ($n = 603$) may have an dramatic effect on correlation coefficients but they seemed very weak. Results revealed that there was no significant relationship between any type of customer misbehaviour and FEE. Hence, this study rejects H3e.

4.6.4.2 Combination of Frequency and Nature of Customer Behaviour

The researcher then combined the frequency and the nature of customer participation to form a new variable to test its effect on FEE. Other variables were created by combining the frequency and nature of customer citizenship behaviour, the frequency and scope of customer complaint, and the frequency and scope of misbehavior. Results of bivariate correlation showed that FEE was positively associated with customer participation ($r = .32^{***}$) and customer citizenship ($r = .29^{***}$), negatively associated with customer complaint ($r = -.10^*$), and not significantly associated with any type of customer misbehaviour. However, results of linear regression only supported the positive effects of customer participation and citizenship behaviour on FEE and the other two behaviours were not significant.

In summary, to address RQ3, frequencies of each customer behaviour were first analyzed to study their influences on FEE. The most frequently recalled customer behaviour was customer participation followed by customer citizenship and the least frequently mentioned was customer complaint. Restaurant staff reported the least customer participation and hotel employees tended to deal with most of customer complaints. Meanwhile, staff members at parks reported more encounters with customer citizenship behaviour than did their restaurant counterparts. Only the frequency of customer citizenship was significantly related to employee engagement. Only the nature of customer participation and citizenship behaviour was positively linked to FEE. And only the combined variable (frequency and nature) of customer participation (the same as the citizenship behaviour) has effect on FEE.

4.7 Research Question 4: How Does EEA Relate to FEE?

As stated in the section 4.6, besides the frequency of customer behaviour, the nature customer behaviour may have effect on FEE. In order to examine the effect of EEA on the relationship of customer behaviour and FEE, this study focused on the measurement and analyses of nature and scope of behaviours in the following section. Variables of CVC, CNC, and CMS group were used to measure the scope of such behaviours. Scales of CPS and CTS were developed to measure the nature of these behaviours.

CVC and CNC were variables answered on a 5-point scale from strongly disagree to strongly agree with customer verbal and non-verbal complaining responses respectively. CPS was calculated by averaging eight items (5-point scale) measuring the degree to which customers answered related questions, displayed expected behaviour, and so on. CTS was computed by calculating the mean of eight items (5-point scale) measuring customer loyalty to the company, customer tolerance, and their charitable acts and so on. Cronbach's alpha for CPS and CTS were .79 and .81. Three subscales of CMS were constructed to measure the scope of customer misbehaviour towards employees (CMSE), financial assets (CMSF), and other customers (CMSC). The Cronbach's alpha for CMSC subscale was .77. The Cronbach's alpha for CMSE reached .68 after the removal of the item of "physical abuse". The Cronbach's alpha for CMSF was .79 after deleting the item of "customers' failure to report billing errors that favorable to themselves". These discarded items were heterogenous with low inter-correlations, leading to poor internal consistency within the scales. Specifically, physical abuse was much more serious than any other CMSE items such as verbal abuse and willful disobedience of rules. Likewise, customer's failure to report billing errors was much more distinct than theft, shop-lifting, and vandalism in the CMSF subscale.

4.7.1 Inter-Correlations among Demographics, Customer Behaviours, and FEE

Table 19 summarized the inter-correlations among all demographic variables discussed in the study, quality or scope of customer behaviours, and FEE.

Table 19

Bivariate Correlations among Demographics, Customer Behaviours, and FEE

| Variables | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|-----------|---------|------|--------|------|--------|--------|--------|--------|--------|--------|-----|----|
| 1.Venue | 1 | | | | | | | | | | | |
| 2.OTL | .02 | 1 | | | | | | | | | | |
| 3.TIH | .17*** | .05 | 1 | | | | | | | | | |
| 4.TIC | .19*** | .01 | .61*** | 1 | | | | | | | | |
| 5.CPS | -.13** | .08 | .09* | .06 | 1 | | | | | | | |
| 6.CVC | .04 | -.04 | -.03 | -.06 | -.06 | 1 | | | | | | |
| 7.CNC | .04 | -.05 | -.06 | -.03 | -.03 | .40*** | 1 | | | | | |
| 8.CTS | -.01 | -.04 | .14** | .06 | .48*** | -.13* | -.07 | 1 | | | | |
| 9.CMSE | -.19*** | .01 | .01 | -.07 | .11* | .08 | .06 | .16** | 1 | | | |
| 10.CMSF | -.13** | .03 | .02 | -.06 | .10* | -.01 | .02 | .10 | .58*** | 1 | | |
| 11.CMSC | -.16** | -.02 | .05 | -.06 | .13** | .07 | .08 | .14** | .56*** | .60*** | 1 | |
| 12.FEE | -.19*** | .09* | .13** | .11* | .47*** | -.16** | -.18** | .45*** | .10* | .10* | .08 | 1 |

* $p < .05$, ** $p < .01$, *** $p < .001$.

Notes. **OTL** = knowledge of other languages; **TIH** = length of time working in the hospitality; **TIC** = length of time working for the current employer; **CPS** = scale of customer participation; **CVC** = customer verbal complaint; **CNC** = customer non-verbal complaint; **CTS** = scale of customer citizenship; **CMSE** = customer misbehavior towards employee; **CMSF** = customer misbehavior towards financial assets; **CMSC** = customer misbehavior towards other customers; **FEE** = frontline employee engagement; Venue = 1 Restaurant, 2 Hotel, 3 Park.

4.7.2 Linear Regression Models for Testing Mediation

Thus far, the study had yet to address the question “does customer behaviour affect EEA of service encounter, which in turn influence FEE?” Therefore, two sets of linear regression model were developed to examine the association of customer behaviour with FEE. Venue, language, work experience, and customer behaviour (nature or scope) were included in the first model due to their contribution to the measure of FEE (as discussed in the section 4.4). In the second model, EEA was added to examine its potential contribution in explaining

any significant association between customer behaviour and FEE. The expectation was that such association might be mediated by EEA.

A joint significance test (Baron & Kenny, 1986), the Sobel test (Sobel, 1982), and the bootstrapping process (Preacher & Hayes, 2008) allowed the examination of the extent to which the EEA worked as a mediator and helped to explain how customer behaviour influenced FEE.

4.7.3 The Mediating Effect of EEA on Customer Participation and FEE

Regression analyses suggested that work venue and knowledge of other languages were significantly associated with FEE (Table 20). Waiters and waitresses at restaurants were more engaged than frontline staff at hotels or parks. Employees who can speak other minority languages were less engaged than those who can only speak Mandarin or Hainanese. However, no matter how long people had worked in the hospitality industry or for their current employer, there were no main effects of these variables on FEE.

Table 20 showed that the higher the levels of customer participation and involvement in service co-production, the more engaged their service providers became. EEA was associated with FEE. Then analyses were conducted to determine the degree to which the association between CPS and FEE was accounted for by the potential mediator of EEA.

As Figure 8 illustrated, the total effect (c) of CPS on FEE was significant ($B = .49, p < .001$) and compared to the total effect, the direct effect (c') was reduced ($B = .41, p < .001$, Sobel = 4.53, $p < .001$) and the adjusted R-square increased ($\Delta R^2 = .03$) with the addition of EEA to the model. Results of the bootstrapping process confirmed that the indirect effect (a*b) was statistically significant ($ab = .08, SE = .019, Z = 3.98, p < .001$; 95% CI is from LL .047 to UL .112, $p < .001$). The ratio of indirect to total effect was .16 ($P_M = .16$), indicating the mediator could account for 16% of the total effect (Preacher & Kelley, 2011).

Table 20

Unstandardized Coefficients for Regression Models Examining Associations of Demographics, CPS, and EEA with FEE

| Variables | Model 1 | | Model 2 | |
|--------------------------|---------|-----|---------|-----|
| | Coeff. | SE | Coeff. | SE |
| Constant | -.46 | .26 | -.80** | .26 |
| 1.Venue | -.14** | .04 | -.14*** | .04 |
| 2.Other Languages | .26** | .10 | .27** | .09 |
| 3.Hospitality Experience | .05 | .03 | .04 | .03 |
| 4.Current-job Experience | .03 | .04 | .05 | .04 |
| 5.CPS | .49*** | .05 | .41*** | .05 |
| 6.EEA | — | — | .21*** | .04 |
| Adjusted R ² | .25 | | .28 | |

* $p < .05$, ** $p < .01$, *** $p < .001$.

The findings demonstrated that the high level of FEE may be the result of a service encounter with a fully-involved customer and the increase in the FEE was partially (16%) explained by the enjoyable EEA.

4.7.4 The Mediating Effect of EEA on Customer Complaint Behaviour and FEE

This study focused on two behavioural responses of angry and dissatisfied customer, i.e., verbal complaint and non-verbal complaint. As for customer verbal complaint (Table 21), the nature of the work venue was significantly associated with employee engagement. CVC had a weak negative effect (c) on FEE level ($B = -.07, p < .05$). EEA of customer verbal complaint was negatively associated with FEE ($B = -.15, p < .05$). However, the direct effect (c') of CVC on FEE was not significant ($B = -.04, p = .162$) when the EEA was added (Figure 9). Bootstrapping analyses showed that the indirect effect (a*b) was statistically significant ($ab = -.03, SE = .012, Z = -2.25, 95\% \text{ CI is from LL } -.051 \text{ to UL } -.007$). When there was no longer a significant direct effect after finding a significant indirect effect, the complete mediation occurred (Preacher & Kelley, 2011). EEA fully mediated the effect of CVC on FEE.

Table 21

Unstandardized Coefficients for Regression Models Examining Associations of Demographics, CVC, and EEA with FEE

| Variables | Model 1 | | Model 2 | |
|--------------------------|---------|-----|---------|-----|
| | Coeff. | SE | Coeff. | SE |
| Constant | 1.46*** | .28 | 1.66*** | .29 |
| 1.Venue | -.25*** | .06 | -.24*** | .06 |
| 2.Other Languages | .20 | .13 | .20 | .13 |
| 3.Hospitality Experience | .08* | .04 | .07 | .04 |
| 4.Current-job Experience | .07 | .05 | .07 | .05 |
| 5.CVC | -.07* | .03 | -.04 | .03 |
| 6.EEA | — | — | .15* | .06 |
| Adjusted R ² | .10 | | .12 | |

* $p < .05$, ** $p < .01$, *** $p < .001$.

Table 22

Unstandardized Coefficients for Regression Models Examining Associations of Demographics, CNC, and EEA with FEE

| Variables | Model 1 | | Model 2 | |
|---------------------------|---------|-----|---------|-----|
| | Coeff. | SE | Coeff. | SE |
| Constant | 1.60*** | .32 | 1.78*** | .32 |
| 1.Venue | -.25*** | .06 | -.24*** | .06 |
| 2.Other Languages | .19 | .14 | .20 | .13 |
| 3. Hospitality Experience | .06* | .04 | .06 | .04 |
| 4.Current-job Experience | .07 | .06 | .07 | .05 |
| 5.CNC | -.10** | .04 | -.07 | .04 |
| 6.EEA | — | — | .16* | .06 |
| Adjusted R ² | .10 | | .12 | |

* $p < .05$, ** $p < .01$, *** $p < .001$.

Regarding non-verbal complaints and their effect on FEE, Table 22 revealed that CNC had a small negative effect (total effect) on FEE ($B = -.10, p < .01$). EEA of customer non-verbal complaint was associated with FEE ($B = -.16, p < .05$). However, the direct effect (c') of CNC on FEE was not significant ($B = -.07, p = .074$) when the EEA was added (Figure 10). Bootstrapping analyses showed that the indirect effect ($a*b$) was statistically significant ($ab = -.03, SE = .014, Z = -2.28, 95\% \text{ CI is from LL } -.063 \text{ to UL } -.010$). The criteria of

complete mediation were satisfied (Preacher & Kelley, 2011) and EEA acted as a full mediator again. The impact of CNC on FEE was fully mediated.

The results revealed that the underlying employees emotional perception during complaint resolution could completely account for changes in their engagement levels due to the impact of customer verbal or non-verbal complaints.

4.7.5 The Mediating Effect of EEA on Customer Citizenship Behaviour and FEE

CTS was strongly positively associated with FEE ($B = .54, p < .001$). The more citizenship displayed during face-to-face encounters, the more employees were engaged in their job. As Figure 11 illustrated, when EEA was added to the model, the total effect (c) of CTS on FEE was significant ($B = .54, p < .001$); the direct effect (c') was reduced ($B = .50, p < .001, Sobel = 2.55, p < .05$); the adjusted R-square somewhat increased ($\Delta R^2 = .01$).

Bootstrapping analyses confirmed that the indirect effect (a*b) was statistically significant ($ab = .04, SE = .019, Z = 2.30, p < .05$; 95% CI is from LL .017 to UL .081, $p < .001$). The ratio of indirect to total effect ($P_M = .08$) indicated that the mediator could account for 8% of the total effect.

Table 23

Unstandardized Coefficients for Regression Models Examining Associations of Demographics, CTS, and EEA with FEE

| Variables | Model 1 | | Model 2 | |
|--------------------------|---------|-----|---------|-----|
| | Coeff. | SE | Coeff. | SE |
| Constant | -.79** | .30 | -.97** | .30 |
| 1.Venue | -.22*** | .04 | -.22*** | .04 |
| 2.Other Languages | .20 | .11 | .21* | .11 |
| 3.Hospitality Experience | .05 | .03 | .04 | .03 |
| 4.Current-job Experience | .08 | .04 | .09* | .04 |
| 5.CTS | .54*** | .05 | .50*** | .06 |
| 6.EEA | — | — | .13* | .05 |
| Adjusted R ² | .29 | | .30 | |

* $p < .05$, ** $p < .01$, *** $p < .001$.

The findings demonstrated that the higher FEE may be triggered by a more helpful, kind, and charitable customer and this dynamics was partially (8%) explained by the employee enjoyable assessment of this service encounter. The data also suggest that, when it comes to customer citizenship, employees at restaurants were more engaged than their peers at hotels or parks when providing services to a customer with the same citizenship behaviour.

4.7.6 The Effect of EEA on Customer Misbehaviour and FEE

Even though bivariate correlation in Table 21 showed that the scope of customer misbehaviour against employees (CMSE) and against financial assets (CMSF) weakly positively associated with FEE, further examination was required in light of linear regression. However, in linear regression which included all four types of customer behaviour, the effect of CMSE and CMSF was not significant. Data also showed that EEA did not prove any mediation effect.

However, it might seem counter-intuitive, when vandalism or shop-lifting may link to a very slight increase in FEE in bivariate analysis. However, we found that CMSF was only weakly associated with engagement with supervisor and coworkers ($r = .12^*$) and employee engagement with job ($r = .11^*$) but not significantly related to company engagement, which was the top driver for the FEE. This may help us to understand why these misbehaviours did not have an influence on FEE.

To wrap up the mediating effect of EEA, the findings revealed that EEA worked as a mediator when FEE was related to customer participation, citizenship, and complaint behaviour. First, the effect of customer participation on FEE could be explained (16%) by EEA of that participation. Second, 8% of the association between customer citizenship and FEE could be attributed to EEA towards customer discretionary positive behaviour. Third, the effect of customer complaints on FEE was fully accounted for by EEA towards customers' verbal or non-verbal complaining responses. However, no mediation occurred on the effect

of customer misbehaviour on FEE. In particular, the association was not present between FEE and any type of customer misbehaviour.

4.8 Research Question 5: What is the Role of WSS when FEE is Related to Customer Behaviour?

The purpose of this study was also to see if support provided and received from supervisors and coworkers might enhance or buffer the positive or negative effect of customer behaviour on FEE. Participants were asked if they had experienced any of eight types of social support from their supervisor and coworkers for the last week before completing the survey. Each reported act of support was assessed by asking “who provided the support?” and “was it helpful?”. The first question concerning the social support network was provided five choices as 1) supervisors; 2) coworkers; 3) other customers; 4) others; and 5) nobody. Each was coded as 1) yes and 2) no. Then all the scores were summed up such that the higher values reflected a greater number of support resources available. The second question asking the effectiveness of the support was rated on a scale from 1) strongly disagree to 5) strongly agree. Then the two items based on these two questions were transformed to z-scores and the mean of z-scores was computed to form a measure of the availability of each type of social support. Finally, the scale of Workplace Social Support (WSS) was constructed by computing the overall mean of eight types of social support availability. Cronbach’s alpha coefficient for WSS was .86.

WSS may play dual roles as mediator or moderator in literature. For this study, the potential role of WSS as a mediator of the link between customer behaviour and FEE was examined. On the other hand, WSS was also tested as an enhancer for customer positive behaviour or a buffer against customer negative actions. To test the hypothesis 4 that FEE may be a function of multiple factors including WSS, linear regression models were developed and Hayes’ nonlinear PROCESS (2006) was used. First, all the variables were

standardized and the interaction effects were computed manually. Second, the centered variables of venue, language, work experience, customer behaviour, and the centered WSS were included in the first model. The customer behaviour by social support interaction was introduced in the second model. Last, the PROCESS bootstrapping (Preacher & Hayes, 2008) was used to probe the significance of the interactions of WSS by customer participation, complaint, citizenship, and misbehaviour respectively.

4.8.1 Pattern of Social Support in the Hospitality Workplace

The social support network in the hospitality workplace was mainly made up of an employee's supervisor, coworkers, and clients. They provide listening and advice, information and feedback, rewards or gratuities, offer help in difficult situations, social connections through sharing meals, the opportunity to work together to solve problems, appreciation for your unique qualities (feel wanted or needed), and friendship. Effectiveness of social support was assessed with answers to the question "was it helpful" and only response options of "agree" or "strongly agree" were used to establish if such support was effective.

4.8.1.1 Network and Effectiveness of WSS

Table 24 demonstrates that a supportive relationship with coworkers can be critical to help employees through the stress of tough times. On average, every respondent received more than four incidents of social support in their workplace during the last week before the survey and importantly, half of these support ($f = 2529$, 52%) events originated with coworkers. Only 19% of social support was provided by supervisors, 13% and 16% were from clients and other people, probably friends or family members. The four most frequently mentioned social support types were presenting help in trouble (14%), friendship (16%), information and feedback (14%), and listening and advice (14%). Their effectiveness ranked in the top four as well; more than 65% of the sample agreed or strongly agreed that these

assistance types were helpful. Conversely, rewards and gratuities was ranked lowest both in frequency and in effectiveness.

Linear regression was used to compare the impact of network and effectiveness of WSS on FEE. Results revealed that the effectiveness (i.e., helpfulness) of WSS had much greater impact than its network (i.e., presence) did on FEE.

Table 24

The Domains, Network, and Effectiveness of WSS in the Hospitality Workplace

| Domains of Social Support | Network | | | | Effectiveness (f., helpful %) |
|------------------------------------|------------------|-------------------|------------------|------------------|-------------------------------|
| | Supervisor | Coworker | Customer | Others | |
| Emotional Support | | | | | |
| Listening & Advice | 160 (26.5%) | 353 (58.5%) | 71 (11.8%) | 88 (14.6%) | 672, 65.6% |
| Information & Feedback | 144 (23.9%) | 382 (63.3%) | 79 (13.1%) | 76 (12.6%) | 681, 68.8% |
| Tangible Support | | | | | |
| Rewards or Gratuities | 107 (17.7%) | 75 (12.4%) | 113 (18.7%) | 62 (10.3%) | 357, 52.6% |
| Present Help in Trouble | 149 (24.7%) | 395 (65.5%) | 58 (9.6%) | 85 (14.1%) | 687, 72.1% |
| Positive Social Interaction | | | | | |
| Sharing Meals | 68 (11.3%) | 367 (60.9%) | 31 (5.1%) | 101 (16.7%) | 567, 59.7% |
| Doing Things Together | 52 (8.6%) | 278 (46.1%) | 30 (5.0%) | 144 (23.9%) | 504, 59.5% |
| Affection | | | | | |
| Friendship | 144 (23.9%) | 399 (66.2%) | 117 (19.4%) | 114 (18.9%) | 774, 70.3% |
| Feel Wanted or Needed | 108 (17.9%) | 280 (46.4%) | 164 (27.2%) | 100 (16.6%) | 652, 56.9% |
| Total | 932 (19%) | 2529 (52%) | 663 (13%) | 770 (16%) | 4894, 63.2% |

Notes. All “%” in the above table represented the percentage of all cases (n = 603), including the missing cases of “no response” or “not applicable”.

4.8.1.2 WSS across Venues, Hospitality Experience, and Service Period

Table 24 revealed that, frontline employees could find social support in two main places: through coworkers (52%) and supervisors (19%). In order to find out which is the best way to cope with work stress, the researcher compared the social support gained from these two resources. The frequency and effectiveness of each type of social support was combined and then averaged to construct the social support availability along two categories: social support from supervisors and the social support from coworkers. The mean of the

former was 4.61 with a 1.32 SD in the range between 1.88 and 10. The mean of the latter was 5.96 with a 1.50 SD in the range from 2 to 10. T-tests showed that the social support provided by coworkers was much more available than that given by supervisors ($t(351) = 18.71, p < .001$).

One way ANOVA compared three venues and the results supported that WSS differ across venues. Restaurant employees ($M = .14, SD = .54$) received much more WSS than did hotel staff ($M = -.08, SD = .61, p < .001$) and park attendants ($M = -.13, SD = .56, p < .01$).

Work experience was helpful when seeking support. Young service workers within one year hospitality experience received much less WSS from supervisors ($M = 4.37, SD = 1.24, F(2,342) = 5.471, p < .01$) and from coworkers ($M = 5.68, SD = 1.58, F(2,346) = 8.080, p < .001$) than did those with more than 4 years of hospitality experience.

T-tests compared the frontline employees according to their service period in the current company. It was concluded that employees recruited within one year perceived less WSS from both supervisors ($M = 4.50, SD = 1.24, t(344) = -2.18, p < .05$) and coworkers ($M = 5.83, SD = 1.49, t(348) = -2.14, p < .05$) than their counterparts working more than 12 months. Similarly, young workers less than 20 years old received the least WSS from supervisors ($M = 4.30, SD = 1.27, F(2,345) = 4.912, p < .01$) and coworkers ($M = 5.63, SD = 1.50, F(2,349) = 4.804, p < .01$).

4.8.1.2 Social Support from Supervisors / Coworkers and FEE

When related to FEE (Table 25), social support from supervisors had much higher relationship ($r = .54, p < .001$) with FEE than that gained from coworkers ($r = .38, p < .001$). This seems noteworthy given that support from coworkers comprise most of the support available to these frontline staff. It seems that supervisor support was not often present, but when it was it could have a profound effect on the employees.

Table 25*Bivariate Correlations among WSS and Different Component Parts of FEE*

| Variables | 1 | 2 | 3 | 4 | 5 | 6 |
|----------------------------------|--------|--------|--------|--------|--------|---|
| 1.Social Support from Supervisor | 1 | | | | | |
| 2.Social Support from Coworkers | .53*** | 1 | | | | |
| 3.Engagement with Job | .50*** | .34*** | 1 | | | |
| 4.Engagement with Company | .45*** | .30*** | .65*** | 1 | | |
| 5.Engagement with Spv. / Cwk. | .46*** | .34*** | .63*** | | 1 | |
| 6.Employee Engagement | .54*** | .38*** | .86*** | .89*** | .88*** | 1 |

* $p < .05$, ** $p < .01$, *** $p < .001$.

Further, results of linear regression (Table 26) revealed that rewards from supervisor ($B = .06, p < .001$), sharing meals with supervisors ($B = .05, p < .05$), sharing meals with customers ($B = .05, p < .05$), feeling wanted or needed by supervisors ($B = .03, p < .05$), and recognition from coworkers ($B = .03, p < .05$) were significantly associated with FEE.

Since the regression constant was not significant, we concluded that 14% of the variation of FEE may be accounted for by how supervisors support their subordinates through rewarding, caring, and valuing them. This result differed from Saks (2006) argument but was consistent with James et. al's finding (2011). Support from coworkers did not work well on employee engagement: only 3% of the variation of FEE may be explained by the coworker support, which is far out of proportion to its dominion (53%) over the total WSS. Perhaps assistance from coworkers helps the frontline employee deal with difficult situations but that is all. While such acts of kindness from coworkers are appreciated, this appreciation does not translate into increased engagement levels. Additionally, sharing meals with customers contributed 5% to the variation of FEE.

Table 26*Linear Regression Examining Associations of WSS with FEE*

| Variables | Coeff. | SE | Sig |
|--|--------|-----|------|
| Constant | -.19 | .14 | .182 |
| Advice from supervisor. | .01 | .02 | .756 |
| Advice from coworkers | -.01 | .01 | .645 |
| Advice from customers | .02 | .02 | .194 |
| Information / feedback from supervisor | .01 | .01 | .968 |
| Information / feedback from coworkers | .01 | .01 | .640 |
| Information / feedback from customers | .02 | .02 | .295 |
| Rewards from supervisor | .06*** | .01 | .000 |
| Recognition from coworkers | .03* | .02 | .029 |
| Rewards or recognition from customers | .01 | .01 | .866 |
| Help from supervisor when in trouble | .01 | .01 | .759 |
| Help from coworkers when in trouble | -.01 | .01 | .829 |
| Help from customers when in trouble | .03 | .02 | .092 |
| Sharing meals with supervisor | .05* | .02 | .011 |
| Sharing meals with coworkers | .01 | .02 | .477 |
| Sharing meals with customers | .05* | .03 | .042 |
| Doing things together with supervisor | .02 | .02 | .366 |
| Doing things together with coworkers | -.02 | .01 | .148 |
| Doing things together with customers | -.01 | .03 | .800 |
| Friendship with supervisor | -.01 | .02 | .944 |
| Friendship with coworkers | .02 | .01 | .113 |
| Friendship with customers | .01 | .01 | .897 |
| Feel needed by supervisor | .03* | .02 | .050 |
| Feel needed by coworkers | .01 | .01 | .212 |
| Feel needed by customers | .01 | .01 | .410 |

* $p < .05$, ** $p < .01$, *** $p < .001$.

4.8.2 The Role of WSS on Customer Participation and FEE

Results of regression analyses (Table 27) suggest that venue and knowledge of other languages were significantly associated with employee engagement. Employees at hotel and parks with knowledge of other minority languages demonstrated comparatively lower FEE levels than restaurant staff speaking only Mandarin, Hainanese, or English.

Table 27*Regression Models Examining Associations of Demographics, CPS, and WSS with FEE*

| Variables | Model 1 | | Model 2 | |
|-------------------------------|---------|-----|---------|-----|
| | Coeff. | SE | Coeff. | SE |
| <i>Mediation Test</i> | | | | |
| Constant | -.31 | .23 | .01 | .21 |
| 1.Venue | -.16*** | .04 | -.10** | .03 |
| 2.Other Languages | .21* | .09 | .24** | .08 |
| 3.Hospitality Experience | .05 | .03 | .01 | .02 |
| 4.Current-job Experience | .03 | .04 | .05 | .03 |
| 5.CPS | .49*** | .05 | .35*** | .04 |
| 6.WSS | — | — | .38*** | .04 |
| Adjusted R ² | .25 | | .39 | |
| <i>Moderation Test</i> | | | | |
| Constant | .02 | .04 | -.01 | .04 |
| 1.Venue (Z) | -.11** | .04 | -.12** | .04 |
| 2.Other Languages (Z) | .10** | .04 | .10** | .04 |
| 3.Hospitality Experience (Z) | .01 | .05 | .01 | .05 |
| 4.Current-job Experience (Z) | .07 | .05 | .07 | .05 |
| 5.CPS (Z) | .33*** | .04 | .34*** | .04 |
| 6.WSS (Z) | .41*** | .04 | .41*** | .04 |
| 7.CPS * WSS (Z) | — | — | .07* | .03 |
| Adjusted R ² | .39 | | .40 | |

* $p < .05$, ** $p < .01$, *** $p < .001$.

In the mediation test, CPS was strongly positively associated with FEE ($B = .49$, $p < .001$). Higher levels of CPS went with higher levels of FEE. As Figure 8 showed, when WSS was added, the total effect (c) of CPS on FEE was significant ($B = .49$, $p < .001$); the direct effect (c') was reduced ($B = .35$, $p < .001$, Sobel = 6.04, $p < .001$); the adjusted R-square greatly increased ($\Delta R^2 = .14$). Bootstrapping analyses confirmed that the indirect effect ($a*b$) was statistically significant ($ab = .14$, $SE = .023$, $z = 6.02$, $p < .001$; 95% CI is from LL .101 to UL .191, $p < .001$). Therefore, the mediation occurred. The ratio of indirect to total effect ($P_M = .29$) indicated that WSS accounted for 29% of the total effect of CPS on

FEE (Preacher & Kelley, 2011). That is to say, rather than that CPS alone caused FEE, a fully involved and engaged customer was causing WSS, which was in turn increasing FEE.

Similar to mediation, moderation was also checked and tested using the regular linear regression, all variables were standardized before being included in the model. As shown in Figure 8, the adjusted R-square increased and the interaction was significant ($B = .07, p < .05$). In the regression PROCESS (Hayes, 2006), the interaction term between WSS and CPS was added, which accounted for a significant proportion of the variance in FEE ($\Delta R^2 = .01, \Delta F(1,495) = 5.411, p < .001, t(495) = 2.326, p < .05$). Examination of the interaction plot (Figure 6) suggested an enhancing effect that increasing WSS further increased CPS, and with that FEE levels went up.

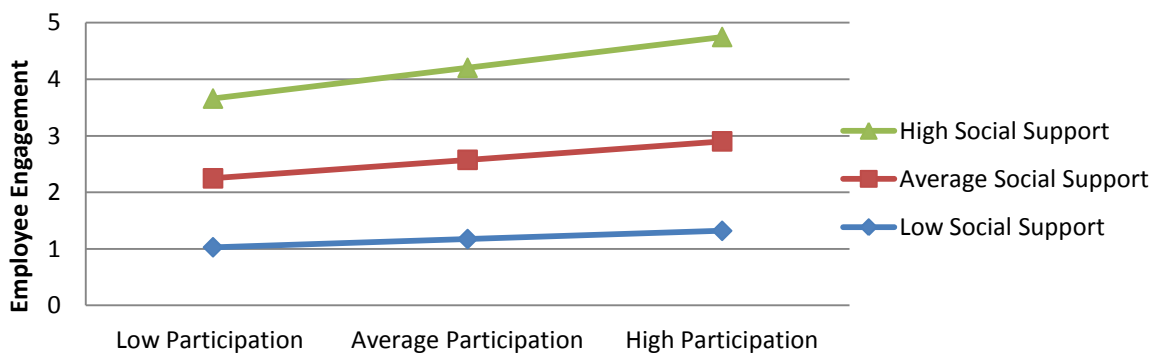


Figure 6. Association between CPS and FEE moderated by WSS

In addition, the study further explored what types of WSS and from whom would be the most meaningful mediator or moderator within the relationship between CPS and FEE. Findings showed that sharing meals with supervisors ($B = .09, p < .001$), rewards from supervisors ($B = .06, p < .001$), and sharing meals with customers ($B = .04, p < .05$) were most important WSS that significantly explained the variation of FEE after enjoyable encounters of customer participation.

4.8.3 The Role of WSS on Customer Citizenship Behaviour and FEE

Regression analyses (Table 28) showed that venue and hospitality experience were significantly associated with employee engagement. Higher levels of CTS went with higher

FEE level ($B = .53, p < .001$). More social support perceived in the workplace were associated with higher levels of FEE ($B = .39, p < .001$).

Table 28

Regression Models Examining Associations of Demographics, CTS, and WSS with FEE

| Vari ables | Model 1 | | Model 2 | |
|------------------------------|---------|-----|---------|-----|
| | Coeff. | SE | Coeff. | SE |
| Mediation | | | | |
| Constant | -.68* | .27 | -.19 | .25 |
| 1.Venue | -.23*** | .04 | -.15*** | .04 |
| 2.Other Languages | .21* | .10 | .22* | .09 |
| 3.Hospitality Experience | .04 | .03 | -.01 | .03 |
| 4.Current-job Experience | .07* | .04 | .08* | .03 |
| 5.CTS | .53*** | .05 | .37*** | .05 |
| 6.WSS | — | — | .39*** | .04 |
| Adjusted R ² | .29 | | .43 | |
| Moderation | | | | |
| Constant | .03 | .04 | .06 | .04 |
| 1.Venue (Z) | -.16*** | .04 | -.16*** | .04 |
| 2.Other Languages (Z) | .10* | .04 | .10** | .04 |
| 3.Hospitality Experience (Z) | -.01 | .05 | -.01 | .05 |
| 4.Current-job Experience (Z) | .12* | .05 | .12* | .05 |
| 5.CTS (Z) | .33*** | .04 | .34*** | .04 |
| 6.WSS (Z) | .42*** | .04 | .41*** | .04 |
| 7.CTS * WSS (Z) | — | — | -.06* | .03 |
| Adjusted R ² | .43 | | .44 | |

* $p < .05$, ** $p < .01$, *** $p < .001$

As Figure 11 illustrates, the total effect (c) of CTS on FEE was significant ($B = .53, p < .001$), while the direct effect (c') of CTS was less prominent ($B = .37, p < .001$, Sobel = 5.93, $p < .001$) and the adjusted R square greatly increased ($\Delta R^2 = .14$). Bootstrapping analyses suggested that the indirect effect (a*b) was statistically significant ($ab = .16$, $SE = .027, z = 5.91, p < .001$; 95% CI is from LL .105 to UL .224, $p < .001$). Thus, the mediation occurred. The ratio of indirect to total effect (PM = .30) indicated that WSS could account for 30% of the association of CTS on FEE . Customer citizenship motivated

employees and nearly one third (30%) of the increase of FEE was attributed to the WSS provided and received.

A moderation test revealed that the adjusted R-square slightly increased and the interaction was significant ($B = -.06$, $\Delta R^2 = .01$, $\Delta F(1,418) = 4.226$, $p < .05$, $t(418) = -2.056$, $p < .05$). However, the interaction term between WSS and CTS was not significant (95% CI is from LL $-.377$ to UL $.141$, $p = .373$) when added in the regression PROCESS (Hayes, 2006), so we were less certain about the moderation because the PROCESS would be preferred. What appeared to be a moderation effect might actually be a significant nonlinear effect of CTS because CTS and WSS were highly correlated ($r = .37$, $p = .000$).

Further, the study explored what types of social support and from whom would be the most meaningful mediator or moderator within the relationship between customer citizenship and employee engagement. Findings showed that sharing meals with supervisors ($B = .09$, $p < .001$), rewards from supervisors ($B = .06$, $p < .001$), and feeling needed by supervisor ($B = .04$, $p < .01$) were most meaningful workplace social support that would explain or enhance employee engagement after ideal encounters of customer citizenship.

4.8.4 The Role of WSS on Customer Complaint Behaviour and FEE

Here the study (Table 29) revealed that customer verbal complaint had a small negative effect on employee engagement levels ($B = -.07$, $p < .01$). WSS was strongly positively associated with FEE ($B = .49$, $p < .001$). Further, the direct effect of CVC on FEE was reduced ($B = -.05$, $p < .001$) but the adjusted R-square greatly increased ($\Delta R^2 = .23$) when the WSS was added. However, bootstrapping analyses showed that the indirect effect ($a*b$) was not statistically significant ($ab = -.02$, $SE = .012$, 95% CI is from LL $-.046$ to UL $.005$). Therefore, the mediation did not occur.

Even though linear regression revealed that the adjusted R-square slightly increased and the interaction was significant ($B = -.12$, $\Delta R^2 = .01$, $\Delta F(1,364) = 5.767$, $p < .05$, $t(364) =$

-2.401, $p < .05$). The interaction term between WSS and CVC was not significant (95% CI is from LL -.222 to UL .021, $p = .104$) when added in the regression PROCESS (Hayes, 2006), so we were less certain about the moderation effect because the nonlinear results were preferred in this case. Second, customer non-verbal complaints and their effect on employee engagement was examined. Linear regression analyses (Table 30) revealed CNC had a small negative effect on FEE level ($B = -.08$, $p < .01$). WSS was strongly positively associated with FEE ($B = .52$, $p < .001$). However, the direct effect of CNC on FEE was not changed ($B = -.08$, $p < .01$) when the WSS was added. Further, bootstrapping analyses showed that the indirect effect ($a*b$) was not statistically significant ($ab = -.002$, $SE = .017$, 95% CI is from LL -.038 to UL .031). The mediation did not occur; there was no mediating effect of WSS on the association of CNC with FEE either.

Table 29

Regression Models Examining Associations of Demographics, CVC, WSS with FEE

| Variables | Model 1 | | Model 2 | |
|--------------------------|---------|-----|---------|-----|
| | Coeff. | SE | Coeff. | SE |
| Constant | 1.42*** | .25 | 1.24 | .21 |
| 1.Venue | -.25*** | .05 | -.14*** | .04 |
| 2.Other Languages | .23* | .11 | .22* | .10 |
| 3.Hospitality Experience | .07* | .03 | .02 | .03 |
| 4.Current-job Experience | .06 | .04 | .08* | .04 |
| 5.CVC | -.07** | .03 | -.05*** | .02 |
| 6.WSS | — | — | .49*** | .04 |
| Adjusted R ² | .12 | | .34 | |

* $p < .05$, ** $p < .01$, *** $p < .001$

Results of linear regression revealed that the adjusted R-square slightly increased and the interaction of WSS and CNC was significant ($B = -.12$, $\Delta R^2 = .01$, $\Delta F(1,344) = 5.407$, $p < .05$, $t(344) = -2.325$, $p < .05$). The interaction term was still significant in the PROCESS ($B = -.12$, $F(1,344) = 4.425$, $p < .05$, 95% CI is from LL -.225 to UL -.008, $p < .05$), so there was a moderation effect of WSS on the link of CNC and FEE. Figure 7 showed that with low

WSS, levels of FEE were the lowest but similar when encountering different aggression level of CNC. However, for employee with high WSS, levels of employee engagement was the highest while decreased when CNC became more aggressive.

Table 30

Regression Models Examining Associations of Demographics, CNC, and WSS with FEE

| Variables | Model 1 | | Model 2 | |
|------------------------------|---------|-----|---------|-----|
| | Coeff. | SE | Coeff. | SE |
| Constant | 1.43*** | .27 | 1.36*** | .23 |
| 1.Venue | -.24*** | .05 | -.12** | .04 |
| 2.Other Languages | .22 | .12 | .20 | .10 |
| 3.Hospitality Experience | .07* | .03 | .03 | .03 |
| 4.Current-job Experience | .06* | .05 | .07* | .04 |
| 5.CNC | -.08* | .03 | -.08** | .03 |
| 6.WSS | — | — | .52*** | .04 |
| Adjusted R ² | .10 | | .35 | |
| Constant | .01 | .05 | .01 | .05 |
| 1.Venue (Z) | -.13** | .05 | -.12** | .05 |
| 2.Other Languages (Z) | .09 | .04 | .08 | .04 |
| 3.Hospitality Experience (Z) | .05 | .06 | .05 | .06 |
| 4.Current-job Experience (Z) | .10 | .06 | .09 | .06 |
| 5.CNC (Z) | -.13** | .05 | -.11* | .05 |
| 6.WSS (Z) | .56*** | .05 | .54*** | .05 |
| 7.CNC * WSS (Z) | — | | -.12* | .05 |
| Adjusted R ² | | | | |

* $p < .05$, ** $p < .01$, *** $p < .001$

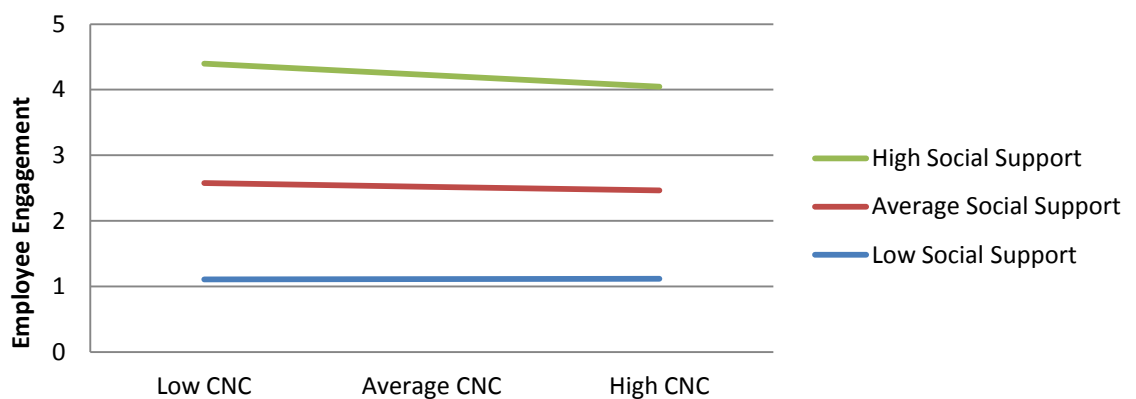


Figure 7. Association between CNC and FEE moderated by WSS

Further, the study explored what types of WSS worked most effectively on the overall employee perception of the supportive environment. Findings showed that sharing meals with supervisors ($B = .11, p < .001$), rewards from supervisors ($B = .06, p < .001$), and recognition from coworkers ($B = .04, p < .05$) made up the most meaningful WSS that positively affect FEE after encountering CVC. Similarly, results of the examination of the main types of WSS revealed that sharing meals with supervisors ($B = .11, p < .001$), rewards from supervisors ($B = .07, p < .001$), and recognition from coworkers ($B = .04, p < .05$) constituted the most powerful supportive resources, which were significantly important for employees to restore after encountering CNC.

4.8.5 The Role of WSS on Customer Misbehaviour and FEE

Customer misbehaviors against employees (CMSE) and against financial assets (CMSF) were bivariately correlated with employee engagement, so here the mediation or moderation effects of WSS were tested for these two categories. However, when demographic variables i.e., venue, other languages, hospitality experience, and service period for the current employer were involved in the linear regression model, both CMSE ($B = .21, p = .21$) and CMSF ($B = .48, p = .07$) were not significantly associated with employee engagement. Thus, no mediation or moderation existed on the link between CMSE (or CMSF) and employee engagement.

4.8.6 Summary of the Roles of WSS

Data suggested that WSS played a significant role in the effect of customer behaviour on FEE, therefore, the findings supported H4. First, WSS worked as a mediator when FEE was related to customer participation and citizenship behaviour. H4a was supported that WSS mediated the positive relationship of customer behaviour and FEE. Second, WSS acted as a buffer when FEE was related to customer non-verbal complaint so that H4b was supported. Further, WSS also played an enhancer role when FEE was related to customer

participation. Thus far there was no evidence indicating mediation effects of WSS on the association of FEE and customer complaint or misbehaviour. H4c was not supported.

Supervisor support, such as rewards and recognition as well as sharing meals with subordinates was found to be related to all types of customer behaviour and FEE levels. On top of that, some type of social support most resonate a specific customer behaviour. As illustrated in Table 31, for example, recognition from coworkers buffered the negative effect of customer aggressive non-verbal complaint behaviour on employees.

Table 31

WSS Types that Most Resonate with Specific Customer Behaviours

| Type of WSS | Customer Participation | Customer Complaint Behaviour | Customer Citizenship Behaviour |
|-------------------------------|------------------------|------------------------------|--------------------------------|
| Sharing Meals with Supervisor | ✓ | ✓ | ✓ |
| Rewards from Supervisor | ✓ | ✓ | ✓ |
| Sharing Meals with Customers | ✓ | | |
| Recognition from Coworkers | | ✓ | |
| Feeling Needed by Supervisors | | | ✓ |

4.9 Conclusion

As Table 32 illustrates, EEA worked as a mediator and WSS played both mediator and moderator roles when customer behaviour had an effect on FEE.

First, mediation and moderation effects were tested. The effect of customer participation on FEE could be 16% explained by EEA of such service encounter and 29% accounted for by employee received WSS. There was also an enhancing moderating effect that increasing WSS further increased the influence of customer participation on FEE, and so that led to higher levels of the latter. The effect of customer verbal and non-verbal complaint behaviour on FEE were fully accounted for by employee feelings during service resolution. Results also revealed that WSS worked as a buffer for the negative influence of customer non-verbal complaint behaviour on employee engagement. The effect of customer

citizenship behaviour on FEE could be partially (8%) explained by EEA about such encounter and 30% accounted for by WSS .

Table 32

Associations between Customer Behaviour and FEE with Moderator or Mediators

| | Freq. & FEE | Nature/Scope & FEE | Mediation of EEA | Mediation of WSS | Moderation of WSS |
|------|--------------------|---------------------|----------------------|----------------------|-------------------|
| CPS | NS | $r = .47, p < .001$ | $PM = .16, p < .001$ | $PM = .29, p < .001$ | Enhancer |
| CVC | NS | $r = -.16, p < .01$ | Complete Mediation | NS | NS |
| CNC | NS | $r = -.18, p < .01$ | Complete Mediation | NS | Buffer |
| CTS | $r = .12, p < .01$ | $r = .45, p < .001$ | $PM = .08, p < .001$ | $PM = .30, p < .001$ | NS |
| CMSE | NS | $r = .10, p < .05$ | NS | NS | NS |
| CMSF | NS | $r = .10, p < .05$ | NS | NS | NS |
| CMSC | NS | NS | NS | NS | NS |

Notes. FEE = frontline employee engagement. EEA = employee emotional assessment of service encounter. WSS = workplace social support. CPS = the nature of customer participation. CVC = the aggression of customer verbal complaint. CNC = the aggression of customer non-verbal complaint. CTS = the nature of customer citizenship. CMSE = the scope of customer misbehaviour towards employees. CMSF = the scope of customer misbehaviour against financial assets. CMSC= the scope of customer misbehaviour against other customers. NS = not significant. r = bivariate correlation coefficient for the association. PM = the percentage that the total effect of scope or quality of customer behaviour on FEE might be accounted for by the mediator.

Second, the work place venue was consistently associated with FEE. Restaurant staff were always more engaged than hotels employees followed by park attendants. Knowledge of other languages and service period in the current company were significantly related to FEE when encountering customer complaint or citizenship behaviour. Under these two circumstances, employees able to speak a local minority language and with less than one year service period were less engaged than their Mandarin or Hainanese-speaking counterparts with more than one year service period for the current employer.

Third, the study investigated the roles that different types of WSS played after employee encountering customer participation, complaint, and citizenship behaviour.

Sharing meals with supervisor and rewards from supervisor were identified as the most meaningful WSS by which FEE were positively affected. In addition, sharing meals with customers was another important support in case of customer participation. Feeling needed or wanted by supervisor had a significant impact on FEE. Encountering a helpful customer who displayed citizenship behaviour was also important. Recognition from coworkers as they were handling customer complaints was also a useful form of support.

Finally, customer misbehaviour had no effect on FEE. The scope of customer misbehaviour was not significantly related to FEE in linear regressions when demographics were included. The effect of EEA or WSS was not significant in this relationship. In conclusion, the results of hypothesis testing are summarized in Table 33.

Table 33

The Results of Hypotheses Testing

| RQ | Hypothesis | Results |
|------|--|---------|
| RQ 2 | H 1 EEA is related to FEE. | S |
| | H 1a Enjoyable EEA is related to high level of FEE. | S |
| | H 1b Stressful EEA is related to low level of FEE. | R |
| RQ 4 | H 2 Customer behaviour influences EEA. | S |
| | H 2a Positive EEA is related to customer participation or citizenship behaviour. | S |
| | H 2b Negative EEA is related to customer complaint behaviour . | R |
| | H 2b' Negative EEA is related to customer misbehaviour | S |
| RQ 3 | H 3 Customer behaviour significantly affects FEE. | S |
| | H 3a Customer participation behaviour positively affects FEE. | S |
| | H 3b Job stress created through customer participation negatively affects FEE. | R |
| | H 3c Customer citizenship behaviour positively affects FEE. | S |
| | H 3d Customer complaint behaviour negatively influences FEE. | S |
| RQ 5 | H 3e Customer misbehaviour negatively influences FEE. | R |
| | H 4 WSS plays a significant role in the effect of customer behaviour on FEE. | S |
| | H 4a WSS mediates the positive relationship of customer behaviour on FEE. | S |
| | H 4b WSS buffers the negative relationship of customer behaviour on FEE. | S |
| | H 4c WSS mediates the negative relationship of customer behaviour on FEE. | R |

Key: RQ=research question, S=support, R=reject, EEA=employee emotional assessment of service encounters, FEE=frontline employee engagement, WSS=workplace social support.

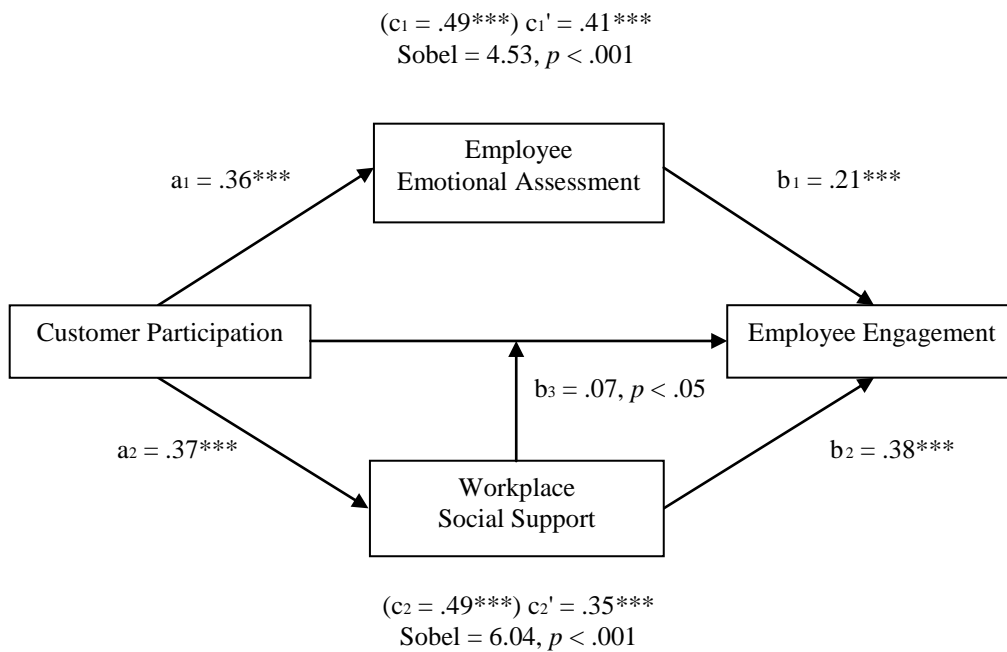


Figure 8. Association between CPS and FEE after controlling for a mediator of EEA and a mediator/moderator of WSS

Notes. Value in parentheses is the unstandardized regression coefficient for the association between customer participation and employee engagement before the addition of mediators to the model.
* $p < .05$, ** $p < .01$, *** $p < .001$.

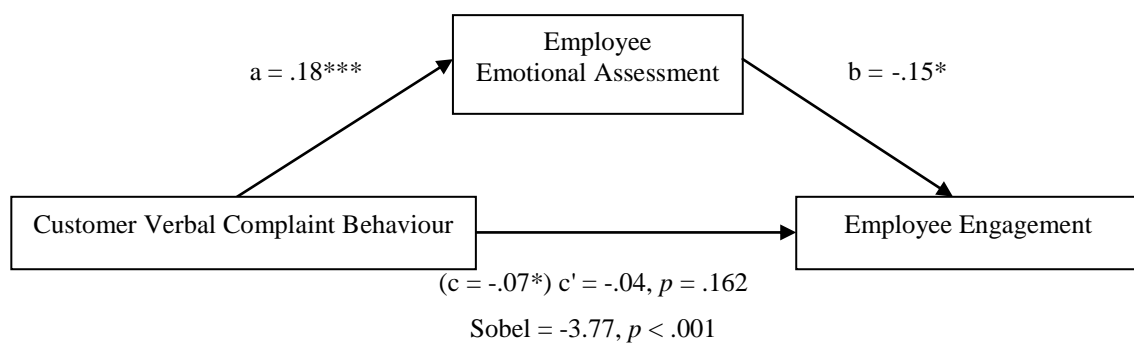


Figure 9. Association between CVC and FEE after controlling for a mediator of EEA

Notes. Value in parentheses is the unstandardized regression coefficient for the association between customer verbal complaint and employee engagement before the addition of employee emotional assessment to the model, * $p < .05$, ** $p < .01$, *** $p < .001$.

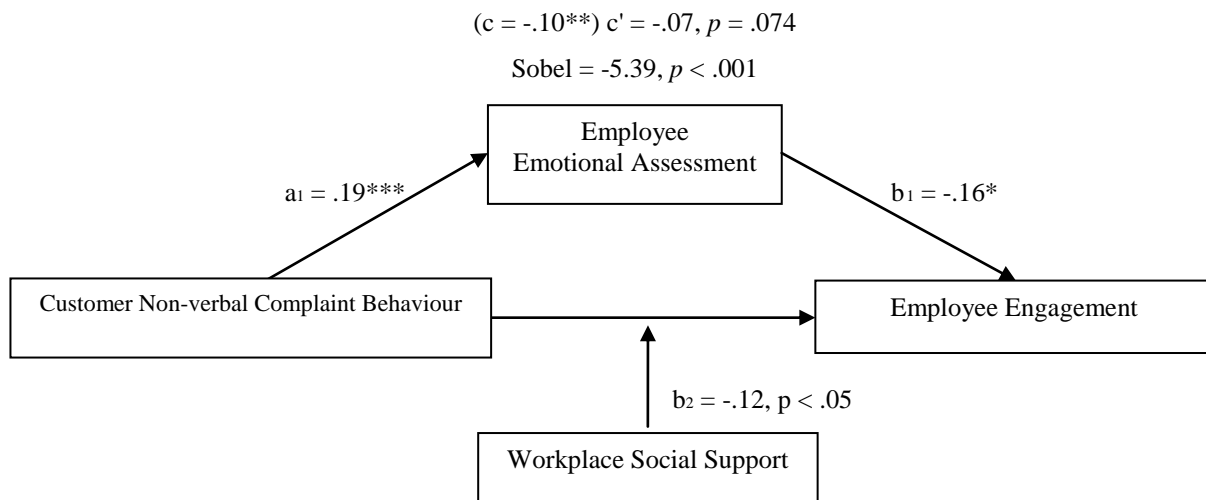


Figure 10. Association between CNC and FEE after controlling for a mediator of EEA and a moderator of WSS

Notes. Value in parentheses is the unstandardized regression coefficient for the association between customer non-verbal complaint and employee engagement before the addition of employee emotional assessment to the model, * $p < .05$, ** $p < .01$, *** $p < .001$.

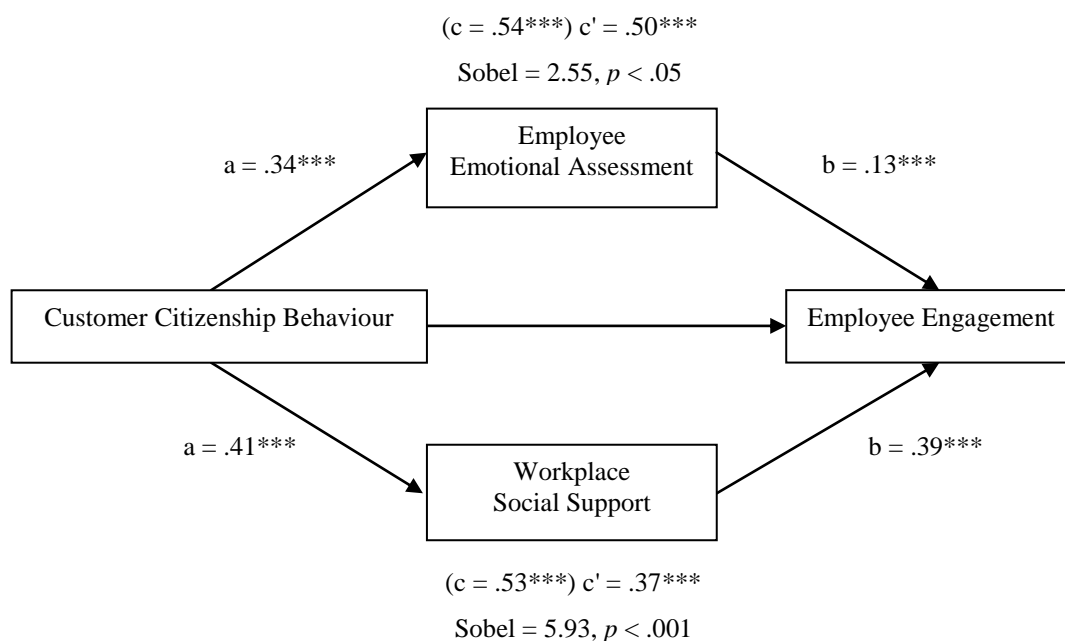


Figure 11. Association between CTS and FEE after controlling for mediators of EEA and WSS

Notes. Value in parentheses is the unstandardized regression coefficient for the association between customer citizenship behaviour and employee engagement before the addition of employee emotional assessment to the model, * $p < .05$, ** $p < .01$, *** $p < .001$.

Chapter 5: DISCUSSION

This study has extended our knowledge of critical customer behaviours experienced by frontline employees and the potential impacts of such behaviours on employee engagement at work. One of the purposes of the study was interested in examining the mediating role of employee emotional assessment of service encounters on the relationship of customer behaviour and employee engagement. We attempted to identify the relational values created during customer-employee interactions which may contribute to the ideal (or stressful) encounter that inspire (or dampen) employee engagement. Further, the study investigated workplace social support as a mediator and a moderator of the effect of customer behaviour on employee engagement. We attempted to assess the particular types of workplace social support that resonate with specific customer behaviour and consequent engagement outcome.

By identifying the roles of employee emotional assessment of service encounter and particular workplace social support, the study may help better understand the internal and external factors that drive the employee engagement. Results of the study may improve ways that managers can encourage social support in the workplace with its consequent implications for employee engagement.

Customer participation, complaint, and citizenship behaviours had significant effects on employee engagement. The effect of customer misbehaviour on employee engagement was not significant. More specifically, customer participation and citizenship behaviour was positively associated with employee engagement while customer complaint was negatively related to employee engagement. The relationship between customer participation (or citizenship behaviour) and employee engagement was partially mediated by employee emotional assessment of the service encounter and largely mediated by workplace social support. The relationship between customer complaint and employee engagement was fully

mediated by employee emotional assessment of service encounter. Workplace social support as a moderator enhanced the effect of customer participation and buffered the effect of customer non-verbal complaint on employee engagement.

5.1 Research Question 1: The Pattern of FEE

To explore the pattern of frontline employee engagement, this study attempted to investigate the overall FEE level and the demographic influences on it.

5.1.1 Levels of FEE

When Gallup reported the stable level of employee engagement that persisted in the U.S. workforce in 2015 (GEEC, 2015b), it seemed that the world had an employee engagement crisis and China, especially its hospitality industry, suffered the most. Gallup categorized only about a third of American workers (32%) as engaged in their jobs. Worldwide, only 13% of employees reported being engaged (GEEC) with their employer. In China only 6% of workers were engaged (GEEC) and in this study employee engagement dropped to the lowest level with approximately four engaged employees for every 100 frontline service staff on average. The study in the Chinese hospitality sector attempted to find clues relevant to the stagnant engagement levels.

Clues may be hidden in the relationships among key components of employee engagement. The data suggested that the engagement with the company made the biggest positive difference in the overall engagement level but the engagement with supervisor and coworkers did not matter that much. However, respondents in the study were seemingly much more engaged with their supervisor or colleagues than with their jobs, while their engagement with their employer was low.

Second, Millennials set the tone for employee engagement in the study. When 81% of respondents were less than 30 years old, it suggests that these hospitality settings are dominated by young people. Gallup's employee engagement data revealed that Millennials

were the least engaged group, globally (GEEC, 2014). In China, people in this generation might not get desired jobs they had hoped when coming out of college or university due to large population, intense competition, and multiyear economic slowdown. Perhaps they are finding jobs that are inconsistent with their hopes. They may not even enjoy service interactions with clients. It was also worthwhile to note that pay is a unique engagement priority for Millennials compared to generation X and baby boomers (Aon Hewitt, 2014). However, the China hospitality industry has long been labeled as a low-skilled and low-paying sector. A waiter in Ontario could purchase a big Mac hamburger with a half hourly, while a restaurant service employee at Hainan Island would have to work four hours for that same burger.

5.1.2 Group Differences among Demographic Variables

The study collected demographic characteristics such as education background, work experience, venues where respondents work, and knowledge of languages, particularly when these characteristics were related to broader economic and social contexts.

5.1.2.1 Education

Higher education did not correspond with higher engagement levels at work. The data revealed that respondents with university education (18%) were less engaged than those whose highest degree was a 3-year college level or even below that. Meanwhile, these university graduates were less likely than others to agree with that they had the opportunity to do what they did best and to learn and grow at work. With this level of education, they seemed to feel overqualified for service jobs, thus creating disengagement.

Csikszentmihalyi's (1975) concept of flow suggested that optimal experiences were characterized by a balance between challenge and skill. Perhaps in this case, there exists an imbalance. Perhaps employees can only be fully engaged when the service demands match their capabilities and interests. They may be bored due to the nature of their assigned tasks.

Furthermore, high expectations often set individuals up for disappointment. The rising costs of higher education potentially lead new graduates to seek higher paying jobs. Entry-level service jobs may prove disappointing both in terms of demands and remuneration.

5.1.2.2 Work Experience

More than half of the sample had less than one year service period with the current employer and 40% had been working in the hospitality for less than one year before completing the survey. These people revealed the least engagement at work. In particular, they had the least job engagement and company engagement, but the same engagement toward supervisors or coworkers. In some cases, the longer employees stay, the more commitment and loyalty may be developed.

While the results presented showed a consistent relationship between work experience on one hand, and employee engagement on the other hand, we should not rush to infer causation. Although Gallup studies including longitudinal analysis and path analysis provided strong evidence for engagement as a leading indicator of business outcomes such as retention, they noted that the relationship between business outcomes and employee engagement was often reciprocal (Harter, Schmidt, Killham, & Agrawal, 2009). In a virtuous relationship, engagement fuels better business and better business fuels employee ownership and engagement. In a vicious circle, disengagement undermines the productivity and then the slack business deteriorates engagement and employees may consider leaving. Therefore, if we take into account that China's economic growth slowed to a 25-year low in 2015 and hospitality bottom lines suffered a sharper decline than other sectors due to the anti-corruption campaign, both the high turnover and the low engagement may be explained by such alternative factors.

Another factor could be causing both syndromes may be personal traits such as lower emotional adaptability (Schaubroeck & Jones, 2000), which may be related to managing

emotions at job. As discussed in the literature review, for some individuals it may take an extra or painful effort to display the required (positive) emotions while offering services. As a result, these individuals may leave their jobs, or may be committed to staying with the company but not exactly engaged in the job. In this case, human resource strategies may be implemented, such as evaluation of job applicants' personal characteristics on the recruiting stage. Further research is required to explore this topic.

5.1.2.3 Venue

Venue became a predictor variable in the study. Restaurant staff displayed the highest level of engagement, followed by hotel employees, while those at parks fell below the average and represented the lowest engagement levels. The reasons may be multifold.

First, organization size mattered and people had more opportunities to learn and grow in a smaller company (GEEC, 2014). For example, employees were more likely required to be multi-skilled and multi-function in a 50-seat family-style restaurant than a 500-seat hotel banquet hall. We noticed many of waiters and waitresses, in restaurants, are also hostesses guiding guests, bartenders making and delivering beverages; and even short-order chefs processing food besides tables.

Additionally, feedback systems within smaller organizations seemed more effective than those within the larger organizations. For example, restaurants do not have to struggle with the uphill and top-down flow of information when dealing with customer complaints. Restaurant managers or supervisors are always on the spot monitoring the food delivery and service so that customer complaints can be brought to them immediately. Actually, customers may feel better when speaking to someone "in charge" and the pressure may be passed on to supervisors. Therefore, even though hotel employees rather than restaurant staff were most likely to encounter customer complaint, restaurant staff may have more empowerment to go the extra mile than hotel employees, e.g., complimentary foods, tea refill,

extra discount on takeaway, discounts on the bill, and so on. Empowerment may offer more opportunities for employees to interact with their clients effectively and therefore establish positive relationships that in turn boost employee engagement.

Second, workplace culture as the soft aspect of management made differences. Marshall (1986) noted that the high job satisfaction among restaurant employees may be explained in part by the informal workplace economy from which employees felt they benefited largely. In China, waiters worked long and hard with low wages, whereas, hotels offered a wider range of opportunities, higher wages, and greater job stability than restaurants. However, the data revealed that employee perceived social supports provided by supervisors, coworkers, and customers at hotels were much less than that in restaurants. Similar to what Marshall found in a Scottish tavern, stretching lunch break, obtaining free drinks, taking leftovers home, having a chat with clients, and doing things together (e.g., napkin folding or play mah-jong between shifts) to get their minds off problems are commonplace today. By doing so, wait staff may feel that they benefit in ways other than high salary and improved hours.

Additionally, smaller venues (like restaurants) are simply more intimate than are larger settings. Smaller settings may be more conducive to feelings of caring and family and seem more supportive as a result. For example, flexible working shifts, sharing meals with supervisors after work (always on supervisor's treat), and the intimacy between best friends at work are all perks consistent with smaller settings.

Finally, park staff reported the lowest engagement levels. The reason may lie in the absence of workplace social support and the lack of positive interaction with clients. The respondents in parks were wardens, tour guides, and trades people. Most of them worked alone or in isolation (not within walking distance of coworkers) and their supervisors used regular phone calls to ensure they remained safe on the job. The two parks in the survey did

not need to provide staff accommodation because most of their employees were villagers living in the neighbourhood. Such situation resulted in a lack of support opportunities with and from coworkers and supervisors.

Furthermore, park employees may have faced additional client upset because they could not refer unhappy clients to their supervisor. The supervisor was simply too far away to intervene. Further, they may have had no resource or authority to fix concerns raised by unhappy clients. Additionally, alone employees may be more vulnerable when dealing with angry, difficult or abusive customers than were those who had coworkers in close vicinity. The unique job elements and the weak supportive culture may negatively affect the park employees' workplace well-being.

A final issue relating to park staff members may be the lack of positive interactions with clients during service encounters. Data suggested that customer participation created more positive feelings of trust and happiness and inspired more employee engagement than other customer behaviours, yet the possibility for park staff member to encounter customer participation was the least among all the respondents.

5.1.2.4 Knowledge of Languages

There was no effect of gender and age on employee engagement but responses from different origins were nuanced. Hainanese, the islanders or the indigenous people, constituted about half of the hospitality workforce. Most of them speak Mandarin as well as their own language. New mainlanders, the mainland migrants who came to Hainan Island during the 1980's and 1990's, made up the other half of the sample. The data suggested that Hainanese were more engaged with their employers than were Mainlanders, although there was no significant difference on their overall engagement levels.

Among the sample, 6% can speak a minority language or Chinese dialect and this minority group showed relatively low engagement at work. The minority community,

predominately from rural settings display a very distinguishable accent. These individuals tended to develop friendships with people coming from the same place or linguistic origin and seemed unwilling to be involved in other colleagues' activity. Gradually, the lack of inclusion may result in the lack of social networks (Barak, 2008) and the exclusion of social support (Tekleab & Quigley, 2014), which could be attributed to their low engagement levels.

5.2 Research Question 2: Patterns of FEE when Relating to EEA of Service Encounters

The data indicated that employees' favorable assessment of service encounters positively influenced their engagement. Negative assessments of those same encounters had opposing effects on their engagement levels. Nearly half of the sample had satisfying experiences with customer participation and customer citizenship behaviours during the last week before completing the survey. When encountering actively involved customers or helpful clients, employees often reported enjoyable and positive feelings, which were more likely to link to employee engagement.

5.2.1 Positive EEA of Customer Participation

Friendly and responsive customers engaged employees through positive emotional dynamics. This is not surprising. Feelings of trust, comfort, happiness, and self-esteem are embedded in such behaviours. Friendliness and responsiveness build rapport, which results in comfort and trust, thus making employees feel happy (Kania & Gruber, 2013).

However, honesty was not always linked to positive feelings. Frequently, dishonesty could sometimes be construed as helping, or at least respecting, the employee. At hotels, for example, guests may be asked to answer questions regarding various memberships or promotions. The guest may feign interest in order to support the staff member's questions. They may be not at all interested in any loyalty program but their lack of honesty could be interpreted by the employee as kindness.

5.2.2 Positive EEA of Customer Citizenship Behaviour

Customer friendliness, responsiveness, and communication skills were impressive personal characteristics when employees encountered a helpful and cheerful client. Trust was the only significant value that created during the service encounter and influenced employees emotional assessment of the customer citizenship behaviours. The value of trust itself explained 22% of the variation of the employee emotional assessment of such behaviour.

As a fully engaged customer, a friendly and “agile” customer may make service providers feel secure in the relationship (Kania & Gruber, 2013). For example, in a restaurant, customers may alter their orders if they see that the staff are busy. In this way they are adapting to the conditions being faced by staff members. Relationships are bidirectional, if employees think they can trust a customer to make good choices, they may feel more safe and are likely to develop a better relationship with the client. Effective communication by the customer was another significant predictor of employees’ positive perception of the customer citizenship behaviours. Customers’ willingness to communicate, to actively listen, to make eye contact, use friendly tone of voice, a sense of humor, and even personal appearance can help employees feel assured of the customer’s empathy and goodwill. For instance, a reciprocal relationship can be established in a short time if a customer wearing a T-shirt with the logo of your hotel smiled at you and opened up first. The relational value of trust centered these encounters.

5.2.3 Negative EEA of Customer Complaint Behaviour and FEE

Staff members’ emotional assessments of customer complaints were totally different and had opposing effects on their engagement level. Over 60% of the participants encountered customer complaints during the week leading up to completing the survey. Only 6% perceived these customer complaints as stressful but this negative feeling significantly related to their low engagement levels. When encountering unfriendly customers with poor

communication skills, the more stressful the service resolution, the more discomfort and the less self-esteem perceived by staff members, and the more disengaged they would be. For example, customers' non-verbal complaints, such as strong gestures, made employees feel more stressed than did verbal complaints.

On the other hand, approximately 80% of the sample had fairly vague responses to customer complaints. Among them over 44% did not respond to the question "how do you think about the encounter with the customer complaint". This may be a function of the way in which complaints are handled in many Chinese service settings. Customer complaints are typically directed to managers trained and authorized to deal with such complaints. Front line staff are neither trained nor expected to solve problems of this nature. This may also explain why another 35% chose "neither enjoyable nor stressful". Such complaints are an unimportant part of their jobs.

Further, organizational hierarchy in China may help servers out when they encounter dissatisfied customers. Frequently, front of house (FOH) in a restaurant comprises waiters and waitresses, bussers and runners, hosts or hostesses, and a manager. Back of house (BOH) consists of chefs and cooks and so on. On top of these positions, Chinese restaurants always have a senior supervisor who oversees the dining room, resolves customer complaints, and coordinates the work flow of FOH and BOH. The supervisor (sometimes manager), the only person who can ask questions of chefs, is given authority to make personal decisions to sort out service issues. In busy hours servers bring complaints to them right after their initial response to the customer. Then the supervisor filters the customer concerns and communicates with chefs and makes sure the problem is being rectified. Such strategy of complaint management may reduce the risk of depleting employees' self-esteem through negative interaction with grouchy clients. From the perspective of employees, to get a supervisor or manager involved helps to avoid the blame game and improve staff relations.

Indeed, when a customer complains that the ribs he ordered are overcooked, the waitstaff's stress may not come from the client nor the burnt meat but the coming bickering with BOH professionals.

Another important point is the less-qualified employees fill the jobs that require genuine care for clients. Even though there was no evidence showing how many customer complaints are people-related in China, a finding of UK Customer Satisfaction Index survey (Manzoori-Stamford, 2013) provided some clues. It revealed that nearly two thirds of customer complaints were caused by staff attitude and competence while just one third was related to the quality of reliability of food and services. The situation might get worse in China if the demographics of service workforce were involved. We noticed that 27% of the sample were less than 20 years old, 81% were under 30, and 95% were under 40. The overwhelming majority were young people that have grown up without siblings under the One-Child Policy. This radical population policy (effective from 1979) had produced significantly less conscientious and less trusting but more risk-averse and more pessimistic individuals (Cameron, Erkal, Gangadharan, & Meng, 2013). Research has shown that these personal traits are important determinants of labor market outcomes and social relationships (Heckman, Stixrud, & Urzua, 2006). There is some speculation that these individuals are more apt to sabotage customers when individuals are unhappy with their pay or boring jobs. Further, they may be more comfortable hurting customers (Chen, Skarlicki, Jaarsveld, Shao, Song, & Wang, 2016). As such, when a client complains that he or she is treated unfairly, some servers may rationalize or justify their subversive behaviours harming their client. As a result, little stress or no stress at all may be perceived by these “perpetrators in uniform”.

5.2.4 Negative EEA of Customer Misbehaviour

When it came to customer misbehaviour, over 70% of the sample experienced customer misbehaviour towards either themselves, or financial assets, or other customers.

We noted that verbal attacks, vandalism, and jumping queues were identified as the most common customer misbehaviour patterns in services. The more aggressive the customer misbehaviour was, more stressed employees felt during these service encounters. However, the data suggested that the stress perceived by employees did not affect their engagement. It was also noted that only the extent of aggression of misbehaviour towards themselves had an impact on their engagement, surprisingly, a significant weak positive effect. The results seemed contradictory to what we have learned from literature, however, we understand too that employee engagement should be problematized in certain contexts, especially under cultural backdrop. Further discussion on cultural concerns was presented in the section 5.4.3.

5.3 Research Question 3: Impact of Customer Behaviours on FEE

The data showed that employees encountered customer participation and citizenship behaviours most frequently, followed by customer misbehaviour and complaint behaviour. In terms of frequency, only the frequency of customer citizenship was positively associated with employee engagement and this effect varied across venues. As for the scope or nature of behaviours, customer participation and citizenship were strongly positively associated with employee engagement. Understandably, customer complaint was negatively related to employee engagement, while customer misbehaviour had a weak positive effect. Further, when we consider the combined effect of frequency and scope/quality of a specific behaviour, only customer participation and citizenship improved employee engagement.

5.3.1 Enjoyable Service Encounters Matter

Customer participation and citizenship were viewed as enjoyable service encounters for over half of the sample reported that both were enjoyable experiences. The data indicated that only enjoyable service encounters positively predicted employee engagement at work. The other side of the coin was that employees were likely more sensitive to customer positive actions rather than negative ones. They were easily inspired by friendly, responsive, and

helpful customers while slow to respond to rude and aggressive customers, thus making them less vulnerable to hurt.

Only 6% of the sample reported that customer complaints were stressful and averagely 40% claimed stressful encounters with customer misbehaviour (whatever verbal abuse, vandalism, or littering). Perhaps employees may unconsciously start a service with a low expectation of their clients and then end up without too much disappointment. Further, the mutual interaction were not symmetrical during encounters. An employee's attitude can exert an impact on customer's emotional state through emotional contagion (Hennig-Thurau, Groth, Paul, & Gremler, 2015), however, customers' bad mood may not be as highly contagious in terms of employees' negative emotions. Employees seemed more invulnerable than did customers, when catching a bad mood from the other party during service encounters. This may help to explain why customer-related work stress did not leave a footprint on the employee engagement at work.

5.3.2 Workplace Differences among Study Variables

The study found that frequencies of customer participation, citizenship, and complaint behaviour varied across venues while the probability of encountering customer misbehaviour were the same. The effect of customer behaviour on employee engagement varied as well.

Working at parks or hotels meant more chances of encountering with customer participation and citizenship than working at restaurants. However, this did not help hotels' and parks' employees to have higher engagement levels than did restaurant staff. This may be attributed to the availability of supervisors' support, which was identified as the most meaningful type of workplace social support (that related to employee engagement). The data indicated that restaurant employees perceived much more social support than their counterparts at hotels and parks, where the social support provided and received was under the average level. In the literature, workplace social support was likely to work as a buffer to

negative effect (Chan, 2002; Shao & Skarlicki, 2014). We found it may be multi-functional: buffer for negative effect of customer non-verbal complaint and enhancer for positive effect of customer participation. However, the data showed that the quality of social support provided and perceived was not overwhelming. The positive influence of customer participation and citizenship may be cancelled out or even dampened by a lack of social support. This may be responsible for the low engagement levels.

The top reason for the relatively low engagement levels among hotel staff may lie in the nature and extent of customer complaints received by those staff members. Hotel frontlines may deal with many more customer complaints than do restaurant or park staff. In this case it could be a function of high clients' expectations. There were 12 hotels involved in the study, including five luxurious hotels (Banyan Tree, JW Marriott, and Sheraton etc.), five business hotels (local brands with 200 to 300 guest rooms), and two budget hotels. Customers at Sheraton are of course going to have higher expectations and the source of disappointment may largely be a result of a discrepancy between expectation and perception. A survey in Spain suggested that the customers' perceptions of service levels provided by hotels (from two- to five-star hotel) was inferior to their prior expectations. The same survey found that the only venue where perceptions surpassed expectations was in one-star hotels (López Fernández & Serrano Bedia, 2004). Expectations for high end resorts may be difficult to meet or exceed.

The other concern was the challenge of resolving problems at grand hotels, given their group decision-making culture and low level of risk preference. As well, the nature of problems at restaurants may be relatively easy to address as compared to hotels. It may be easy to reheat a dish but more difficult to fix leaking faucets or finding a room with a better view. Thus, for hotel frontline employees, handling angry customers tended to be especially challenging, although in some cases these complaints may be passed on to their supervisors.

5.4 Research Question 4: The Role of EEA in the Effect of Customer Behaviour on FEE

This study also explored which mechanisms drive the association between customer behaviour and employee engagement. As discussed, EEAs of customer participation, citizenship, and complaint behaviour were main influencers for FEE while EEA of customer misbehaviour had no effect on FEE. EEA, the underlying employee emotional process, could “fully” account for the complaint-engagement relationship, explaining 16% of the participation-engagement relationship, and 8% of the citizenship-engagement relationship. In other words, the effects of customer participation, citizenship, and complaint on employee engagement partially depended on how employees emotionally assess these behaviours. This suggests that employee recruitment and training should include attention to emotional readiness as well as knowledge of policies and procedures.

5.4.1 Findings and Implications of Mediation of EEA in the Effect of Customer Participation and Citizenship Behaviour

When investigating the potential mediating effect of EEA, we noted the impacts of customer participation and citizenship were partially mediated. Here we used “partial” to convey the effect size of the EEA for encounters characterized by customer participation and citizenship. However, if all effects that fall short of completely mediating a relationship are labeled ‘partial’, the differences in their practical significance may be missed (Rucker, Preacher, Tormala, & Petty, 2011). Given that the indirect effects of EEA varied in size, the following analyses focused on comparing the magnitudes of indirect effect of EEA.

5.4.1.1 Findings

In case of customer participation, the indirect effect of EEA was .08***, which was the amount by which employee engagement was expected to increase as a function of a .36 increase in EEA, which in turn was the expected increase in EEA per unit increase in the level of customer participation. In case of customer citizenship, the indirect effect of EEA

was .04***, which was the amount by which employee engagement was expected to increase as a function of .34 increase in EEA, which in turn was the expected increase in EEA per unit increase in the level of customer citizenship. For each unit of increase in the level of customer positive behaviour, employees who experienced customer participation perceived greater relational values and joy than did those who encountered customer citizenship. Therefore, from the point of view of employee perception, customer participation tended to be not only a more rewarding interaction but also a more important vehicle than was customer citizenship (for enhancing employee engagement).

5.4.1.2 Implications

The finding suggests that customer participation can offer substantial benefits not only to the customer themselves (Vivek et al., 2014), service quality and customer loyalty (Kelley et al., 1990; Holland & Menzel Baker, 2001) but also to the frontline employee engagement and workplace well-being.

By identifying the EEA that associated with customer behaviour, and in turn the variations in employee engagement, it could be useful in future attempts to increase the level of co-production and encourage customers to participate more. For example, restaurants may plan and organize wine tasting and event dinners; or offer smartphone Apps to gauge customers' interest in the digital-based loyalty programs; hotels may provide something as a reward for completed tasks, e.g., asking customers for feedback; tourist attractions may offer active sports and outdoor recreation guided by skilled employees to improve customer-staff interactions.

It should be recognized that these efforts will be more or less difficult from venue to venue. In parks contacted in this study, for example, client activities centered on hiking and walking, fortune-telling at temples, and sight-seeing. It may be difficult to arrange customer participation and service interaction. Consequently, it may be difficult to influence

employees' engagement through client involvement. Attendants are scattered all over the national parks and worked individually. Should the monotony of services and products be broken up, active outdoor sports and recreation introduced, and opportunities for customer-employee interaction created, employees may be more involved and engaged at work.

5.4.2 Findings and Implications of Mediation of EEA in the Effect of Customer Complaint Behaviour

When examining the mediation effect of EEA, we noted that the non-significant effect of customer complaints on employee engagement was completely ascribed to the individual perception and assessment for the customer. EEA was mostly likely to be a “full” mediator for the effect of customer complaint on employee engagement.

5.4.2.1 Findings

Here we use “full” because there was an absence of a direct effect after controlling for EEA. Baron and Kenny (1986) proposed that the strongest mediation demonstration occurs when the direct effect is not significant. However, full mediation seldom occurs (Baron & Kenny, 1986; Iacobucci, 2008). In the relationship of customer verbal complaint and employee engagement, when the direct effect was not significant, the total effect ($c = -.07$) and the indirect effect ($c = -.03$) were all very small, the ratio of indirect to total effect was only 40% . In this case, it seemed not reasonable that the mediator EEA fully explained the relationship. This study viewed EEA a partial mediator rather a complete one. In case of customer verbal complaint behaviour, the indirect effect of EEA was $-.03^*$, which was the amount by which employee engagement was expected to decrease as a function of .18 increase in stressful EEA, which in turn was the expected increase in EEA per unit increase in the negative customer complaint. In case of customer non-verbal complaint, the indirect effect of EEA was $-.03^*$, which was the amount by which employee engagement was expected to decrease as a function of .19 increase in stressful EEA, which in turn was the

expected increase in EEA per unit increase in the negative customer complaint. The more negative the complaint, the more stress the employee experienced, and the lower their engagement could be. The effect of verbal complaint on employee engagement was 40% explained by EEA and 30% of the effect of non-verbal complaint was accounted for by EEA. Obviously, the mediation in “participation – engagement” relationship and “citizenship – engagement” relationship were less impressive (or important) than the mediation in “complaint – engagement” relationship. Therefore, additional mediating pathways would be explored in future research.

5.4.2.2 Implications

This finding suggests that customer complaints were related to FEE depending on the underlying employee perceptions towards these positive or negative complaints. To achieve desired employee engagement outcomes, it is important to 1) have the right perceptions of customer complaints and 2) let employees benefit from the resolution of service problems.

Training may improve understanding of complaint behaviour that may lead to work stress. It is necessary to first train service staff to identify their customers’ needs and know what customers expect from them. This help them avoid misinterpreting customer demands and balance their sensitivity with common sense and resilience so that they will not over-react to everyday interactions. The next step is to train and track supervisors (or managers) and convert them from judges to coaches. For example, sensitivity training may help supervisors be sensitive to staff members’ needs and develop corrective emotional and behavioural actions. Training coaches rather than players may be more effective because it is the supervisors or managers that handle the majority of customer complaints and account for 70% of variance in employee engagement (GEEC, 2015b). They are expected to develop positive and constructive attitudes towards service failure lest their highly contagious negative emotions pass on to the frontline. When confronted by complaints, negative

supervisors may blame staff for clients' complaints while positive supervisors may focus on developing workflow solutions and changing the work environment rather than the worker. In this way, customer complaints can be triggers for transformation.

5.4.3 Findings and Discussions on EEA in the Effect of Customer Misbehaviour

Harris and Reynold (2003) suggested that customer misbehaviours are performed by the majority of consumers. This may be true but-it was not the case in this study. Only 18% of all reported memorable encounters were customer misbehaviours. Even so, over half of the respondents experienced at least once customer misbehaviour last week.

5.4.3.1 Findings

The results were in line with the widespread assumption that employees who had experienced customer aggression may perceive threats to their workplace well-being (Akkawanitcha, et al, 2015) and consequently may result in emotional exhaustion (Stock & Bednarek, 2014) and increased work stress (Penney & Spector, 2005; Kern & Grandey, 2009). However, in this study, there was no evidence that this increased work stress may lead to any decrease in frontline employee engagement.

5.4.3.2 Discussion

Why did not stress levels influence frontline engagement? First, we have to look into the high frequency of customer misbehaviour. The data indicated that 64% of the sample were victims of personal attack and 65% witnessed vandalism, bizarre behaviour, cutting in line, or smoking in public areas and so on. In this day and age, under the golden rule that "the customer is always right", customers increasingly take advantage of their position of "King", exercise their sovereignty, and abuse their power intentionally, or even attack both employees and their organizations (Yagil, 2008). Ugly customers have been on the rise globally and China has become the worst-hit area because of the collapse of traditional values, poor etiquette education at school, and the crisis of faith from rags to riches for the last three

decades. When frontline employees have seen enough of customer rudeness in their worklife, when they realize that it can happen to anyone and it is evenly distributed, when they get used to work in difficult and intimidating scenarios day in and day out, they may not take offenses and incivility in a personal way. Therefore, their engagement with their job, company, and supervisor may not be affected significantly.

Second, content analyses did not suggest that the bulk of customer misbehaviours resulted from their negative service experiences. In the literature, there was no evidence indicating the association between customer misbehaviour and employee mistakes. As observed, a satisfied couple may pilfer salt and pepper after dinner and their little son may rip the silk runner and napkins; an excited tourist may cut in the line and climb on metal statues to take a picture; happy teenagers may scratch characters onto the wall of ancient sites. It is the business owners rather than employees that suffer a loss from customer theft, vandalism, or disturbing behaviours. When being exposed to the above misbehaviours against the organization or other customers, employees may be angry but not disengaged at work.

Third, motives for customer misbehaviour against employees (such as verbal attack) are far from clear. Perhaps it is a way to demonstrate customers' frustration on service failure, or to direct their fury at someone that may be safe rather than the actual source of anger, and sometimes may be driven just for the reasons of ego and revenge (Daunt & Harris, 2012). However, after being offended, victims may receive much more moral support from supervisor, coworkers, and other clients than usual, which effectively reduce their stress. Also, we should realize that stress is a state of mental or emotional strain resulting from demanding situations. In this study, the employee self-rated stress created during a service encounter were measured a week later and the unhappiness may have melted away by the time the survey was completed. Or perhaps, support from others in the workplace had

reduced the impact of the encounter. For example, a restaurant in the study rewarded aggrieved staff for their self-control and positive reactions to customer incivility.

Additionally, the weight of customer misbehaviors (18% of all memorable behaviours) was not heavy compared to customer citizenship (nearly 30%) and participation behaviour (nearly 40%), therefore, the impact of misbehaviour-related stress on employee engagement was likely to be cancelled out by the positive elements of the job. Thus, the former effect may seem not significant.

Still, to some extent, customer aggression towards service personnel may provoke the latter into a more positive state of mind. Confucian theory and the derived paternalistic leadership (PL) have long shaped Chinese society. The deep cultural roots may be traced back to three dominant elements in PL: authoritarianism, benevolence, and morality (Choong, 2011). That is to say, “subordinates must have been socialized to be dependent, compliant, and accept vertical hierarchy, subordinates must engender a feeling of indebtedness to their superiors, and subordinates must be able to identify and replicate the moral behaviour of their superiors. In this sense, PL is based more on followership than on leadership” (Choong, p.27). Subordinates are responsible to fulfill their duties while superiors are not required to. The deep strong belief in PL defines the social order and extends to all Chinese societal relationships: father-son, husband-wife, teacher-student, and customer-server as well. In service settings, customers may treat their servers with kindness and benevolence, employees should reciprocate by showing respect and conveying required emotions. It is natural for employees to take the role that they should listen to the buying customers, tolerate their vulgar language, and still fulfill role obligations.

5.5 Research Question 5: The role of WSS in the Effect of Customer Behaviour on FEE

WSS played roles of mediator and moderator. Findings demonstrated that WSS partially explained the effect of customer citizenship and participation behaviour on FEE.

Compared to the mediator EEA, WSS had much stronger mediating effects on these relationships. On top of that, the results of the study supported our CEWE Model for explaining the varying effects of workplace social support. Specifically, findings supported that WSS was a buffer for customer complaint behaviour and an enhancer for customer participation. However, the effect of WSS on customer misbehaviour was not supported.

5.5.1 Findings on Supervisor Support

These findings made significant theoretical contributions and shed light on the contradictory findings in the literature with respect to the effect of social support. In this study, social support either attenuated the negative impact of stressful service encounters or strengthened the impact of enjoyable service encounters on employee engagement. No evidence supported the negative effect of social support in the workplace.

The findings indicated that the quality (i.e., effectiveness) of social support was more important than the presence of a support network. The majority of WSS was from coworkers, yet the more powerful influencer on employee engagement was support from supervisor. Restaurant workers provided and received the most social support among the venues studied here. Longer serving employees were likely better able, than newly appointed ones, to elicit more social support to cope with work stress. Tangible support, social interaction, and affection were necessary for a supportive environment crucial for employee engagement. Emotional support such as advice and feedback did not matter that much.

Sharing meals with supervisor and rewards from supervisor were the most effective support, by which employee engagement were positively affected in all circumstances. Sharing meals with an actively engaged customer afterwards encouraged employees most. The feeling of being wanted and needed fueled employee engagement after encountering customer citizenship. Recognition from coworkers was the best cure for employees who experienced customer complaints.

5.5.2 Implications on Behavioural Intervention and Supervisor Development

Several managerial implications arose from this study. From the perspective of workplace well-being, findings suggest that more stressful customer complaint are linked to lower employee engagement. This has implications for management practices.

5.5.2.1 Implications on Non-verbal Complaint Behaviour Intervention

We know that some existing habits around complaint behaviours are difficult to change. For example, in China it may seem acceptable to shout at waiters in a downtown restaurant partially because in China, 1) a loud and noisy restaurant is symbolic of better business compared to a quiet one; 2) customers sometimes have to speak loudly to make themselves heard; 3) customers believe that speaking loudly is powerful to transfer their feeling and emotion so that their demands can be met quickly. However, it is not surprising to observe that people may behave in a more civilized manner in a western restaurant across the street. Wood et al. (2005) advocated that disrupting environmental cues that activate and maintain habit renders habits open to change. Interventions targeted at changing aggressive complaint behaviour may be effective if we change the service environment by which norms of customer behaviour are shaped.

In restaurants, for example, it might be worth to: 1) use the proper colour, decoration, and materials to make the service atmosphere pleasant and inviting; 2) provide call buttons to allow customer to contact waitstaff by a simple push instead of shouting; 3) turn off annoying background music for better listening and communication; 4) educate and persuade customers to behave themselves by messages or signs that clearly denote the manner required; 5) invest in good-quality chic uniforms to inspire employee confidence by announcing that they are professionals with produce knowledge and willingness to help; 6) employ mid-aged females (Dama) to reduce customer aggressive behaviour because in China, people obey their parents and respect elders.

5.5.2.2 Implications on Manager (Supervisor) Development

Although we found WSS to be a helpful potential buffer against customer non-verbal complaint, the likelihood of experiencing customer participation, citizenship, and complaint was itself associated with specific type of social support. Tangible support and positive social interaction from supervisors played a key role in fostering employee engagement in many cases. Specifically, rewards and recognition from supervisors and sharing meals with them offered the most profound social support, which then built employee engagement. In addition, sharing meals with customers (after service encounter) , feeling wanted and needed, and recognition from coworkers were significantly associated with customer participation, citizenship, and complaint behaviour respectively.

These findings suggest the need for managers/supervisors to understand the rule of social exchange and provide employees what they need rather than what you expect from them. Human resource practices may help to identify and address employees' needs and concerns (e.g., survey, interview, incentive compensation, recognition program, etc.).

Second, Chinese hospitality supervisors might place importance on tangible support (rewards and recognition) and social interaction (having meals together) rather than the widely-recognized engagement driver such as emotional social support (Gruman & Saks, 2011; Mone & London, 2014). “One size fits all” may not be affective especially for employees in different economic systems, demographic characteristics, and culture contexts.

Third, it was interesting to find that having meals together, as a cultural vehicle in the workplace, forges relationships between not only supervisor and employees but also employees and their actively engaged clients. Feeding and eating, allowing for positive socialization, was the glue that bound together the two most important relationships in the workplace, i.e., customer-employee relationship and supervisor-staff relationship.

Feeling needed or wanted significantly predicted employee engagement when encountering customer citizenship. Employees perceived love and affection through customer citizenship behaviour. Feeling needed by customers may encourage employees to meet their client's needs, that is, to be fully engaged regardless of their own needs. Feeling needed by supervisors may lead to feeling valued, which inspires employees to go the extra mile at work. Coworkers, as a potent source of recognition, were always there to witness how customers behaved when they complained and during service resolution. This gave their words of praise great credibility, therefore, the support from peers in the workplace may be a cure for work stress caused by customer complaints.

Further, supervisors should be aware that customers may have negative impact on employee engagement through inappropriate behaviour. Aggressive complaint behaviour had a negative impact on employee customer-oriented attitudes and their workplace well-being. Meanwhile, respondents expressed concern about being untrained and left unsupported during such events. Although supervisors had empowerment and authority to take care of most customer complaints, some issues were poorly handled and similar problems recurred. Some supervisors offered discount or coupons or complimentary dessert (different forms of symbolic atonement) to satisfy the unhappy clients but did not use the information to flag possible problem areas, establish root causes, and work on quality assurance processes.

Last but not least, training should be designed and conducted to improve employee coping strategies as well as their skills to recognize complaint signals and communicate with customers effectively. Most importantly, managers and supervisors should be recruited, trained, and monitored. It would help these managers if future employee surveys established what their subordinates valued most. For example, emotional social support (i.e., advice, feedback, and information) had no significant effect on employee engagement in this study. Further, advice and feedback from supervisors was also ineffective (perhaps because

performance feedback is typically negative or linked to performance bonuses). What respondents most need may be - to be patted on the back, recognized, and rewarded.

5.6 Limitations and Future Direction

Customer participation, complaint, and citizenship behaviour were found to be related to employee engagement through employee perception of such behaviours. Further, we explored what types of workplace social support were the best predictors of engagement and under what circumstances. However, the results of the study should be considered in light of its limitations, which may also suggest directions for future research.

Based on correlational and cross-sectional analyses, causation could not be established. It also offered only a snap shot, a glimpse into one point in time. A more longitudinal design is required in the future for repeated measurement on fluctuations in employee engagement over time so that causal inferences might be made.

Our findings had potential limitations regarding external validity because of the unique characteristics of hospitality service and Chinese culture that shared by all the respondents of our study. For example, the sample was largely comprised of Millennials less than 30 years old and the top engagement driver of them were pay and career development opportunities. Their engagement must be compromised because of low pay, entry-level positions, and long working hours. For another example, the customer-server relationship has been shaped by the strong belief of PL in China. Employees should be engaged in their duties while customers are not required to treat their servers with kindness and benevolence. This may be the main reason why customer aggressive behaviour did not have significant impact on employee engagement. Hence, it may be less tenable since the results were biased due to the unique features of hospitality workforce and cultural cues. Future research on employee engagement should pay attention to issues like culture. Although Gallup collected country-level engagement data and suggested different engagement levels among regions and

countries, it offered no insights on national cultures and their influence on employee engagement. As a result, we really do not know what causes engagement in certain culture setting and what is the most effective approach to boosting employee engagement in different cultures.

Other limitations to note included the emphasis on the significance of total effect (c). We did not examine any mediation or moderation between customer misbehavior and employee engagement due to non-significant total effects. However, Rucker et al. (2011) warned that focusing on the test of total effect may lead researchers to miss theorized relationships in the data. They suggested that the requirement for a significant total effect prior to testing indirect effects be abandoned. In accord with their argument, if there are theoretical reasons to predict an indirect effect such as WSS or EEA, we should explore these effects regardless of the significance of the total effect of customer misbehaviour on employee engagement (Rucker, et al., 2011). This encouraged us to investigate other effects between them, for example, suppression effect (Rucker et al.). This study attempted to explore customer-employee relationship in paternalistic culture. It would be interesting in future research to take PL into account as a potential suppressor, which may cloak this relationship by suppressing the negative impact of customer incivility.

Finally, it is worth noting that the study measured the employee perceived customer behaviours during service encounters but not the clients' actual acts. Employees may interpret customer behaviour in many ways due to their different personality, experiences, or understanding of what customers expect from them. As a result, the effect of the same customer behaviour on FEE level may vary across different staff members.

In the real world, employee engagement would be determined by individual experiences with a service encounter chain that consisted of all service encounters for a time period. In this chain, an encounter was inevitably influenced by the one happened previously,

thus making effects of various customer behaviours intertwined and mutually influenced each other. It was possible that individual perceptions towards a particular customer behaviour may be enhanced, suppressed, reversed, or cancelled out by an encounter with another customer behaviour. Therefore, specific techniques may be required for future research to measure the employee engagement level at critical moments or to analyze the interrelation of complex effects of customer behaviours.

5.7 Conclusion

This study has extended knowledge of typical customer behaviours during service encounters and their potential impact on employee engagement. Based on primary data that consisted of survey results from 603 frontline employees in restaurants, hotels, and parks, the study tested the associations of customer behaviour, employee assessment of behaviour, workplace social support, and employee engagement. Results may contribute to our understanding of an evolving area of antecedents of employee engagement. The findings of the study suggest the following:

- Frontline employee engagement varied across venue, individual work experience, length of service for the current employer, and knowledge of minority languages.
- The employee engagement level in the hospitality sector was disproportionately impacted by their engagement with company.
- Restaurant employees showed the highest level of engagement at work, followed by hotel staff. Park staff demonstrated the lowest engagement levels.
- The frequency of customer citizenship behaviour was positively associated with employee engagement; the nature of customer participation and citizenship behaviour were strongly positively associated to employee engagement; the aggression of customer complaint negatively related to employee engagement.

- The stress perceived by employees when they encountered customer misbehaviours did not affect their engagement.
- Effects of customer participation and citizenship behaviour on employee engagement was mediated by workplace social support and individual perception of such behaviours. Effect of customer complaint behaviour was largely mediated by individual assessment of that behaviour.
- Workplace social support enhanced the effect of customer participation on employee engagement and buffered the effect of customer non-verbal complaint on employee engagement.
- Rewards and recognition from supervisors and sharing meals with them were the most important social support to engage employees in the hospitality workplace.

The study provided insights on customer behaviour intervention and supervisor development to create the right environment for engagement. Rather than focus on the engagement score, managers should take employee engagement as a performance management tool, identify the critical influencer of employee engagement, and build an effective workplace culture.

REFERENCES

- Abraham, R. (1998). Emotional dissonance in organizations: Antecedents, consequences, and moderators. *Genetic, Social, and General Psychology Monographs*, 124(2), 229-246.
- Akkawanitcha, C., Patterson, P., Buranapin, S., & Kantabutra, S. (2015). Frontline employees' cognitive appraisals and well-being in the face of customer aggression in an Eastern, collectivist culture. *Journal of Services Marketing*, 29(4), 268-279.
- Aktar, S., Sachu, M. K., & Ali, M. E. (2012). The impact of rewards on employee performance in commercial banks of Bangladesh: An empirical study. *IOSR Journal of Business and Management*, 6(2), 9-15.
- Anderson, L., Ostrom, A., Sweeney, J. C., Danaher, T. S., & McColl-Kennedy, J. R. (2015). Customer effort in value cocreation activities. *Journal of Service Research*, 18(3), 318-335. doi:10.1177/1094670515572128
- Aon Hewitt. (2014). *Trends in Global Employee Engagement Report*. Retrieved from http://www.aon.com/attachments/human-capital-consulting/2013_Trends_in_Global_Employee_Engagement_Highlights.pdf
- Avery, R. E., Smillie, L. D., & Fife-Schaw, C. R. (2015). Employee achievement orientations and personality as predictors of job satisfaction facets. *Personality and Individual Differences*, 76, 56-61.
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of managerial psychology*, 22(3), 309-328.
- Bakker, A. B., van Veldhoven, M., & Xanthopoulou, D. (2010). Beyond the demand-control model: Thriving on high job demands and resources. *Journal of Personnel Psychology*, 9, 3-16.
- Bakker, A. B., Boyd, C. M., Dollard, M., Gillespie, N., Winefield, A. H., & Stough, C. (2010). The role of personality in the job demands-resources model: A study of Australian academic staff. *Career Development International*, 15(7), 622-636.
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309-328.
- Barak, M. E. (2008). *Social psychological perspectives of workforce diversity and inclusion in national and global contexts*. In R. J. Patti (Eds.), *Handbook of Human Service Management* (pp. 239-254). Thousand Oaks, CA: Sage.
- Barnes, D. C., Ponder, N., & Hopkins, C. D. (2015). The impact of perceived customer delight on the frontline employee. *Journal of Business Research*, 68(2), 433-441.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182. doi:10.1037/0022-3514.51.6.1173
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship". *Academy of management Journal*, 26(4), 587-595.
- Baumruk, R. (2004). The missing link: the role of employee engagement in business success. *Workspan*, 47(11), 48-52.
- Beatty, S. E., Mayer, M., Coleman, J. E., Reynolds, K. E., & Lee, J. (1996). Customer-sales associate retail relationships. *Journal of retailing*, 72(3), 223-247.

- Beaujean, M., Davidson, J., & Madge, S. (2006). The “moment of truth” in customer service. *McKinsey Quarterly*, 1, 62-73.
- Beckett, A., & Nayak, A. (2008). The reflexive consumer. *Marketing Theory*, 8(3), 299-317.
- Beehr, T. A., Jex, S. M., Stacy, B. A., & Murray, M. A. (2000). Work stressors and coworker support as predictors of individual strain and job performance. *Journal of Organizational Behavior*, 21(4), 391-405.
- Bendapudi, N., & Leone, R. P. (2003). Psychological implications of customer participation in co-production. *Journal of marketing*, 67(1), 14-28.
- Bitner, M.J., Booms, B.H., & Tetreault, M.S. (1990). The service encounter: Diagnosing favorable and unfavorable incidents, *Journal of Marketing*, 54(1), 71-84.
- Bitner, M. J., & Wang, H. S. (2014). 11 Service encounters in service marketing research. In R. T. Rust & M. H. Luang (Eds.), *Handbook of Service Marketing Research* (pp. 221-243). Northampton, MA: Edward Elgar.
- Blau, P. M. (1964). *Exchange and power in social life*. NY: Wiley.
- Borman, W. C., & Motowidlo, S. M. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt, & W. C. Borman (Eds.), *Personnel selection in organizations* (pp. 71–98), San Francisco, CA: Jossey-Bass.
- Bove, L. L., Pervan, S. J., Beatty, S. E., & Shiu, E. (2009). Service worker role in encouraging customer organizational citizenship behaviors. *Journal of Business Research*, 62(7), 698-705.
- Bowen, J. (1990). Development of a taxonomy of services to gain strategic marketing insights. *Journal of the Academy of Marketing Science*, 18(1), 43-49.
- Bowen, D. E., & Schneider, B. (1985). Boundary-spanning-role employees and the service encounter: Some guidelines for management and research. In J. Czepiel, M. R. Surprenant, & E. G. Gutman (Eds.), *The service encounter* (pp. 124-147). Lexington, MA: Lexington Books.
- Brown, S. P. (1996). A meta-analysis and review of organizational research on job involvement. *Psychological bulletin*, 120(2), 235-255.
- Budworth, M. H., Latham, G. P., & Manroop, L. (2015). Looking forward to performance improvement: A field test of the feedforward interview for performance management. *Human Resource Management*, 54(1), 45-54.
- Butz, H. E., & Goodstein, L. D. (1997). Measuring customer value: Gaining the strategic advantage. *Organizational dynamics*, 24(3), 63-77.
- Cameron, L., Erkal, N., Gangadharan, L., & Meng, X. (2013). Little emperors: behavioral impacts of China's One-Child Policy. *Science*, 339(6122), 953-957.
- Camperio Ciani, A. S., Capiluppi, C., Veronese, A., & Sartori, G. (2007). The adaptive value of personality differences revealed by small island population dynamics. *European Journal of Personality*, 21(1), 3-22.
- Cassel, J. (1976). The contribution of the social environment to host resistance. *American Journal of Epidemiology*, 104, 107-123.
- Chan, D. W. (2002). Stress, self-efficacy, social support, and psychological distress among prospective Chinese teachers in Hong Kong. *Educational Psychology*, 22(5), 557-569.

- Chan, K. W., Yim, C. K., & Lam, S. S. (2010). Is customer participation in value creation a double-edged sword? Evidence from professional financial services across cultures. *Journal of marketing*, 74(3), 48-64.
- Chen, C. C. V., Chen, C. J., & Lin, M. J. J. (2015). The impact of customer participation: The employee's perspective. *Journal of Business & Industrial Marketing*, 30(5).
- Chen, G., Skarlicki, D. P., van Jaarsveld, D. D., Shao, R., Song, Y. H., & Wang, M. (2016). Extending the multifoci perspective: The role of supervisor justice and moral identity in the relationship between customer justice and customer-directed sabotage. *Journal of Applied Psychology*, 101(1), 108-121. doi:10.1037/apl0000034
- Chen, S. C., & Raab, C. (2014). Construction and Validation of the Customer Participation Scale. *Journal of Hospitality & Tourism Research*. Doi: 10.1177/1096348014525631
- Cheng, C. Y., Jiang, D. Y., Cheng, B. S., Riley, J. H., & Jen, C. K. (2015). When do subordinates commit to their supervisors? Different effects of perceived supervisor integrity and support on Chinese and American employees. *The Leadership Quarterly*, 26(1), 81-97.
- China Daily. (28 March, 2015). *Hainan tourist numbers soar*. Retrieved from http://www.chinadaily.com.cn/regional/2015-03/28/content_19991249.htm
- China Daily. (26 March, 2012). *Hotel giants bet big on Sanya tourism*. Retrieved from http://usa.chinadaily.com.cn/epaper/2012-03/26/content_14912295.htm
- Chiu, S. F., Yeh, S. P., & Huang, T. C. (2015). Role stressors and employee deviance: The moderating effect of social support. *Personnel Review*, 44(2), 308-324.
- Choong, G. K. (2011). *Counter-cultural paradigmatic leadership: Ethical use of power in Confucian societies*. Oregon: Wipf and Stock Publishers.
- Chou, P. (2015). The effects of workplace social support on employee's subjective well-being. *European Journal of Business and Management*, 7(6), 8-19.
- Chow, C. K. W. (2015). On-time performance, passenger expectations and satisfaction in the Chinese airline industry. *Journal of Air Transport Management*, 47, 39-47.
- Cobb, S. (1976). Social support as a moderator of life stress. *Psychosomatic medicine*, 38(5), 300-314.
- Collins, C. J. (2013). *When it comes to employee engagement, one size does not fit all*. Retrieved from CAHRS Research Link http://digitalcommons.ilr.cornell.edu/cgi/viewcontent.cgi?article=1030&context=cahr_s_researchlink
- Coyle-Shapiro, J. A. M., Kessler, I., & Purcell, J. (2004). Exploring Organizationally Directed Citizenship Behaviour: Reciprocity or 'It's my Job'? *Journal of management studies*, 41(1), 85-106.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6), 874-900.
- Csikszentmihalyi, M. (1990). *Flow: The psychology of optimal performance*. NY: Cambridge University Press.
- Csikszentmihalyi, M. (1975). *Beyond boredom and anxiety*. San Francisco, USA: Jossey-Bass
- Cunningham, G. B. (2007). *Diversity in sport organizations*. Scottsdale, AZ: Holcomb Hathaway.

- Daunt, K. L., & Harris, L. C. (2012). Motives of dysfunctional customer behavior: An empirical study. *Journal of Services Marketing*, 26(4), 293-308.
doi:10.1108/08876041211237587
- David, E. M., Avery, D. R., Witt, L. A., & McKay, P. F. (2015). A time-lagged investigation of the impact of coworker behavior on the effects of demographic dissimilarity. *Journal of Organizational Behavior*, 36(4), 582-606.
- Devine, P., Wood, W., Tam, L., & Witt, M. G. (2005). Changing circumstances, disrupting habits. *Journal of Personality and Social Psychology*, 88(6), 918-933.
doi:10.1037/0022-3514.88.6.918
- Dong, B., Sivakumar, K., Evans, K. R., & Zou, S. (2015). Effect of customer participation on service outcomes: The moderating role of participation readiness. *Journal of Service Research*, 18(2), 160-176
- Duke, A. B., Goodman, J. M., Treadway, D. C., & Breland, J. W. (2009). Perceived organizational support as a moderator of emotional labor/outcomes relationships. *Journal of Applied Social Psychology*, 39(5), 1013-1034.
- Eisingerich, A. B., Auh, S., & Merlo, O. (2014). Acta non verba? The role of customer participation and word of mouth in the relationship between service firms' customer satisfaction and sales performance. *Journal of Service Research*, 17(1), 40-53.
- Emerson, R. M. (1981). *Social exchange theory*. In M. Rosenberg & R. H. Turner (Eds.), *Social psychology: Sociological perspectives* (pp. 30-65). New York: Basic Books.
- Ensel, W., & Lin, N. (1991). The life stress paradigm and psychological distress. *Journal of Health and Social Behavior*, 32, 321-341.
- Felfe, J., & Schyns, B. (2004). Is similarity in leadership related to organizational outcomes? The case of transformational leadership. *Journal of Leadership & Organizational Studies*, 10(4), 92-102.
- Ferris, G. R., Munyon, T. P., Basik, K., & Buckley, M. R. (2008). The performance evaluation context: Social, emotional, cognitive, political, and relationship components. *Human Resource Management Review*, 18(3), 146-163.
- Fisk, R., Grove, S., Harris, L. C., Keeffe, D. A., Daunt, K. L., Russell-Bennett, R., & Wirtz, J. (2010). Customers behaving badly: a state of the art review, research agenda and implications for practitioners. *Journal of Services Marketing*, 24(6), 417-429.
- Flynn, F. J. (2003). What have you done for me lately? Temporal adjustments to favor evaluations. *Organizational Behavior and Human Decision Processes*, 91(1), 38-50.
- Ford, M. T., Heinen, B. A., & Langkamer, K. L. (2007). Work and family satisfaction and conflict: A meta-analysis of cross-domain relations. *Journal of Applied Psychology*, 92(1), 57.
- Fowler Jr, F. J. (2013). *Survey research methods* (4th ed.). Thousand Oaks, CA: Sage.
- Fowler, J. G. (2013). Customer citizenship behavior: An expanded theoretical understanding. *Global Journal of Business and Social Science*, 1(9).
- Frank, F. D., Finnegan, R. P., & Taylor, C. R. (2004). The race for talent: Retaining and engaging workers in the 21st century. *People and Strategy*, 27(3), 12-25.
- Frey, R. V., Bayón, T., & Totzek, D. (2013). How customer satisfaction affects employee satisfaction and retention in a professional services context. *Journal of Service Research*, 16(4), 503-517

- Fullerton, R. A., & Punj, G. (2004). Repercussions of promoting an ideology of consumption: Consumer misbehavior. *Journal of Business Research*, 57(11), 1239-1249.
- Gambetti, R. C., Graffigna, G., & Biraghi, S. (2012). The grounded theory approach to consumer-brand engagement. *International Journal of Market Research*, 54(5), 659-687.
- GEEC [Gallup Employee Engagement Center]. (2012). *State of the global workplace: employee engagement insights for business leaders worldwide*. Retrieved from http://www.gallup.com/services/178517/state-global-workplace.aspx?utm_source=EMPLOYEE_ENGAGEMENT&utm_medium=topic&utm_campaign=tiles
- GEEC [Gallup Employee Engagement Center]. (2013). *Worldwide, 13% of Employees Are Engaged at Work*. Retrieved from <http://www.gallup.com/poll/165269/worldwide-employees-engaged-work.aspx>
- GEEC [Gallup Employee Engagement Center]. (2014). *Majority of U.S. Employees Not Engaged Despite Gains in 2014*. Retrieved from <http://www.gallup.com/poll/181289/majority-employees-not-engaged-despite-gains-2014.aspx>
- GEEC [Gallup Employee Engagement Center]. (2015a). *Majority of U.S. employees not engaged despite gains in 2014*. Retrieved from <http://www.gallup.com/poll/181289/majority-employees-not-engaged-despite-gains-2014.aspx>
- GEEC [Gallup Employee Engagement Center]. (2015b). *Employee Engagement in U.S. Stagnant in 2015*. Retrieved from <http://www.gallup.com/poll/188144/employee-engagement-stagnant-2015.aspx>
- George, D., & Mallery, M. (2010). *SPSS for Windows Step by Step: A Simple Guide and Reference, 17.0 update* (10th ed.). Boston: Pearson.
- George, D., & Mallery, M. (2003). *Using SPSS for Windows step by step: a simple guide and reference*. Boston, MA: Allyn & Bacon.
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American sociological review*, 25(2), 161-178.
- Gottlieb, B. H. (1983). *Social support strategies: Guidelines for mental health practice* (Vol. 7). Sage Publications, Inc.
- Grandey, A. A. (2000). Emotional regulation in the workplace: A new way to conceptualize emotional labor. *Journal of occupational health psychology*, 5(1), 95.
- Grandey, A. A., Rupp, D., & Brice, W. N. (2015). Emotional labor threatens decent work: A proposal to eradicate emotional display rules. *Journal of Organizational Behavior*. Doi: 10.1002/job.2020
- Grandey, A. A., Kern, J. H., & Frone, M. R. (2007). Verbal abuse from outsiders versus insiders: Comparing frequency, impact on emotional exhaustion, and the role of emotional labor. *Journal of occupational health psychology*, 12(1), 63-79.
- Greenglass, E. R., Burke, R. J., & Konarski, R. (1997). The impact of social support on the development of burnout in teachers: Examination of a model. *Work & Stress*, 11(3), 267-278.
- Gremler, D. D., & Gwinner, K. P. (2000). Customer-employee rapport in service relationships. *Journal of Service Research*, 3(1), 82-104.

- Grönroos, C., & Ravald, A. (2011). Service as business logic: implications for value creation and marketing. *Journal of Service Management*, 22(1), 5-22.
- Groth, M. (2005). Customers as good soldiers: Examining citizenship behaviors in internet service deliveries. *Journal of management*, 31(1), 7-27.
- Gruen, T. W. (1995). The outcome set of relationship marketing in consumer markets. *International Business Review*, 4(4), 447-469.
- Gruman, J. A., & Saks, A. M. (2011). Performance management and employee engagement. *Human Resource Management Review*, 21(2), 123-136.
- Guillaume, Y. R., Brodbeck, F. C., & Riketta, M. (2012). Surface-and deep-level dissimilarity effects on social integration and individual effectiveness related outcomes in work groups: A meta-analytic integration. *Journal of Occupational and Organizational Psychology*, 85(1), 80-115.
- Hakanen, J. J., Schaufeli, W. B., & Ahola, K. (2008). The Job Demands-Resources model: A three-year cross-lagged study of burnout, depression, commitment, and work engagement. *Work & Stress*, 22(3), 224-241.
- Hallberg, U. E., & Schaufeli, W. B. (2006). "Same same" but different? Can work engagement be discriminated from job involvement and organizational commitment?. *European Psychologist*, 11(2), 119-127.
- Harris, L. C., & Ogbonna, E. (2002). The unintended consequences of culture interventions: A study of unexpected outcomes. *British Journal of Management*, 13(1), 31-49.
- Harris, L. C., & Reynolds, K. L. (2003). The consequences of dysfunctional customer behavior. *Journal of service research*, 6(2), 144-161.
- Harris, L. C., & Reynolds, K. L. (2004). Jaycustomer behavior: An exploration of types and motives in the hospitality industry. *Journal of Services Marketing*, 18(5), 339-357.
- Harter, J. K., Schmidt, F. L., & Keyes, C. L. (2002). Well-being in the workplace and its relationship to business outcomes: A review of the Gallup studies. In C. L. Keyes & J. Haidt (Eds.), *Flourishing: The positive person and the good life* (pp. 205– 224). Washington, DC: American Psychological Association
- Harter J. K., Hodges T. D., & Carr J. A. (2006). Development of the Vital Friend Assessment: A Technical Report. The Gallup Organization. Retrieved from http://ocean.kisti.re.kr/download/volume/kshpa/BGHJBH/2012/v22n4/BGHJBH_2012_v22n4_654.pdf
- Harter, J. K., Schmidt, F. L., Killham, E. A., & Asplund, J. W. (2006). *Q12 meta-analysis* (Technical paper). Omaha, NE: Gallup.
- Harter, J. K., Schmidt, F. L., Killham, E. A., & Agrawal, S. (2009). *Q12® MetaAnalysis: The relationship between engagement at work and organizational outcomes*. White Paper Gallup Organization.
- Harter, J. K., Schmidt, F. L., Agrawal, S., & Plowman, S. K. (2013). *Q12 meta-analysis - the relationship between engagement at work and organizational outcomes*. White Paper Gallup Organization.
- Hayes, A. F. (2006). A primer on multilevel modeling. *Human Communication Research*, 32(4), 385-410.

- Heckman, J. J., Stixrud, J., & Urzua, S. (2006). The Effects of Cognitive and Noncognitive Abilities on Labor Market Outcomes and Social Behavior. *Journal of Labor Economics*, 24(3), 411-482.
- Hennig-Thurau, T., Groth, M., Paul, M., & Gremler, D. D. (2015). Not all smiles are created equal: How employee-customer emotional contagion impacts service relationships. In H. E. Spotts (Eds.), *Marketing, Technology and Customer Commitment in the New Economy* (pp. 254-254). NY: Springer International Publishing.
- Herzberg, F. (1968). *One more time: How do you motivate employees* (pp. 46-57). Boston: Harvard Business Review.
- Hirschman, A. O. (1978). Exit, voice, and the state. *World Politics*, 31(01), 90-107.
- Hochschild, A. R. (1983). Smile wars: Counting the casualties of emotional labour. *Mother Jones*, December, 35-43.
- Holland, J., & Menzel Baker, S. (2001). Customer participation in creating site brand loyalty. *Journal of Interactive Marketing*, 15(4), 34-45.
- House, J. S., Landis, K. R., & Umberson, D. (1988). Social relationships and health. *Science*, 241(4865), 540-545.
- Huang, W. H. (2008). The impact of other-customer failure on service satisfaction. *International Journal of Service Industry Management*, 19(4), 521-536.
- Hülshager, U. R., & Schewe, A. F. (2011). On the costs and benefits of emotional labor: A meta-analysis of three decades of research. *Journal of occupational health psychology*, 16(3), 361.
- Iacobucci, Dawn (2008). *Mediation analysis*. Thousand Oaks, CA: Sage
- Ivarsson, L., & Larsson, P. (2010). *Service work and employee experience of the service encounter*. Research report. Karlstad University Studies: Karlstad.
- Jacob, F., & Rettinger, B. (2011). *The role of customer co-production in value creation*. Proceedings of the Naples Forum on Service, Capri, Italy. Retrieved from [http://www.naplesforumonservice.it/uploads/files/Jacob,%20Rettinger\(2\).pdf](http://www.naplesforumonservice.it/uploads/files/Jacob,%20Rettinger(2).pdf)
- Jahangir, N., Akbar, M., & Begum, N. B. (2006). The role of social power, procedural justice, organizational commitment, and job satisfaction to engender organizational citizenship behavior. *ABAC Journal*, 26(3), 21-36
- James, J. B., McKechnie, S., & Swanberg, J. (2011). Predicting employee engagement in an age- diverse retail workforce. *Journal of Organizational Behavior*, 32(2), 173-196.
- Jawahar, I. M. (2007). The influence of perceptions of fairness on performance appraisal reactions. *Journal of Labor Research*, 28(4), 735-754.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4), 692-724.
- Kania, N., & Gruber, T. (2013). Understanding satisfying service encounters in retail banking—a dyadic perspective. *International Journal of Services, Economics and Management*, 5(3), 222-255.
- Kelley, S. W., Donnelly Jr, J. H., & Skinner, S. J. (1990). Customer participation in service production and delivery. *Journal of retailing*, 66(3), 315.

- Kern, J. H., & Grandey, A. A. (2009). Customer incivility as a social stressor: The role of race and racial identity for service employees. *Journal of Occupational Health Psychology, 14*(1), 46-57.
- Kinman, G., Wray, S., & Strange, C. (2011). Emotional labour, burnout and job satisfaction in UK teachers: The role of workplace social support. *Educational Psychology, 31*(7), 843-856.
- Kramer, A. D., Guillory, J. E., & Hancock, J. T. (2014). Experimental evidence of massive-scale emotional contagion through social networks. *Proceedings of the National Academy of Sciences, 111*(24), 8788-8790.
- Kular, S., Gatenby, M., Rees, C., Soane, E., & Truss, K. (2008). *Employee engagement: A literature review*. Kingston Business School, Kingston University. Retrieved from <http://eprints.kingston.ac.uk/4192/1/19wempen.pdf>
- Lakey, B., & Cohen, S. (2000). Social support theory and measurement. In S. Cohen, L.G. Underwood, & B. H. Gottlieb (Eds.), *Social support measurement and intervention: A guide for health and social scientists* (pp.29-52). New York: Oxford University Press.
- Leidner, R. (1993). *Fast food, fast talk: Service work and the routinization of everyday life*. Berkeley, CA: University of California Press.
- Liden, R. C., Sparrowe, R. T., & Wayne, S. J. (1997). Leader-member exchange theory: The past and potential for the future. In G. Ferris (Ed.), *Research in personnel and human resources management* (Vol. 15, pp. 47-120). Greenwich, CT: JAI Press.
- Lilius, J. M. (2012). Recovery at work: Understanding the restorative side of “depleting” client interactions. *Academy of Management Review, 37*(4), 569-588.
- Lipsky, M. (2010). *Street-Level Bureaucracy, 30th Ann. Ed.: Dilemmas of the Individual in Public Service*. NY: Russell Sage Foundation.
- Liu, J. S., & Tsaur, S. H. (2014). We are in the same boat: Tourist citizenship behaviors. *Tourism Management, 42*, 88-100.
- Lopes, P. N., Salovey, P., & Straus, R. (2003). Emotional intelligence, personality, and the perceived quality of social relationships. *Personality and Individual Differences, 35*(3), 641-658.
- López Fernández, M. C., & Serrano Bedia, A. M. (2004). Is the hotel classification system a good indicator of hotel quality? *Tourism Management, 25*(6), 771-775. doi:10.1016/j.tourman.2004.06.007
- Lusch, R. F., & Vargo, S. L. (2006). Service-dominant logic: Reactions, reflections and refinements. *Marketing theory, 6*(3), 281-288.
- Lytle, R. S., & Timmerman, J. E. (2006). Service orientation and performance: An organizational perspective. *Journal of Services Marketing, 20*(2), 136-147.
- Macey, W.H., Schneider, B., Barbera, K., & Young, S.A. (2009). *Employee engagement: Tools for analysis, practice, and competitive advantage*. London, England: Blackwell.
- Malatesta, R. M. (1995). *Understanding the dynamics of organizational and supervisory commitment using a social exchange framework*. Unpublished doctoral dissertation, Wayne State University, Detroit, MI.
- Malatesta, R. M., & Byrne, Z. S. (1997). *The impact of formal and interactional procedures on organizational outcomes*. In 12th annual conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.

- Manzoori-Stamford, J. (2013). *I wish to make a complaint*. Retrieved from <http://search.proquest.com.proxy.lib.uwaterloo.ca/docview/1293031120?accountid=14906>
- Marshall, G. (1986). The workplace culture of a licensed restaurant. *Theory, Culture & Society*, 3(1), 33-47.
- May, D.R., Gilson, R.L. and Harter, L. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77(1), 11-37.
- Menguc, B., Auh, S., Fisher, M., & Haddad, A. (2013). To be engaged or not to be engaged: The antecedents and consequences of service employee engagement. *Journal of business research*, 66(11), 2163-2170.
- Methot, J. R., LePine, J. A., Podsakoff, N. P., & Christian, J. S. (2015). Are workplace friendships a mixed blessing? Exploring tradeoffs of multiplex relationships and their associations with job performance. *Personnel Psychology*. Retrieved from http://www.researchgate.net/profile/Jessica_Methot/publication/275034555_Are_Workplace_Friendships_a_Mixed_Blessing_Exploring_Tradeoffs_of_Multiplex_Relationships_and_their_Associations_with_Job_Performance/links/5530197a0cf27acb0de8537e.pdf
- Mone, E. M., & London, M. (2014). *Employee engagement through effective performance management: A practical guide for managers*. NY: Routledge.
- Moorman, R. H., Blakely, G. L., & Niehoff, B. P. (1998). Does perceived organizational support mediate the relationship between procedural justice and organizational citizenship behavior?. *Academy of Management journal*, 41(3), 351-357.
- Namasivayam, K., & Hinkin, T. R. (2003). The customer's role in the service encounter: The effects of control and fairness. *Cornell Hotel and Restaurant Administration Quarterly*, 44 (3), 26-34.
- O'Neill, B., & Gidengil, E. (Eds.). (2006). *Gender and social capital*. New York: Routledge.
- Organ, D. W., & Konovsky, M. (1989). Cognitive versus affective determinants of organizational citizenship behavior. *Journal of applied psychology*, 74(1), 157-164.
- Ostrom, A. L., Bitner, M. J., Brown, S. W., Burkhard, K. A., Goul, M., Smith-Daniels, V., Demirkan, H., & Rabinovich, E. (2010). Moving forward and making a difference: Research priorities for the science of service. *Journal of Service Research*, 13 (1), 4-36.
- Patterson, P. G., Razzaque, M. A., & Terry, C. S. L. (2003). *Customer citizenship behaviour in service organisations: A social exchange model*. Retrieved from http://www.anzmac.org/conference_archive/2003/papers/SER01_pattersonp.pdf
- Payne, A. F., Storbacka, K., & Frow, P. (2008). Managing the co-creation of value. *Journal of the academy of marketing science*, 36(1), 83-96.
- Penney, L. M., & Spector, P. E. (2005). Job stress, incivility, and counterproductive work behavior (CWB): The moderating role of negative affectivity. *Journal of Organizational Behavior*, 26(7), 777-796.
- Perry, J. L., Mesch, D., & Paarlberg, L. (2006). Motivating employees in a new governance era: The performance paradigm revisited. *Public Administration Review*, 66(4), 505-514.

- Pierce, J. L., & Gardner, D. G. (2004). Self-esteem within the work and organizational context: A review of the organization-based self-esteem literature. *Journal of management*, 30(5), 591-622.
- Prahalad, C. K., & Ramaswamy, V. (2004). Co-creation experiences: The next practice in value creation. *Journal of interactive marketing*, 18(3), 5-14.
- Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior research methods*, 40(3), 879-891.
- Preacher, K. J., & Kelley, K. (2011). Effect size measures for mediation models: quantitative strategies for communicating indirect effects. *Psychological methods*, 16(2), 93.
- Presi, C., Saridakis, C., & Hartmans, S. (2014). User-generated content behaviour of the dissatisfied service customer. *European Journal of Marketing*, 48(9/10), 1600-1625.
- Price, L. L., & Arnould, E. J. (1999). Commercial friendships: Service provider-client relationships in context. *Journal of Marketing*, 63 (October), 38-56.
- Pullman, M. E., & Gross, M. A. (2004). Ability of experience design elements to elicit emotions and loyalty behaviors. *Decision Sciences*, 35(3), 551-578.
- Revilla-Camacho, M. Á., Vega-Vázquez, M., & Cossío-Silva, F. J. (2015). Customer participation and citizenship behavior effects on turnover intention. *Journal of Business Research*, 68(7), 1607-1611.
- Reynolds, K. L., & Harris, L. C. (2006). Deviant customer behavior: An exploration of frontline employee tactics. *Journal of Marketing Theory and Practice*, 14(2), 95-111.
- Richman, A. (2006). Everyone wants an engaged workforce how can you create it. *Workspan*, 49(1), 36-39.
- Rosenfeld, L. B., & Richman, J. M. (1997). Developing effective social support: Team building and the social support process. *Journal of Applied Sport Psychology*, 9(1), 133-153.
- Ruiller, C., & Van der Heijden, B. (2014). Socio-emotional support at work: Effects on french nurses' job strain and affective commitment. In *Academy of Management Proceedings*, Academy of Management, NY.
- Rucker, D. D., Preacher, K. J., Tormala, Z. L., & Petty, R. E. (2011). Mediation analysis in social psychology: Current practices and new recommendations. *Social and Personality Psychology Compass*, 5(6), 359-371. doi:10.1111/j.1751-9004.2011.00355.x
- Rupp, D. E., McCance, A. S., Spencer, S., & Sonntag, K. (2008). Customer (in) justice and emotional labor: The role of perspective taking, anger, and emotional regulation. *Journal of Management*, 34(5), 903-925
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of managerial psychology*, 21(7), 600-619.
- Sanda, M., & Awolusi, O. D. (2014). The effects of management use of motivation on workers' job commitment: an empirical investigation of tertiary institutions in South-western Nigeria. *International Journal of Business Innovation and Research*, 8(6), 581-597.

- Schaubroeck, J., & Jones, J. R. (2000). Antecedents of workplace emotional labor dimensions and moderators of their effects on physical symptoms. *Journal of Organizational Behavior, 21*(2), 163-183.
- Schaufeli, W. B., & Bakker, A. B. (2010). Defining and measuring work engagement: Bringing clarity to the concept. In A. B. Bakker & M. P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp. 10–24). New York: Psychology Press.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness studies, 3*(1), 71-92.
- Schneider, B., & Bowen, D. E. (1993). The service organization: Human resources management is crucial. *Organizational Dynamics, 21*(4), 39-52.
- Shannahan, R. J., Bush, A. J., Shannahan, K. L., & Moncrief, W. C. (2015). How salesperson perceptions of customers' pro-social behaviors help drive salesperson performance. *Industrial Marketing Management*. doi:10.1016/j.indmarman.2015.04.007
- Shao, R., & Skarlicki, D. P. (2014). Service employees' reactions to mistreatment by customers: A comparison between North America and East Asia. *Personnel Psychology, 67*(1), 23-59.
- Sharma, U., & Black, P. (2001). Look good, feel better: Beauty therapy as emotional labour. *Sociology, 35*(4), 913-931.
- Sharpe, E. K. (2005). Going above and beyond: The emotional labor of adventure guides. *Journal of Leisure Research, 37*(1), 29-50.
- Shaw, K. (2005). An engagement strategy process for communicators. *Strategic Communication Management, 9*(3), 26-29.
- Sherbourne, C. D., & Stewart, A. L. (1991). The MOS social support survey. *Social science & medicine, 32*(6), 705-714.
- Sheth, J. N. (1996). Organizational buying behavior: past performance and future expectations. *Journal of Business & Industrial Marketing, 11*(3/4), 7-24.
- Shirey, M. R. (2004). Social support in the workplace: Nurse leader implications. *Nursing Economics, 22*(6), 313.
- Shostack, G. L. (1985). Planning the Service Encounter. In J. A. Czepiel, M. R. Solomon, & C. F. Surprenant (Eds.), *The service encounter* (pp. 243-254). Lexington, MA: Lexington Books.
- Singh, J. (1988). Consumer complaint intentions and behavior: definitional and taxonomical issues. *The Journal of Marketing, 52* (January), 93-107.
- Slåtten, T. (2009). The effect of managerial practice on employee-perceived service quality: The role of emotional satisfaction. *Managing Service Quality, 19*(4), 431-455.
- Slåtten, T., & Mehmetoglu, M. (2011). Antecedents and effects of engaged frontline employees: A study from the hospitality industry. *Managing Service Quality, 21*(1), 88-107.
- Sliter, M., Sliter, K., & Jex, S. (2012). The employee as a punching bag: The effect of multiple sources of incivility on employee withdrawal behavior and sales performance. *Journal of Organizational Behavior, 33*(1), 121-139.

- Smith, A. M. (2013). The value co-destruction process: A customer resource perspective. *European Journal of Marketing*, 47(11/12), 1889-1909.
- Sobel, M. E. (1982). Asymptotic confidence intervals for indirect effects in structural equation models. *Sociological methodology*, 13(1982), 290-312.
- Solomon, M. R., Surprenant, C., Czepiel, J. A., & Gutman, E. G. (1985). A role theory perspective on dyadic interactions: the service encounter. *Journal of Marketing*, 49 (Winter), 99-111.
- Stock, R. M., & Bednarek, M. (2014). As they sow, so shall they reap: Customers' influence on customer satisfaction at the customer interface. *Journal of the Academy of Marketing Science*, 42(4), 400-414.
- Swanberg, J. E., McKechnie, S. P., Ojha, M. U., & James, J. B. (2011). Schedule control, supervisor support and work engagement: A winning combination for workers in hourly jobs?. *Journal of Vocational Behavior*, 79(3), 613-624.
- Sweeney, J. C., Danaher, T. S., & McColl-Kennedy, J. R. (2015). Customer effort in value cocreation activities improving quality of life and behavioral intentions of health care customers. *Journal of Service Research*, accepted.
- Tax, S. S., Colgate, M., & Bowen, D. E. (2006). How to prevent your customers from failing. *MIT Sloan Management Review*, 47(3), 23-30.
- Tekleab, A. G., & Quigley, N. R. (2014). Team deep-level diversity, relationship conflict, and team members' affective reactions: A cross-level investigation. *Journal of Business Research*, 67(3), 394-402.
- Tronvoll, B. (2012). A dynamic model of customer complaining behaviour from the perspective of service-dominant logic. *European Journal of Marketing*, 46(1/2), 284-305.
- 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.
- Vargo, S. L., & Lusch, R. F. (2004). Evolving to a new dominant logic for marketing. *Journal of marketing*, 68(1), 1-17.
- Verleye, K., Gemmel, P., & Rangarajan, D. (2015). Engaged customers as job resources or demands for frontline employees?. *Journal of Service Theory and Practice*. accepted.
- Victorino, L., Bolinger, A., & Verma, R. (2012). Service scripting and authenticity: Insights for the hospitality industry. *Cornell Hospitality Report*, 12(13), 1-14.
- Vivek, S. D., Beatty, S. E., Dalela, V., & Morgan, R. M. (2014). A generalized multidimensional scale for measuring customer engagement. *Journal of Marketing Theory and Practice*, 22(4), 401-420.
- Walker, D. D., van Jaarsveld, D. D., & Skarlicki, D. P. (2014). Exploring the effects of individual customer incivility encounters on employee incivility: The moderating roles of entity (in) civility and negative affectivity. *Journal of Applied Psychology*, 99(1), 151-161. <http://dx.doi.org/10.1037/a0034350>
- Wang, M., Liao, H., Zhan, Y., & Shi, J. (2011). Daily customer mistreatment and employee sabotage against customers: Examining emotion and resource perspectives. *Academy of Management Journal*, 54(2), 312-334.

- Wattanakamolchai, S. (2008). The evaluation of service quality by socially responsible customers. Retrieved from https://vtechworks.lib.vt.edu/bitstream/handle/10919/26501/Wattanakamolchai_Dissertation.pdf?sequence=1&isAllowed=y
- Wikström, S. (1996). The customer as co-producer. *European Journal of Marketing*, 30(4), 6-19.
- Wilder, K. M., Collier, J. E., & Barnes, D. C. (2014). Tailoring to customers' needs understanding how to promote an adaptive service experience with frontline employees. *Journal of Service Research*, 17, 446-459. doi:10.1177/1094670514530043
- Williams, C. (2003). Sky service: The demands of emotional labour in the airline industry. *Gender, Work & Organization*, 10(5), 513-550.
- Willemys, M., Gallois, C., & Callan, V. (2003). Trust me, I'm your boss: Trust and power in supervisor-supervisee communication. *International Journal of Human Resource Management*, 14(1), 117-127.
- WTTC. [World Travel and Tourism Council]. (2012). *Hainan Travel & Tourism Development Potential 2011-2021*. Retrieved from website: <http://www.wttc.org/research/other-research/hainan-travel-tourism-development-potential/>
- Xanthopoulou, D., Bakker, A. B., & Fischbach, A. (2015). Work engagement among employees facing emotional demands. *Journal of Personnel Psychology*, 12(2), 74-84. doi: 10.1027/1866-5888/a000085
- Yagil, D. (2008). When the customer is wrong: A review of research on aggression and sexual harassment in service encounters. *Aggression and Violent Behavior*, 13(2), 141-152.
- Yi, Y., Nataraajan, R., & Gong, T. (2011). Customer participation and citizenship behavioral influences on employee performance, satisfaction, commitment, and turnover intention. *Journal of Business Research*, 64(1), 87-95.
- Zacher, H., & Winter, G. (2011). Eldercare demands, strain, and work engagement: The moderating role of perceived organizational support. *Journal of Vocational Behavior*, 79(3), 667-680.
- Zeithaml, V. A., & Bitner, M. J. (2000). *Services marketing international customer focus across the firm* (2nd ed.). New Jersey, NY: McGraw-Hill.
- Zellars, K. L., & Perrewé, P. L. (2001). Affective personality and the content of emotional social support: Coping in organizations. *Journal of Applied Psychology*, 86(3), 459-467.

Appendix A: Information Letter to Hainan Sanya Tourism & Hospitality Association

October 13, 2015

Ying Fu, Master's Candidate
Department of Recreation and Leisure Studies
University of Waterloo
200 University Avenue West, Waterloo, Ontario, Canada N2L 3G1

President
Hainan Sanya Tourism & Hospitality Association
5-701 Jiabao Gardon Pl, Phenix Road, Sanya, Hainan, China 572000

Dear Mr. President,

This letter is a request for *Hainan Sanya Tourism & Hospitality Association (HSTHA)*'s assistance with a research project titled "*A Study on the Influence of Customer Behaviour on Frontline Employee Engagement*". I am conducting the study as part of my Master's degree in the *Department of Recreation and Leisure Studies* at the University of Waterloo, Ontario, under the supervision of Dr. *Ron McCarville*.

The purpose of this study is to *investigate the possible connections between customer behaviours, service encounters, and employee perceived workplace social support, as well as their influences on frontline employee engagement*. Knowledge and information generated from this study may help *practitioners to understand different engagement levels of the same employee in various service scenarios as well as inspire and prepare staff members to provide excellent customer service*.

It is my hope to connect with *HSTHA* participating hotels, restaurants, and other service firms and to invite their staff members who are engaged in the frontline customer services to participate in this research project. The perspectives of frontline service staff are valued in this study.

I believe that these participants have unique experiences and stories relating to the research topic. During this study, I will be conducting surveys to gather their stories of customer contact experiences. At the end of this study the publication of this research will share the knowledge from this study with other service researchers and hospitality practitioners.

Paper questionnaires can be issued to participants during their lunch breaks or after training classes. If a frontline employee is interested in participating, they will be invited to fill out the questionnaire. To respect the privacy and rights of the participating service companies and their employees,

participation is completely voluntary. The questionnaires are confidential and anonymous such that employees are not asked to provide any identifying information. Participants' names and job positions will not appear on the questionnaire. Names are only collected for the ballot which is separate from the survey. Each service staff will make their independent decision as to whether or not they would like to be involved, and there will be no consequences for choosing not to take part in the survey. Also, they may choose to leave questions unanswered, decide not to turn in their questionnaires, and/or return a blank questionnaire.

Paper questionnaires and data will be kept for one year, and electronic data will be held for two years and then will be destroyed. Further, all electronic data will be stored in an SPSS dataset. There are no known or anticipated risks to participants in this study.

I would like to assure you that this study has been reviewed and received ethics clearance through a University of Waterloo Research Ethics Committee. However, the final decision about participation belongs to the individual service companies and employees. If you have any comments or concerns about this study, please feel free to contact Dr. Maureen Nummelin, the Director, Office of Research Ethics, at 1-519-888-4567, Ext. 36005 or maureen.nummelin@uwaterloo.ca.

If you have any questions regarding this study or would like additional information to recommend us to the HSTHA members, please contact me at 86-139-0764-8960 by email <y59fu@uwaterloo.ca>. You may also contact my supervisor, Dr. Ron McCarville at 1-519-888-4567, ext. 33048 or by email <mcarvill@uwaterloo.ca>.

I hope that the results of my study will be beneficial to the tourism industry, the hospitality practitioners, and service employees. I look so forward to speaking with you and thank you in advance for your assistance with this project.

Yours sincerely,

Fu Ying, Master's Candidate
University of Waterloo
Applied Health Sciences
Department of Recreation and Leisure Studies

Ron McCarville, PhD
University of Waterloo
Applied Health Sciences
Department of Recreation and Leisure Studies

Appendix A: Information Letter to Hainan Sanya Tourism & Hospitality Association

附录 A: 致海南三亚旅游饭店协会的介绍信

由: 付迎 (硕士研究生)
娱乐休闲研究系
滑铁卢大学
加拿大安省滑铁卢市大学西街 200 号 邮编: N2L 3G1

致: 会长
三亚旅游饭店协会
中国海南三亚凤凰路嘉宝花园 5-701 邮编: 572000

尊敬的会长先生:

今天致信给您, 是请求对于“顾客行为对一线服务人员敬业度影响”这一研究课题的开展给予协助。本人正在加拿大滑铁卢大学娱乐休闲研究系攻读硕士学位, 导师是 Ron McCarville 教授。该研究的目的是探索顾客行为、服务过程和工作场所社会支持之间的关系。研究结果将有助于业内人士理解和把握员工在不同的服务背景下不同的敬业度表现, 从而有效激励员工提高服务质量。

我们希望能接触到协会下辖的会员酒店、餐厅和其他的旅游企业, 邀请其员工参与到此项研究中来。来自服务一线的资料对这项研究非常重要, 我们会以问卷的形式收集服务人员的经历和故事。该研究结果会以出版物形式发表。

问卷会在午餐或在培训课堂上发放。如果员工有兴趣, 我们会邀请他们填写问卷。为充分保护旅游企业的商业信息和员工的隐私及权利, 员工自愿匿名参与。每位员工自行决定是否参加问卷调查, 参与与否对员工本人没有任何影响。同时, 参与者有权利不回答某些问题, 或者不交回问卷, 抑或交回空白问卷。参与者的名字和工作岗位将不会出现在问卷上。参与项目的旅游企业也是匿名保密的。纸质问卷和数据将保留一年, 电子数据保留二年。所有的数据会以 SPSS 格式保存。该研究对参与者没有预知风险。

我们保证该研究已经通过滑铁卢大学“研究伦理委员会”的审查并获通过。是否参加该项目问卷调查完全由旅游企业和员工自主决定。如果您对于这项研究和调查有任何疑问或建议, 欢迎联系滑铁卢大学研究伦理办公室主任 Maureen Nummelin 博士, 办公电话是 1-519-888-4567 分机 36005, 或者致信 maureen.nummelin@uwaterloo.ca。

如果您对于该研究课题有相关问题或者需要更多资料以便于向成员旅游企业推荐我们, 请联系我本人 86-139-0764-8960 或者通过邮件 y59fu@uwaterloo.ca。您也可以和我的导师 Ron McCarville 教授联系, 办公电话是 1-519-888-4567, 分机 33048, 或者通过邮件 mcarvill@uwaterloo.ca。我们希望该研究的结果能为旅游产业、旅游经营者以及服务人员所用。盼望与您会面, 并深深感谢您对我们的支持!

此致 敬礼!

Ron McCarville 博士、教授
滑铁卢大学 应用健康学院
娱乐休闲研究系
2015 年 10 月 13 日

付迎 (硕士研究生)
滑铁卢大学 应用健康学院
娱乐休闲研究系
2015 年 10 月 13 日

Appendix B: Information Letter to Participants

Dear Colleagues,

I was a supervisor at Crowne Plaza Hainan, and now I am working on the Master's program in Recreation and Leisure Studies at the University of Waterloo in Canada. I am conducting a study under the supervision of Professor Ron McCarville on customer behaviours and their relationship with employee engagement. This study investigates the possible connections between customer behaviors, employee-perceived workplace social support, and their influences on frontline employee engagement. As a service team member, your perspective is valued in this study. We would appreciate you taking the time to complete the following survey about your experiences.

Your involvement in the study is completely confidential and you are not asked to provide your name or any identifying information on the questionnaire. Still demographic or background questions (e.g. age, gender, education, languages spoken) will be asked. Whether you choose to participate or not is entirely up to you, and there will be no consequences for choosing not to take part in the survey. It will take you approximately 15-20 minutes to complete. You can use your own time to complete the survey (e.g., before or after work, during lunch or other break time). Paper questionnaires and data will be kept for one year, and electronic data will be kept for two years and then will be destroyed.

As thanks for participating in this study, you will receive ballot along with the questionnaire. Filling in and returning this ballot as directed enters your ballot number in a draw. You will have a chance to be the lucky winner of a ¥ 20 gift card to JF Bubble Tea!

There is no personal information collected to draw for the prizes. It is your responsibility to report this amount for income tax purposes. Please hand in your ballot in an envelope along with your completed questionnaire directly to the researcher or return the ballot envelope and questionnaire to the drop boxes respectively, which are located at the staff cafe by 30 November.

This study has been reviewed and received ethics clearance through a University of Waterloo Research Ethics Committee. However, the final decision about participation is yours. Should you have any comments or concerns resulting from your participation in this study, please contact Dr. Maureen Nummelin in the Office of Research Ethics at 1-519-888-4567, Ext. 36005 or maureen.nummelin@uwaterloo.ca. If you need any clarification regarding the questionnaire, please feel free to contact Fu Ying at 139-0764-8960 or y59fu@uwaterloo.ca. Thank you for your interest and assistance with this study.

Sincerely,

Fu Ying, Master's Candidate
University of Waterloo
Applied Health Sciences
Department of Recreation and Leisure Studies

Ron McCarville, PhD
University of Waterloo
Applied Health Sciences
Department of Recreation and Leisure Studies

Appendix B: Information Letter to Participants

附录 B: 致问卷参与者的信

亲爱的同事们:

我曾在海南皇冠酒店工作,现在是加拿大滑铁卢大学娱乐休闲专业的硕士研究生。目前在 Ron McCarville 教授的指导下做有关顾客行为和员工敬业度的关联性研究。该研究旨在厘清顾客行为、服务过程和员工敬业度之间的关系。作为服务团队的一员,您的观点对我们非常重要。我们非常感谢您能花时间参加这次问卷调查。

本问卷调查过程保密,问卷采取匿名的形式。然而会采集一些个人信息(例如年龄、性别、教育、语言等)。无论您是否愿意参加,对您都没有任何影响。问卷不署名,因此,即使您和我们分享了您的服务经历和故事,我们也无法知道您是谁,也无法联系您。问卷的填写大概会花 15-20 分钟的时间。您可以选择在工作间歇或者午餐时间填写问卷。纸质问卷会保存一年,电子数据保存二年后销毁。

为表达我们的谢意,和问卷一起您将收到一张抽奖券。请填好抽奖券,我们会进行抽奖。您将有机会获得菠萝蜜奶茶店提供的 20 元消费卡。抽奖机率是 10%。抽奖券上没有个人信息。请将抽奖券放入信封交给研究人员,或者在 11 月 30 日前投进问卷收集箱旁边的抽奖券箱。获奖者请自行报税。

我们的研究已经通过滑铁卢大学“研究伦理委员会”的审查并获通过。是否参加该项目问卷调查完全由员工自主决定。如果您对于这项研究和调查有任何疑问或建议,欢迎联系滑铁卢大学研究伦理办公室主任 Maureen Nummelin 博士,办公电话是 1-519-888-4567 分机 36005,或者致信 maureen.nummelin@uwaterloo.ca。如果您对问卷有其他疑问,请联系付迎 139-0764-8960 或者 y59fu@uwaterloo.ca。

非常感谢您的参与和支持!

此致敬礼!

Ron McCarville 博士、教授
滑铁卢大学 应用健康学院
娱乐休闲研究系
2015 年 10 月 13 日

付迎 (硕士研究生)
滑铁卢大学 应用健康学院
娱乐休闲研究系
2015 年 10 月 13 日

Appendix C: Survey Instrument

English Questionnaire

Investigation of Customer Behaviour and Frontline Employee Engagement

Student Researcher: Fu Ying <y59fu@uwaterloo.ca>

Supervisor: Ron McCarville <mcarvill@uwaterloo.ca>

Please note:

- Your participation is completely voluntary, is not part of your job requirements, and has no impact on your performance appraisal.
- Your participation is confidential and anonymous such that no personally identifying information will be collected.
- You may choose to leave questions unanswered, decide not to turn in your questionnaire, and/or return a blank questionnaire. You can return the completed questionnaire to the researcher or the drop box located in the staff café.
- The questionnaire is in English and simplified Chinese.
- If you have any further questions about the study or wish to obtain a summary of the results, feel free to contact me at 86-139-0764-8960 or <y59fu@uwaterloo.ca>. I will send a copy of the results to you when I have completed the study in late December.

Thank you in advance for taking the time to participate in this study!

Personal Characteristics

1. What is your sex? Male Female

2. What is your current age?
 Less than 20 21 to 30 31 to 40 41 to 50 More than 51

3. Were you born in Hainan? Yes No

4. What is your highest level of qualification?
 Completed Year 9-11 Completed High School (Year 12) Diploma
 Undergraduate Masters

5. Can/Do you speak
 Mandarin Hainanese English Others, please specify: _____

6. How long have you been working in the hospitality and service sector?
 Less than 12 months 13 to 48 months 49 to 60 months More than 5 years

7. How long have you been with your current employer?
 Less than 12 months 13 to 48 months 49 to 60 months More than 5 years

8. Have you encountered the following types of customers in the last week? If so, how many times?
 A customer who actively participated in the service delivery, _____ times.
 A customer who complained about a service failure to you, _____ times.
 A customer who behaved helpfully, kindly, and charitably to you, _____ times.
 A customer who misbehaved against you, other customers, or your company's financial assets,
_____ Times.



Think of a memorable event during the last week when a client really helped or hindered you to deliver great service.

9. Please indicate your opinion on each of the following statements about customer participation during that encounter.

(1) The customer seemed to have searched for information about your company's services and location before approaching you.

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(2) The customer answered all the service-related questions and gave you the proper information.

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(3) During the service, the customer adequately completed all the expected behaviours.

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(4) The customer interacted with you in the manner of his/her choice.

- Strongly disagree Disagree Neutral Agree Strongly Agree

(5) The customer let you know when he/she had a useful idea on how to improve service.

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(6) The customer let you know when he/she received good service from you or experienced a problem.

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(7) You followed service scripts, and the encounter was a standardized interaction.

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(8) So many other customers shared the same service facilities at one time that your client was not able to be fully involved in the service or activity.

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

10. How do you rate the customer's friendliness, competence, responsiveness, honesty, and communication skills?

(1) Friendliness Very poor Poor Fair Good Very Good

(2) Competence Very poor Poor Fair Good Very Good

(3) Responsiveness Very poor Poor Fair Good Very Good

(4) Honesty Very poor Poor Fair Good Very Good

(5) Communication Skills Very poor Poor Fair Good Very Good

11. The encounter with the above customer created the following feelings or values for you.

(1) Trust

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(2) Security

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(3) Comfort

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(4) Happiness

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(5) Self-esteem

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

12. Please briefly describe how the client participated in the service process:

For you, this service encounter was

- Enjoyable Neither enjoyable nor stressful Stressful Don't know

13. Please indicate your opinion on each of the following statements about the most memorable customer's complaint during the last week.

(1) You felt that the customer was unhappy with the service but he/she did not engage in any complaining behaviour (no complaining response).

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(2) The customer responded to an unfavorable service experience verbally in a way you consider to have been:

- Very positive Somewhat positive Neither Somewhat aggressive Very aggressive

(3) The customer responded to an unfavorable service experience in non-verbal communication (gesture, eye contact, and another body language) that you perceive as:

- Very positive Somewhat positive Neither Somewhat aggressive Very aggressive

14. How do you rate the customer's friendliness, competence, responsiveness, honesty, and communication skills?

(1) Friendliness Very poor Poor Fair Good Very Good

(2) Competence Very poor Poor Fair Good Very Good

(3) Responsiveness Very poor Poor Fair Good Very Good

(4) Honesty Very poor Poor Fair Good Very Good

(5) Communication Skills Very poor Poor Fair Good Very Good

15. The encounter with the above customer created the following feelings or values for you.

(1) Trust

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(2) Security

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(3) Comfort

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(4) Happiness

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(5) Self-esteem

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

16. Please briefly describe how the client complained at that time:

For you, this service encounter was

- Enjoyable Neither enjoyable nor stressful Stressful Don't know

17. Please indicate your opinion on each of the following statements about the most memorable customer citizenship behavior during the last week.

(1) The customer engaged in a positive communication indicating his or her loyalty to your company.

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(2) The customer provided suggestions not indicating dissatisfaction but which might help your company improve.

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(3) The customer showed loyalty to your company through tangible displays on his/her personal items, such as T-shirt with the logo of your company.

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(4) The customer observed other customers to ensure his/her own appropriate behaviour.

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(5) The customer directed his/her complaint to you in the case of a service failure so as to give you an opportunity to rectify the problem and retain the reputation of your company.

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(6) The customer had the willingness and tolerance to adapt to situations beyond his/her control.

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(7) The customer had the willingness to participate in your company's events, including research and other sponsored activities.

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(8) The customer showed the kind and charitable acts during the immediate service exchange.

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

18. How do you rate the customer's friendliness, competence, responsiveness, honesty, and communication skills?

- (1) Friendliness Very poor Poor Fair Good Very Good
- (2) Competence Very poor Poor Fair Good Very Good
- (3) Responsiveness Very poor Poor Fair Good Very Good
- (4) Honesty Very poor Poor Fair Good Very Good
- (5) Communication Skills Very poor Poor Fair Good Very Good

19. The encounter with the above customer created the following feelings or values for you.

(1) Trust

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(2) Security

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(3) Comfort

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(4) Happiness

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(5) Self-esteem

- Strongly disagree Disagree Neutral Agree Strongly Agree N/A

20. Please briefly describe how the customer helped you at that time:

For you, this service encounter was?

- Enjoyable Neither enjoyable nor stressful Stressful Don't know

Please indicate your opinion on each of the following statements about the most memorable customer misbehaviour you encountered during the last week.

21. Please identify the following customer misbehaviour directed against you during that service encounter.

- Verbal abuse Physical abuse Willful disobedience of rules Bizarre behavior
- Others, please specify: _____

(1) How do you rate the customer's friendliness, competence, responsiveness, honesty, and communication skills?

- Friendliness Very poor Poor Fair Good Very Good
- Competence Very poor Poor Fair Good Very Good
- Responsiveness Very poor Poor Fair Good Very Good
- Honesty Very poor Poor Fair Good Very Good
- Communication Skills Very poor Poor Fair Good Very Good

(2) The encounter with the above customer created the following feelings or values for you.

Trust

Strongly disagree Disagree Neutral Agree Strongly Agree N/A

Security

Strongly disagree Disagree Neutral Agree Strongly Agree N/A

Comfort

Strongly disagree Disagree Neutral Agree Strongly Agree N/A

Happiness

Strongly disagree Disagree Neutral Agree Strongly Agree N/A

Self-esteem

Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(3) The above misbehaviour(s) directed against you seemed aggressive.

Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(4) The service encounter with the above customer was stressful.

Strongly disagree Disagree Neutral Agree Strongly Agree N/A

22. Please identify the following customer misbehaviour directed against financial assets.

- Shop-lifting Theft Fraudulent assertions to avoid payment Vandalism
 Computer-based consumer crime Failure to report billing errors favorable to consumer
 Others, please specify: _____

(1) The misbehaviour(s) against the assets seemed aggressive.

Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(2) The service encounter with the above customer was stressful.

Strongly disagree Disagree Neutral Agree Strongly Agree N/A

23. Please identify the following customer misbehaviour against other customers you encountered.

- Jumping queues Hostile physical acts Annoying to threatening behavior towards other consumers Criminal behavior in exchange settings
 Others, please specify: _____

(1) The above misbehaviour(s) against the other customers seemed aggressive.

Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(2) The service encounter with the above customer was stressful.

Strongly disagree Disagree Neutral Agree Strongly Agree N/A

Think about the social support you received in the workplace over the last week.

24. For the following 8 items, you will be asked whether you received social support in the workplace and from whom (“Other customers” refers to the customers not being served by you).

(1) Who last week listened and advised you when you needed it most? Was it helpful?

- Direct supervisor Coworkers Other customers Others Nobody
 Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(2) Who gave information, feedback, or personal stories to you last week? Was that helpful?

- Direct supervisor Coworkers Other customers Others Nobody
 Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(3) Who gave you rewards or gratuities last week? Was that helpful?

- Direct supervisor Coworkers Other customers Others Nobody
 Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(4) Who helped you when you were in trouble last week? Was that helpful?

- Direct supervisor Coworkers Other customers Others Nobody
 Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(5) Who last week did you get together to share a meal with? Was that helpful?

- Direct supervisor Coworkers Other customers Others Nobody
 Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(6) Who last week did you do things with to get your mind off problems? Was that helpful?

- Direct supervisor Coworkers Other customers Others Nobody
 Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(7) Who showed friendship to you? Was that helpful?

- Direct supervisor Coworkers Other customers Others Nobody
 Strongly disagree Disagree Neutral Agree Strongly Agree N/A

(8) Who needed you last week? How much did they need you?

- Direct supervisor Coworkers Other customers Others Nobody
 Not at all do not need somewhat Undecided Need somewhat
 Strongly need N/A

For Questions 25-37, please indicate the extent to which you agree or disagree on the each of the following statements.

25. I know what is expected of me at work.

- Strongly disagree Disagree Neutral Agree Strongly Agree

26. I have the materials and equipment I need to do my job right.

- Strongly disagree Disagree Neutral Agree Strongly Agree

27. In the last seven days, I have received recognition or praise for doing good work.

- Strongly disagree Disagree Neutral Agree Strongly Agree

28. My supervisor, or someone at work, seems to care about me as a person.

- Strongly disagree Disagree Neutral Agree Strongly Agree

29. There is someone at work who encourages my development.

- Strongly disagree Disagree Neutral Agree Strongly Agree

30. My associates (coworkers) are committed to doing quality work.

- Strongly disagree Disagree Neutral Agree Strongly Agree

31. I have a best friend at work.

- Strongly disagree Disagree Neutral Agree Strongly Agree

32. At work, I have the opportunity to do what I do best every day.

- Strongly disagree Disagree Neutral Agree Strongly Agree

33. At work, my opinions seem to count.

- Strongly disagree Disagree Neutral Agree Strongly Agree

34. The mission/purpose of my company makes me feel my job is important.

- Strongly disagree Disagree Neutral Agree Strongly Agree

35. In the last six months, someone at work has talked to me about my progress.

- Strongly disagree Disagree Neutral Agree Strongly Agree

36. This last year, I have had opportunities at work to learn and grow.

- Strongly disagree Disagree Neutral Agree Strongly Agree

37. How satisfied are you with (your company) as a place to work?

- Very dissatisfied Somewhat dissatisfied Neither Somewhat satisfied Very satisfied

Thank you for participating!

Be sure to submit your ballot form along with your questionnaire.

Appendix C: Survey Instrument (Chinese Version)

附录 C 调查问卷（中文）

顾客行为与服务人员敬业度研究

研究生: 付迎 邮箱: y59fu@uwaterloo.ca

导师: Ron McCarville 邮箱: mcarvill@uwaterloo.ca

敬请注意:

- 您的参与完全自愿，并非工作要求，与您的工作绩效评估无关。
- 您的参与是保密和匿名的，不采集任何个人身份识别信息。
- 您可以不回答某些问题，不交回问卷，或者交回空白问卷。您也可以把填好的问卷投进员工餐厅的收集箱里。
- 问卷有英文及中文两个版本。
- 若有疑问或希望得知研究结果，请同本人联系 86-139-0764-8960 或者 发邮件 y59fu@uwaterloo.ca 。我们将会 在 12 月份研究结束时将结果拷贝给您。

非常感谢您参加本次问卷调查!

个人情况

1. 您的性别是? 男 女
2. 您现在的年龄是?
 不到 20 岁 21 到 30 岁 31 到 40 岁 41 到 50 岁 超过 51 岁
3. 您是否出生在海南? 是 否
4. 您的最高学历是?
 高中肄业 高中毕业 大专 本科 硕士研究生
5. 您能说
 普通话 海南话 英语 其他, 请注明: _____
6. 您在旅游服务行业工作多久了?
 不到 12 个月 13 到 48 个月 49 到 60 个月 超过 5 年
7. 您到现在的企业工作多久了?
 不到 12 个月 13 到 48 个月 49 到 60 个月 超过 5 年
8. 上周您是否接待过下列类型的顾客? 碰到过几次?
 积极参与服务过程的顾客, 次
 向您投诉服务瑕疵的顾客, 次
 行为友善、慷慨, 并且对您热情相助的顾客, 次
 对您和其他客人举止粗鲁傲慢, 或有其他损害公物等不道德行为的顾客, 次

请回忆上周您在服务中碰到的印象最深的顾客。

问题 9-12 是关于您印象最深的一位积极配合并主动参与服务过程的客人。

9. 以下是对这位客人积极参与服务过程的描述。
 - (1) 这位客人好像之前对您所在企业的地点和服务项目做过一些了解 (比较熟悉)。
 强烈不同意 不同意 中立 同意 强烈同意 不适用
 - (2) 这位客人恰如其分地回答了您所有与服务相关的问题。
 强烈不同意 不同意 中立 同意 强烈同意 不适用
 - (3) 在服务过程中, 客人行为举止非常配合。
 强烈不同意 不同意 中立 同意 强烈同意 不适用
 - (4) 在服务中, 这位客人主动地与您沟通互动。
 强烈不同意 不同意 中立 同意 强烈同意 不适用
 - (5) 这位客人和您分享了他/她关于提高服务质量的一些想法。
 强烈不同意 不同意 中立 同意 强烈同意 不适用
 - (6) 这位客人无论对服务很满意或是不满意都会跟您反映。
 强烈不同意 不同意 中立 同意 强烈同意 不适用
 - (7) 这次服务标准化程度高, 按照工作规程就可完成本次服务。
 强烈不同意 不同意 中立 同意 强烈同意 不适用

(8) 同时接受服务的客人很多，这位客人当时没有尽兴或者充分使用服务设施。

强烈不同意 不同意 中立 同意 强烈同意 不适用

10. 您如何评价这位客人的友好程度、自身能力、礼貌回应、诚实有信和互动沟通的水平？

- | | | | | | |
|----------|--------------------------|-------------------------|--------------------------|-------------------------|--------------------------|
| (1) 友好程度 | <input type="radio"/> 很差 | <input type="radio"/> 差 | <input type="radio"/> 一般 | <input type="radio"/> 好 | <input type="radio"/> 很好 |
| (2) 自身能力 | <input type="radio"/> 很差 | <input type="radio"/> 差 | <input type="radio"/> 一般 | <input type="radio"/> 好 | <input type="radio"/> 很好 |
| (3) 礼貌回应 | <input type="radio"/> 很差 | <input type="radio"/> 差 | <input type="radio"/> 一般 | <input type="radio"/> 好 | <input type="radio"/> 很好 |
| (4) 诚实有信 | <input type="radio"/> 很差 | <input type="radio"/> 差 | <input type="radio"/> 一般 | <input type="radio"/> 好 | <input type="radio"/> 很好 |
| (5) 互动沟通 | <input type="radio"/> 很差 | <input type="radio"/> 差 | <input type="radio"/> 一般 | <input type="radio"/> 好 | <input type="radio"/> 很好 |

11. 在接待这位客人期间，您有如下的感受。

(1) 被信任

强烈不同意 不同意 中立 同意 强烈同意 不适用

(2) 安全感

强烈不同意 不同意 中立 同意 强烈同意 不适用

(3) 舒适感

强烈不同意 不同意 中立 同意 强烈同意 不适用

(4) 幸福感

强烈不同意 不同意 中立 同意 强烈同意 不适用

(5) 自尊感

强烈不同意 不同意 中立 同意 强烈同意 不适用

12. 请简单描述当时这位客人积极参与服务的情形。

您认为这次服务经历是

愉悦的 不愉悦但也没有压力 压力大的 不知道

问题 13-16 是关于上周您接待过的印象最深的一位投诉客人。

13. 以下是对这位客人的投诉行为的描述。 .

(1) 您感觉到这位客人不开心但他/她并不想说出来。

强烈不同意 不同意 中立 同意 强烈同意 不适用

(2) 这位客人向您口头表达了他/她对服务的意见，您认为他/她的意见：

非常积极 有些积极 中立 有些攻击性 很有攻击性 不适用

(3) 这位客人在投诉时也使用了非言语的沟通方式（如手势、表情、眼神或者其他的身体语言），您感觉：

非常积极 有些积极 中立 有些攻击性 很有攻击性 不适用

14. 您如何评价这位客人的友好程度、自身能力、礼貌回应、诚实有信和互动沟通的水平？

- | | | | | | |
|----------|--------------------------|-------------------------|--------------------------|-------------------------|--------------------------|
| (1) 友好程度 | <input type="radio"/> 很差 | <input type="radio"/> 差 | <input type="radio"/> 一般 | <input type="radio"/> 好 | <input type="radio"/> 很好 |
| (2) 自身能力 | <input type="radio"/> 很差 | <input type="radio"/> 差 | <input type="radio"/> 一般 | <input type="radio"/> 好 | <input type="radio"/> 很好 |
| (3) 礼貌回应 | <input type="radio"/> 很差 | <input type="radio"/> 差 | <input type="radio"/> 一般 | <input type="radio"/> 好 | <input type="radio"/> 很好 |
| (4) 诚实有信 | <input type="radio"/> 很差 | <input type="radio"/> 差 | <input type="radio"/> 一般 | <input type="radio"/> 好 | <input type="radio"/> 很好 |
| (5) 互动沟通 | <input type="radio"/> 很差 | <input type="radio"/> 差 | <input type="radio"/> 一般 | <input type="radio"/> 好 | <input type="radio"/> 很好 |

15. 在接待这位客人期间，您有如下的感受。

- (1) 被信任
 强烈不同意 不同意 中立 同意 强烈同意 不适用
- (2) 安全感
 强烈不同意 不同意 中立 同意 强烈同意 不适用
- (3) 舒适感
 强烈不同意 不同意 中立 同意 强烈同意 不适用
- (4) 幸福感
 强烈不同意 不同意 中立 同意 强烈同意 不适用
- (5) 自尊感
 强烈不同意 不同意 中立 同意 强烈同意 不适用

16. 请简单描述当时客人的投诉行为:

您认为这次服务经历是

- 愉悦的 不愉悦但也没有压力 压力大的 不知道

问题 17-20 是关于上周您印象最深的一位有好公民行为的客人。

17. 以下是对这位客人的好公民行为的描述。 .

- (1) 这位客人和您积极沟通，并且言谈中体现出对您所在的企业忠诚。
 强烈不同意 不同意 中立 同意 强烈同意 不适用
- (2) 这位客人向您给出了一些有助于改进服务的建议，这些建议并非出自他/她本人的不满意。
 强烈不同意 不同意 中立 同意 强烈同意 不适用
- (3) 这位客人的一些个人物品体现出他/她对您所在的企业忠诚度，比如他们可能穿着印有企业标识的 T 恤？
 强烈不同意 不同意 中立 同意 强烈同意 不适用
- (4) 这位客人通过观察其他客人来修正自己不合适的举止行为。
 强烈不同意 不同意 中立 同意 强烈同意 不适用
- (5) 在遇到问题时，这位客人选择直接向您反映，希望您能弥补从而维护企业声誉。
 强烈不同意 不同意 中立 同意 强烈同意 不适用
- (6) 不得已的情况下，这位客人显得宽容而大度。
 强烈不同意 不同意 中立 同意 强烈同意 不适用
- (7) 这位客人愿意参与企业的一些活动，比如庆典或者研究调查等。
 强烈不同意 不同意 中立 同意 强烈同意 不适用
- (8) 在服务过程中，客人表现出友好和慷慨。
 强烈不同意 不同意 中立 同意 强烈同意 不适用

18. 您如何评价这位客人的友好程度、自身能力、礼貌回应、诚实有信和互动沟通的水平？

- (1) 友好程度 很差 差 一般 好 很好
- (2) 自身能力 很差 差 一般 好 很好
- (3) 礼貌回应 很差 差 一般 好 很好
- (4) 诚实有信 很差 差 一般 好 很好
- (5) 互动沟通 很差 差 一般 好 很好

19. 在接待这位客人期间，您有如下的感受。

(1) 被信任

强烈不同意 不同意 中立 同意 强烈同意 不适用

(2) 安全感

强烈不同意 不同意 中立 同意 强烈同意 不适用

(3) 舒适感

强烈不同意 不同意 中立 同意 强烈同意 不适用

(4) 幸福感

强烈不同意 不同意 中立 同意 强烈同意 不适用

(5) 自尊感

强烈不同意 不同意 中立 同意 强烈同意 不适用

20. 请简单描述当时客人的好公民行为（是如何帮助到您的）：

您认为这次服务经历是

愉悦的 不愉悦但也没有压力 压力大的 不知道

问题 21-23 是关于上周您印象最深的一位行为无礼的客人。

21. 首先，请指出这位客人对您本人的失礼之处。

说粗话 无礼动手 故意违反规定 怪异举止

其他，请指明： _____

(1) 您如何评价这位客人的友好程度、自身能力、礼貌回应、诚实有信和互动沟通的水平？

友好程度 很差 差 一般 好 很好

自身能力 很差 差 一般 好 很好

礼貌回应 很差 差 一般 好 很好

诚实有信 很差 差 一般 好 很好

互动沟通 很差 差 一般 好 很好

(2) 在接待这位客人期间，您有如下的感受。

被信任

强烈不同意 不同意 中立 同意 强烈同意 不适用

安全感

强烈不同意 不同意 中立 同意 强烈同意 不适用

舒适感

强烈不同意 不同意 中立 同意 强烈同意 不适用

幸福感

强烈不同意 不同意 中立 同意 强烈同意 不适用

自尊感

强烈不同意 不同意 中立 同意 强烈同意 不适用

(3) 该客人针对您的失常行为是无礼的，且非常严重。

强烈不同意 不同意 中立 同意 强烈同意 不适用

(4) 接待该客人给您带来了很大的压力。

强烈不同意 不同意 中立 同意 强烈同意 不适用

22. 如果您观察到有客人损害了公物或者财物安全，请指出这种行为是：

- 店内小偷小摸 盗窃 以欺骗手段逃避付账 破坏财物
- 网络犯罪 账单漏记将错就错
- 其他, 请说明: _____

(1) 您认为这位客人对公物或财物的不道德行为是很严重的。
 强烈不同意 不同意 中立 同意 强烈同意 不适用

(2) 遇到这样的客人确实很有压力。
 强烈不同意 不同意 中立 同意 强烈同意 不适用

23. 如果您观察到了下列一些针对其他客人的无礼行为, 请指出:
 插队 充满敌意的动手行为 骚扰或者威胁其他客人的行为 违法犯罪行为
 其他, 请说明: _____

(1) 上述客人对其他顾客的无礼甚至违法行为是很严重的。
 强烈不同意 不同意 中立 同意 强烈同意 不适用

(2) 遇到这样的客人确实很有压力。
 强烈不同意 不同意 中立 同意 强烈同意 不适用

现在请回忆上周您在工作之时所感受到的各种社会支持。

24. 下述 8 个问题是关于您是否在工作场所感受到社会支持, 来自于谁, 是否有帮助。可以多选。其中, “其他客人” 指的是那些您没有亲自服务的客人。

(1) 上周他们是否倾听过您的想法并给过一些建议? 这些建议对您很有帮助。
 直接上级 同事 其他客人 其他人 没有人
 强烈不同意 不同意 中立 同意 强烈同意 不适用

(2) 上周他们是否跟您分享过一些信息、反馈意见、或者个人经历? 这些分享对您很有帮助。
 直接上级 同事 其他客人 其他人 没有人
 强烈不同意 不同意 中立 同意 强烈同意 不适用

(3) 上周您是否从他们那里得到过奖励或者物质酬谢? 这些奖励对您很有帮助。
 直接上级 同事 其他客人 其他人 没有人
 强烈不同意 不同意 中立 同意 强烈同意 不适用

(4) 上周当您遇到困难的时候他们帮助过您吗? 这些帮助对您很有意义。
 直接上级 同事 其他客人 其他人 没有人
 强烈不同意 不同意 中立 同意 强烈同意 不适用

(5) 上周您跟他们一起用过餐吗? 和他们一起用餐对我很有帮助。
 直接上级 同事 其他客人 其他人 没有人
 强烈不同意 不同意 中立 同意 强烈同意 不适用

(6) 上周您是否跟他们在一起通过做点什么来排遣压力? 这些活动对您很有帮助。
 直接上级 同事 其他客人 其他人 没有人
 强烈不同意 不同意 中立 同意 强烈同意 不适用

(7) 上周他们是否表现出对您的友好? 他们的善意对您很有帮助。

- 直接上级 同事 其他客人 其他人 没有人
 强烈不同意 不同意 中立 同意 强烈同意 不适用

(8) 您是否常常有一种被他们需要的感觉？这种被需要感对您很有意义。

- 直接上级 同事 其他客人 其他人 没有人
 强烈不同意 不同意 中立 同意 强烈同意 不适用

请选择您对以下表述（25-37）的赞同程度。

25. 我知道这份工作对我的期望是什么。

- 强烈不同意 不同意 中立 同意 强烈同意 不适用

26. 我拥有出色完成工作所需要的设备和物品。

- 强烈不同意 不同意 中立 同意 强烈同意 不适用

27. 在上周我因工作出色得到过表扬或肯定。

- 强烈不同意 不同意 中立 同意 强烈同意 不适用

28. 我的上级或者一起工作的同事对我很关爱。

- 强烈不同意 不同意 中立 同意 强烈同意 不适用

29. 在工作中总是有个人会鼓励我进步。

- 强烈不同意 不同意 中立 同意 强烈同意 不适用

30. 我的同事们工作投入，服务出色。

- 强烈不同意 不同意 中立 同意 强烈同意 不适用

31. 在工作中我有一位好朋友。

- 强烈不同意 不同意 中立 同意 强烈同意 不适用

32. 在工作中，我有机会去做自己最擅长的事。

- 强烈不同意 不同意 中立 同意 强烈同意 不适用

33. 在工作中，我的建议常常被听取。

- 强烈不同意 不同意 中立 同意 强烈同意 不适用

34. 企业的使命让我感觉自己的工作很重要。

- 强烈不同意 不同意 中立 同意 强烈同意 不适用

35. 在过去的半年里，有人就我的工作情况与我深谈过。

- 强烈不同意 不同意 中立 同意 强烈同意 不适用

36. 过去的一年，在工作中我得到了学习和成长的机会。

- 强烈不同意 不同意 中立 同意 强烈同意 不适用

37. 我目前的工作单位令人满意。

- 强烈不同意 不同意 中立 同意 强烈同意 不适用

感谢您的参与！

Appendix D: Survey Ballot

附录 D: 抽奖券

Survey Ballot 抽奖券

In appreciation of the time you have given to this study, you can enter your name into a draw for a chance to win a ¥ 20 JF Bubble Tea gift card.

敬请您参加 20 元的菠萝蜜奶茶店消费卡抽奖！

Your Name (您的名字) :

We can contact you by _____ (e-mail address). Please provide your email so that we can contact you. 请留下您的邮箱，以便我们可以联络到您 _____。

When you hand in your questionnaire, please return this ballot **in an envelope** separate from the survey or to a **private drop box** that is separate from the survey drop box. 请您单独将抽奖券投入问卷收集箱旁边的抽奖箱，或放入我们准备好的信封里交给研究人员。

The amount received is taxable. It is your responsibility to report this amount for income tax purposes.
请自行负责相关应税事宜。