CHAPTER 7

DISCUSSION

This chapter discusses the research findings. The contribution to theoretical knowledge acquired from the findings is also discussed. Managerial implications for management in service organizations are suggested. Furthermore, the limitations of this dissertation and future research directions are described.

7.1 Discussion of findings

This study began with qualitative method to get deep insight how FLEs appraise the customer aggression and to see whether any constructs are emerged from such study. The findings found that FLEs interpreted customer aggression into five kinds of threats; threats to self-esteem, threats to physical well-being, threats to goal at work, threats to fairness and needs for control. Such threats impacted their psychological well-being. Factors that can exacerbate and buffer the relationship between cognitive appraisal and psychological well-being emerged out. These qualitative results help to conceptualize the model in quantitative stage (main study) as customer aggression impacts on cognitive appraisal and lead to psychological well-being. Furthermore the 'customer is always right' organizational philosophy was anticipated to moderate the relationship between customer aggression and cognitive appraisal whereas emotional intelligence was hypothesized to buffer the cognitive appraisal-emotional exhaustion relationship.

This main study provides an understanding of frontline service employees' (FLEs) cognitive appraisal and it consequences (emotional exhaustion) when dealing with aggression that originates from customers. The major results of this study are discussed in the following sections.

7.1.1 Customer aggression and cognitive appraisal

Prior research revealed that verbal aggression from customers is a stressful event for frontline employees (Grandey et al., 2004). Employees who appraise customer

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aggression as threatening anticipate violations of their values and goals, such as self-esteem, threats to their physical safety or barriers to their completion of work goals (Schneider and Browen, 1999); Surachartkuntonkum et al., 2013).This is consistent with Patterson et al., 2009) who examined the impact of anger from the other side of the customer-employee dyad – i.e., consumers' cognitive appraisals of stressful service failures caused by employees or the organization. They found that service failure caused by employees (or the firm) led *customers* to develop cognitive appraisal of various threats to their values or goals. This study extends stress and coping theory from stressful day-to-day life situations to a retail context in a collectivism culture (Thailand) and examines the impact from the employee side.

FLEs viewed customer aggression as stressful situations, and interpreted such situations into categories of threats or violations of their goals or values (i.e., threats to self-esteem, threats to goal at work, threats to physical well-being) as they are relevant to their well-being (Lazarus and Folkman, 1984). Not surprisingly perhaps, the findings confirmed that customer aggression was associated with all cognitive appraisal dimensions. Of the five primary cognitive appraisal dimensions, the threats to self-esteem was the most effected by customer aggression ($\beta = 0.564$, $p < 0.05$). The results found that aggressive customer behaviors i.e., yelling at employees in front of other people, throwing things down in front of FLEs, treating FLEs as their employees were more likely to destroy FLEs self-worth. In addition, in the face of customer aggression, employees were treated as being unimportant people, shown disrespect and humiliated in public, these behaviors also damage employee's self-worth. However, it is interesting to note that Thailand is an collectivist, eastern culture which differs from western countries in many of its norms and values rating to what is acceptable interpersonal behavior. For instance, Thailand has a high power distance dimension of culture which means that, frequently less powerful people accept that power is distributed unequally (Hofstede, 1983). And the large disparity between the powerful and influential and the less influential in society is by and large accepted as a norm in Thai society. In service transactions, FLEs often view themselves as having a lower status than the customer they may be serving. As a consequence FLEs who perceive themselves of lower status, but serving a customer of (perceived) higher status are more exposed to a stressful environment (Brady and Mathews 2002), and are more likely to incur damaged self-esteem.

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Furthermore, threats to goal at work was the least impacted by customer aggression ($\beta = 0.414$, $p < 0.05$). Most service workers are service-minded people and engage their jobs with a positive attitude. They want to exhibit their ability in performing tasks. However, even though they want to give their best for their organization, the display rules i.e., 'customer is always right' or 'customer is the king' impedes their efforts. Thus, abusive behavior from customers, intensity of customer aggression, and frequency of interacting with aggressive customers can obstruct the work goal of the FLEs.

7.1.2 Attribution of blame and cognitive appraisal

Attribution of blame involves the assignment of blame or who is the cause of a certain action. In this study, attribution of blame is the subjective process through which FLEs assigned blame to customers who expressed aggression. FLEs perceived that their blame assignments were significant to their well-being. The results from this study indicate the importance of blame assignment and cognitive appraisal. The results obtained support the hypotheses that FLEs who assigned blame to customers (rather than themselves or the organization) are more likely to experience damage to all cognitive appraisal dimensions. Finding suggested that threats to fairness was the most associated with attribution of blame ($\beta = 0.292$, $p < 0.05$). FLEs blamed customers because they might feel they were losing control. They could not deal with challenging situations. During the service transaction, they felt that they performed their service tasks correctly, but the customers still exhibited abusive behavior. Thus, the way they shifted responsibility was to blame customers that FLEs thought that the incident was not their fault and that their experience of what happened to them was unfair (damage to their senses of fairness or equity).

Threats to physical well-being was the least associated with attribution of blame ($\beta = 0.138$, $p = 0.05$). As stated previously, FLEs frequently assigned blame to customers who expressed aggression because they wanted to protect themselves and divert the responsibility onto the customer. When FLEs assigned blame to the customer, they thought they were wasting their energy and felt helpless that it would not change the situation (Waxler, 2008). This led them to experiencing stressful situations. Thus, it can be concluded that when FLEs assign blame to customers, there could be potential, significant harm to their well-being. This finding is consistent with Hart et al., (2007)

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who found people with high level of 'other-blame' were also likely to experience negative psychological outcomes.

7.1.3 Cognitive appraisal and emotional exhaustion

Following from the customer aggression and cognitive appraisal relationship, FLEs who appraised a situation (customer aggression) more negatively perceived their tasks to be more demanding and effortful (Muldary, 1983). In other words, when FLEs experience work related strain, they might also lose feeling and spirit (Maslach, 1982). As predicted, most of the of cognitive appraisal dimensions, both primary appraisal and some secondary appraisal, were related to emotional exhaustion. In other words, the more negative the appraisal, the greater the impact on emotional exhaustion. Findings suggested that the threats to goal at work was the most influential in negatively impacting emotional exhaustion ($\beta = 0.212$, $p < 0.05$). Actually, employees who wish to achieve higher work and personal goals were proud to work for their organization. They perceive that it is crucial to take responsibility for their work. Thus with FLEs whose goals at work were threatened, there was a tendency to experience a higher negative emotion. This aligned with Basch and Fisher (2000), who argued that work goal achievement was often an instigator of positive emotion. Furthermore, Lee and Singh (2010) found that threat appraisal of caregivers suggested a higher level of emotional exhaustion.

However, only the threats to fairness dimension of primary cognitive appraisal was not consistent with the hypothesis. We found no confirmation for H2d, which predicted that threats to fairness would relate to emotional exhaustion ($\beta = 0.010$, $p < 0.05$). Contrary to prediction, a threat to fairness was not significantly related to emotional exhaustion. Fairness perception derives from an implicit psychological contract of being treated fairly (Seiders and Berry, 1998). Threats to fairness occur because customers seek to take advantage of FLEs. Actually, perception of cheating can lead to having strong negative emotion (Mattila and Patterson, 2004; Schoefer and Ennew, 2005). However in the context of the current study the findings showed that even though the FLEs fairness was threatened, their emotional exhaustion did not increase. Cheating impact firms' profit and productivity, but does not directly impact on FLEs resources (i.e., financial). Moreover FLEs may understand the customer's point of view or taking the customer's perspective. Rupp et al., (2008) suggested that individuals

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who understand others point of view may view the unfair treatment less personally. Finally a, cheating or unfair customer goes against the social norms and is not accepted behavior in general. Thus FLEs resources are not depleted.

7.1.4 The moderating effects

1) The moderating effect of 'Customer is always right' organizational philosophy

An organization which tries to achieve its goal of maximizing profit will focus on customer satisfaction (Borna and Stearns, 1998). Thus, the organization often indoctrinates the maxim of 'the customer is always right' to FLEs. This policy communicates the unequal power in the customer-employee transaction (Bishop et al., 2005; Grandey et al., 2004). The current paper tested the moderating effect of 'customer is always right' organizational philosophy on the relationship between customer aggression and cognitive appraisal dimensions. The results suggested that the 'customer is always right' organizational philosophy influenced the degree to which FLEs were threatened when dealing with customer aggression. In other words, customer aggression has a greater, positive impact on threats to self-esteem, threats to physical well-being, threats to goal at work and need for control when 'customer is always right' organizational philosophy is perceived (by FLEs) to be high (rather than low) in an organization. In short, 'customer is always right' organizational philosophy moderated the nature of relationship between customer aggression-threats to self-esteem, threats to physical well-being, threats to goal at work and need for control in a consistent direction. Findings from this study supported the view that organizations which provide display rules for FLEs to express in the service transaction is a pivotal role for management consideration. This is the high-pressure climate that organizations have when they want to encourage customers to remain loyal (Gettman and Gelfan, 2007).When FLEs acquire this premise, they could not respond to customer aggression in the way they would have liked. FLEs are vigilant in dealing with customer due to the fact that they don't want to have a problem with their manager. This is consistent with previous research (Hughes and Tadic, 1998) which suggested that this approach impedes the employees ability to react to customer misbehavior. However, the result also showed that a 'customer is always right' organizational philosophy did not moderate the relationship between customer aggression and threats to fairness. As stated

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previously, FLE who experienced threats to fairness may not lead to emotional exhaustion; a factor that may affect the level of emotional exhaustion is FLEs perspective taking. The perspective taking is the cognitive skill to consider and understand another person's psychological point of view (Batson, 1997). Emotional exhaustion involves feelings of fatigue and being used up (Maslach and Jackson, 1981). Regardless of FLEs perceptions of the level of 'customer is always right' organizational philosophy, it is plausible that when perspective taking is high, FLEs experience low emotional exhaustion. However, when perspective taking is low, FLEs with high 'customer is always right' philosophy may find it easier to engage with emotion exhaustion in response to threats to fairness.

2) The moderating effect of emotional intelligence

Service employees, who are the face of the firm or brand in service organizations, are expected to express positive emotions (Rafaeli and Sutton, 1987) and in certain situations must also regulate their emotions when they interact with customers (Grandey, 2000). This study hypothesized that emotional intelligence (regulation of emotion) moderated relationships between cognitive appraisal dimensions and emotional exhaustion. The results found that the role of emotional intelligence in moderating the link between cognitive appraisal dimensions and emotional exhaustion is not as simple as hypothesized. The results showed that emotional intelligence was found to moderate only the association of threats to physical well-being and emotional exhaustion. This finding supported the hypothesis that FLEs who have ability to regulate their emotions to handle threats to physical well-being are less likely to suffer from emotional exhaustion. This finding is consistent with previous research showing that high level of emotional intelligence helps employees to overcome stressful situation (Totterdell and Holman, 2003).

Another interesting finding also showed that emotional intelligence is significant in moderating the relationship between threats to self-esteem and emotional exhaustion, but not in the hypothesized direction. In other words, the more often FLEs with high emotional intelligence had to deal with threats to self-esteem, the more likely they felt emotional exhaustion. This may be explained by the emotional labor concept. In service work, employees use deep acting and surface acting strategies to deal with customers (Ashforth and Humphrey, 1993). In this case, when FLEs possess high emotional

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intelligence, they regulated emotions. The strategy used might be surface acting which FLEs modify the displays without changing their inner feeling (Grandey, 2003). Surface acting is called as 'faking in bad faith' (Rafaeli and Sutton, 1987). Hochschild (1983) stated that employee who engage in this strategy, will experience tension. Thus, the more often the surface acting strategy is used, FLEs with threats to self-esteem are more likely to experience emotional exhaustion. This is consistent with previous work which showing that surface acting was positively related to emotional exhaustion (Grandey, 2003). The results also revealed that emotional intelligence did not moderate the relationships of three cognitive appraisal dimensions (threats to goal at work, threats to fairness and need for control) and emotional exhaustion. The present results further suggested that, in addition to being predictors of emotional exhaustion, individual differences (i.e., self-efficacy) may also moderate the relationship between cognitive appraisal and emotional exhaustion.

In summary, this study largely supported the effects of customer aggression and attribution of blame on FLEs cognitive appraisal. The results also showed that most of the cognitive appraisal dimensions influenced FLEs emotional well-being (emotional exhaustion). Furthermore, the current study found that 'customer is always right' organizational philosophy moderated the relationship between customer aggression and most of the cognitive appraisal dimensions, except the threats to fairness. However, emotional intelligence only moderated the relationships of threats to physical well-being and emotional exhaustion, threats to self-esteem and emotional exhaustion but in the opposite direction to the hypothesis. Finally, emotional intelligence did not moderate the relationships of other three cognitive appraisals and emotional exhaustion.

7.2 Contributions of the study

7.2.1 Theoretical contribution

This dissertation provides a deeper theoretical understanding of the cognitive and emotional impact on FLEs in the retail industry of Thailand as a result of regularly dealing with customer aggression (i.e., physical violence, verbal, and non-verbal aggression). The empirical results in a retail services context, by and large support the theory of stress and coping (Lazarus and Folkman, 1984). That is a stressful life event (i.e., customer misbehavior/ aggression) triggers a cognitive appraisal process which results in an emotional response (in this dissertation emotional exhaustion) and

subsequent coping behavior. Moreover, the knowledge claims from this dissertation contributes to the literature in four respects.

Firstly, the study provides insight into how FLEs interpret the critical incidents of dealing with customer aggression. The findings of this research found that customer aggression was appraised by FLEs as being significant to their well-being in the form of threats to their fundamental values and goals. The threatening dimensions are threat to self-esteem, threat to physical well-being, threat to goal at work, threat to fairness and having no control over a stressful situation. Previous literature has, by and large, ignored the role of cognitive appraisals in assessing the harmful impact of customer aggression. And as noted above, the research findings are consistent with the theory of stress and coping.

Secondly, while not hypothesized in this dissertation, a post hoc analysis was conducted to test mediating effects of cognitive appraisal on the relationship between customer aggression and emotional exhaustion. This testing responds to a call from Skinner and Brewer (2004) who suggested that there is a lack of investigation of cognitive appraisal as the mediator of stressful events and burnout. Baron and Kenny (1986) suggested the core concept of mediation was that the effects of stimuli on behavior are mediated by various internal transformation processes. Statistically, the relationship between customer aggression (predictor) and emotional exhaustion (criterion) is not significant when the effect of cognitive appraisal (mediator) is controlled. The results found that all cognitive appraisal dimensions fully mediated the effect of customer aggression and emotional exhaustion. Thus, this suggests that after dealing with customer aggression, FLEs engage with emotional exhaustion through their perceptions of threat or violations to their basic values, norms and psychological needs. In other words it supports the key role of understanding the role that cognitive appraisal plays in people (employees, customers) managing stressful events.

Thirdly, a further contribution of this dissertation is a contingency model in which we tested the extent to which the relationship between key constructs is determined by other (moderator) factors. The study indicates that the "customer is always right" philosophy still exists in organizations in Thailand (Triandis, 1995), which embraced customer centric thinking. This maxim encourages customer to behave baldly to customer contact employees (Yagil, 2008). This dissertation described that the

relationship between customer aggression and cognitive appraisal depends upon a "customer is always right" organizational philosophy. The result in this dissertation found that the mantra of "customer is always right" can exacerbate the impact of customer aggression on cognitive appraisals. Another factor that influences the related constructs of model is emotional intelligence. During the service interaction between employee and customer, employee needs to manage his/her emotions. FLEs follow the rules of their organization in order to promote the customer satisfaction. Emotional intelligence is the ability to manage one's own and other feelings and emotions. FLEs employ emotional intelligence in service work. This dissertation indicates that FLEs perceiving stress from threats by customers that lead to emotional exhaustion. FLEs who possess high level of emotional intelligence, are more likely to perceive lower level of stress (Oginska-Bulik, 2005). This study reveals that emotional intelligence weakens the linkage between primary appraisal and emotional exhaustion. To our knowledge, the effects of these moderators have not been previously addressed.

7.2.2 Empirical contribution

Two empirical contributions are produced in this study; they are

Firstly, as Thailand is viewed as a highly collectivist culture (Hofstede, 1980), many values, beliefs and assumptions are different from Western countries. Customer service work is the social interaction between customer and employee, thus different values might impact FLEs cognitive processes. This dissertation provides an important foundation which is the extensive theoretical analysis of stress and coping theory in a retail sales context in an Eastern context.

Secondly, this study adopted the scale measurement of primary appraisal construct from Folkman et al., (1986) and Patterson et al., (2009). This study combined the items from such two studies into the 12 items to measure primary appraisal. The construct was tested the reliability and the cronbach's alpha (α) was 0.77 which is above the cut-point criteria. This scale measurement contributes for the further study in cognitive appraisal emphasis.

7.2.3 Managerial implications

Most FLEs interviewed in the qualitative stage of the study felt, at some point, pervasively threatened and abused by customers, consistent with previous studies that indicate widespread customer aggression toward FLEs (Goussinsky 2012; Grandey et

al., 2004; Walsh, 2010). It is not possible for managers to eliminate all customer misbehaviour. Our findings indicate that threats that take physical, verbal, and non-verbal forms, lead FLEs to react with stress, anxiety, and depression. Company policies therefore need to focus on the cognitive appraisal and psychological well-being of FLEs to avoid the negative long-term effects on the firm, such as absenteeism, withdrawal, or exit from the organisation. In particular, service organisations might adopt prevention and remedy tactics. We consider five prevention and two remedy strategies.

Training. Most participants in the qualitative stage reported that their organization did not provide any training for dealing with aggressive customers. In line with Rafaeli et al. (2012), we recommend that service firms develop training programs that focus on employees' cognitive appraisals. To decrease stressful appraisals of customer misbehaviour, employees must realise that customer aggression is not a personal attack; they should be trained not to take it personally. In addition, they need to know which actions can help reduce customer anger, rectify the problem, and exhibit empathy. Moreover, the service organization should provide the training to deal with customer aggression and also the training of how to manage with own emotions to FLEs before performing their tasks.

Provide an appropriate service environment. The findings highlight the need for secure working environments for FLEs. Physical distance between the customer and employees in service encounters may help protect employees from physical harm. The gender of staff members also should be taken into consideration; female employees might require specific positioning considerations (Hughes and Tadic, 1998). A clear explanation of the roles and responsibilities of staff in performing their duties is also needed. Perception of service climate encourages the employee performing service. FLEs provide good services if they perceive a supportive and rewarding service climate (Lanjananda and Patterson, 2009).

Recruit the right FLE. As boundary spanners in the organization and in a customer-facing role, FLEs are the first to encounter violent or abusive behavior by frustrated or unreasonable customers. When customer get angry, they want to attack representative objects, and the first one at hand is the FLE. Thus, recruiting suitable service workers is a critical management task. A natural service-minded person and

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those with positive attitudes toward work and customers should be the primary recruits. Moreover, FLEs who can engage emotionally with customers (but at the same time regulate their emotions), or are capable of deep acting likely benefit the organisation.

Organisational and public policies. Despite the popularity of a policy that suggests the customer is always right, it encourages customers to take advantage of employees. Service organisations should adapt their policies to help protect FLEs from misbehaving customers, such as signalling that aggressive customers will not receive service – that customer aggression will not be tolerated. Service organisations also might embrace public policy proscriptions. Legislation usually applies only to employees who have been harmed in incidents though, so government sectors need to suggest ways to protect employees before any violent incidents occur.

Customer compliance strategy. Organizations that indoctrinate FLEs with the mantra of the customer being right have an underlying goal to maximise customer satisfaction at all costs. However, the high costs of employee turnover, decreased morale, and absenteeism suggest that management possibly should allow FLEs to express their authenticity, such that they can exhibit genuine care for customers (Gruber, 2011), even if they do not necessarily adhere to display rules. The organisation instead should establish a friendly culture that encourages FLEs to be courteous and helpful, and act authentically. It also can help develop service friendships, which is Lin and Hsieh (2011) show that service friendships can enhance customer compliance, which is crucial for any high-contact service.

These preventative measures should be beneficial, but abusive customers will continue to exist. Therefore, to minimise the distress associated with abusive customers, organisations should maintain a more senior position, staffed by someone who can intervene and communicate with the aggrieved customer. This preparation helps minimise the power distance effect and also provides a remedy for restoring face. Two other options are more purely remedies.

Encouragement and support. Supervisor support, coworker support, and family support minimise psychological damages to FLEs. Schat and Kelloway (2003) suggest that social support attenuates workplace stressors in the case of customer aggression, with most participants turning to coworkers for support. Organisations thus should look for ways to exploit coworker support to help fulfil employees' socio-emotional needs

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and reduce negative consequences, including withdrawal or turnover.

When customer aggression occurs, the firm must assess its causes and consequences (Gardner and Fletcher, 2009). Regular negative psychological distress can accumulate, leading to serious long-term effects on employees, including burnout and depression. Even if the negative affect produced by facing aggressive customers can never be eliminated totally, it should be reduced as much as possible.

These prevention and remedy strategies will be finally benefit to organization. As previous study suggested that service workers are happy with their jobs, they will put more effort in delivering excellent service i.e., paying attention to the customer's needs, performing their duties professionally (Mechinda and Patterson, 2011).

7.3 Limitations of the study

Like all studies, this research is not without its limitations. The following section presents the limitation of this dissertation.

Firstly, this study examined FLEs psychological well-being when faced with customer aggression only in retail stores. The findings suggested that FLEs in this industry receive relatively little training. Thus, the results may be limited if generalized to other service sectors where FLEs undergo a higher level of skill training, such as receptionists in hotels, flight attendants or receptionists in private healthcare centers.

Secondly, the study sample restricts the generalisation of our results. Thailand is an Eastern, collectivist country whose cultural values vary from those that predominate in Western contexts, particularly attitudes toward service work. The prominent imbalance of power in service transactions can promote customer aggression (Yagil, 2008) also may lower employees' self-worth, because customers demand more from employees. When FLEs serve customers with perceiving "customer is always right" philosophy in their mind, in turn can promote customer aggression. Furthermore, the concept of "face" in Eastern countries impedes the genuine emotion of service workers to be displayed in public. Even when the customer expresses aggression toward FLEs, they don't response in excessive ways. Service employees want to save face through social interaction. Face underlines the basic human need for social acceptance and some FLEs may put more emphasis on face than others (Wan, 2013). Since such value obstructs the FLEs emotional expression, they have to suppress their true feelings and subsequently may experience emotional exhaustion.

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Thirdly, in the qualitative stage the potential moderators that either buffer or exacerbate the links between cognitive appraisal and psychological well-being emerged i.e., social status, social support and public context. However, this study examined only 'customer is always right' organizational philosophy and emotional intelligence as moderators of customer aggression-cognitive appraisal relationship and cognitive appraisal-emotional exhaustion relationships, respectively. Some factors are crucial for explaining the phenomena in the service contexts, but this study didn't test them empirically. Thus, this may be an area of fruitful further research.

7.4 Future research

Even though customer aggression has been studied by scholars in various contexts, this dissertation fills the gap by connecting the customer aggression to the FLEs cognitive appraisal and finally, emotional well-being. In fact, work still needs to be done in a customer aggression context. The further research suggestions are as follow:

First, this study didn't measure the coping strategies of FLEs during/after confronting the customer aggression. According to the stress and coping theory (Lazarus and Folkman, 1984) posits that cognitive appraisal and coping mediate the relationship of stressful person-environment and outcomes. This study focused on only the cognitive appraisal and the consequence of such appraisal (emotion response). Coping is a behavioral response of individuals in dealing with a negative, stressful, uncomfortable environment or events. Customer aggression is a stressful situation for FLEs. When FLEs appraise such stressful as exceeding their resources, they employ behavioral effort to manage specific demands which is called "coping". As this study doesn't capture coping styles of FLEs, we leave this question to further research. Therefore, we suggest future research to measure coping styles of service workers in the face of customer aggression.

Second, for greater external validity, further research should apply the methods of this study such as critical incident technique to a Western context, spanning service employees in different cultures. By having multicultural samples in other Western countries, it is anticipated that the research results would be more generalizable than studying them only in an Eastern cultural context.

Third, this study has examined the cognitive appraisals of FLEs working in a retail context. The characteristics of service work in a retail setting differ from other settings. For example, in a retail role, FLEs are mostly passive, whereas a receptionist in a healthcare service setting are more proactive and possess greater product knowledge to satisfy clients. Furthermore, customers vary in each context and can heighten the different intensity of aggression. Therefore, future research should consider the experience of FLEs in distinct, specific contexts, to gain a deeper understanding and inferences for that specific industry.

Finally, the importance of moderating effects of the 'customer is always right' philosophy and emotional intelligence were established in this dissertation. However, in the qualitative stage of this study it was found that other factors such as social support, social status could be the potential moderators in the context of interaction between customer contact employees and customers. This aligns with Schat and Kelloway (2003) who suggested that social support, particularly co-worker support is crucial in the case of customer aggression. Furthermore, future research may find other factors that can exacerbate and weaken employee psychological well-being when facing with the misbehavior customers.