

STRATEGIES TO MITIGATE CUSTOMER INCIVILITY AND ENHANCE JOB EFFICIENCY FOR FRONTLINE STAFF

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Abstract

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Customer incivility not only directly impacts the psychology and motivation of employees, but can also lead to a decrease in service quality and loss of customer loyalty (Mehmood et al., 2023). The goal of this study is to understand the impact of customer incivility on in-role and extra-role performance, under the mediating effect of work-family enrichment. The model was developed based on the addition of previous studies to propose management implications to help increase in-role and extra-role performance. Research data includes 486 samples collected from frontline staff at airports in Vietnam. A partial least squares structural equation modeling (PLS-SEM) technique was used. The results show that customer incivility has a negative effect on in-role and extra-role performance and has a positive effect on work-family enrichment. The relationship between customer incivility and in-role and extra-role performance was mediated by work-family enrichment. The findings develop deeper theories about the relationships between customer incivility and in-role and extra-role performance. The study also contributes to the literature by examining the mechanism underlying customer incivility and how it affects in-role and extra-role performance. In an effort to reduce the negative consequences of uncivil customers and boost staff efficiency, suggestions for management implications have been made since then.

Keywords: Customer Incivility, Work-Family Enrichment, In-Role Performance, Extra-Role Performance

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1. INTRODUCTION

Check-in staff play a critical role in an airline's struggle for survival in the high-cost, low-budget, and highly demanding passenger market of the aviation industry (Rosskam, 2007). They suffered first, like anyone exposed to combat. Staff at airport check-in are subjected to excessive daily workloads. They must closely adhere to aviation safety regulations, check in passengers in 40 seconds or less, lift and carry large bags, and work in shifts

(Halpern & Mwesiumo, 2021). Overworked employees will inevitably encounter rude customers during service interactions, which is happening more and more often in airports (Rosskam, 2007). Wilson et al. (2007) argue that job demands are the most consistent predictors of the work-family interface. Better work-home interface management has emerged as the top priority for administrators and service providers in the modern era (Xu et al., 2020).

A significant amount of research has concentrated on the drawbacks of the work-family

interface, such as work-family conflict (Jaga et al., 2013; Zhang et al., 2018), leaving its positive aspects, such as work-family enrichment, have been understudied (Moazzan & Malik, 2023). Ten Brummelhuis and Bakker (2012) posit that contextual work demands can predict a lower level of work-family enrichment. Job demands are those organizational, social, or emotional aspects of the workplace that demand constant mental energy. These demands can have an impact on family outcomes by keeping people from building personal resources, which lowers work-family enrichment (Mehmood et al., 2023). Therefore, experiencing customer incivility can predict a lower level of work-family enrichment.

While the relationship between customer incivility and poor job performance has been studied, the majority of research to date has focused on the emotional (Patitsa et al., 2023), and cognitive resources as relationship mediators (Shin et al., 2021), leaving aspects of the work-family interface, such as work-family enrichment, remain unexplored. In addition, findings on the effect of incivility by customers on in-role performance are inconsistent (Cheng et al., 2019; Hu et al., 2018), and on extra-role performance is limited (Cheng et al., 2019; Zhu et al., 2019). The synthesis of earlier research also demonstrates that workplace rudeness has spillover effects on the home domain, particularly on the positive side of the work-home interface, which is largely disregarded and leads to a decline in job performance (Vasconcelos, 2020). Although the impact of workplace incivility on different types of job performance has been examined in previous studies (Jiang et al., 2019), the findings of the effect have not been confirmed yet (Cheng et al., 2019; Zhu et al., 2019; Hu et al., 2018). That is also the research's gap.

To uncover the linking mechanism in this relationship, based on the work-home resources model, and the theory of work-family enrichment, work-family enrichment is a key mediating mechanism in the link between customer incivility, and employee's in-role and extra-role performance. The results could advance this field of study by revealing whether work-family enrichment plays a mediating role in the relationship between customer incivility and employees' job performance. The findings may have an impact on human resources (HR) administration in terms of developing a suitable policy to improve staff's work-family enrichment.

The rest of the paper is structured as follows. Section 2 delves into the relevant literature and hypotheses development. Section 3 describes the research methodology. Section 4 presents the results and Section 5 discusses them. Section 6 provides conclusions and management implications.

2. LITERATURE REVIEW AND HYPOTHESES DESIGN

2.1. Conservation of resources theory

Conservation of resources theory (COR) was initiated by Hobfoll in 2002 (Moazzan & Malik, 2023). The theory states that family resources are expected to have a positive impact on employees. Resources are entities that serve as means to accomplish centrally valued ends or that have central value in and of themselves in this way. This is one of the very

important factors to fight stress. Because work and family resources are often deployed to satisfy employees' desires and values, consistent with Hobfoll's definition of resources (Zhu et al., 2021). Therefore, they are expected to help fight stress and bring positive impacts to employees. This provides the theoretical basis for the direct link between organizational work-family enrichment and job performance in the current study. We employ the COR theory to suggest that customer incivility weakens family behaviors and depletes employees' resources at work by posing a threat to resources usually set aside for family. This results in conflict between job and family.

2.2. Research hypotheses

2.2.1. Customer incivility and job performance

Customer incivility is the rude behavior of customers toward employees, characterized by low intensity, ambiguity, and violation of social norms of mutual respect and courtesy (Hu et al., 2018; Kim & Qu, 2019). Although the severity and intent of customer incivility are less obvious than other forms of abuse, it is considered one of terrifying and inappropriate behavior toward service staff, which may influence their service delivery performance (Kim & Qu, 2019; Cheng et al., 2019). Frontline staff must first fulfill performance in their role, mainly regarding serving their customers (in-role performance). In addition, the extra-role performance of frontline staff is crucial to customer interactions. The job descriptions of staff do not mandate extra-role performance, which is characterized as self-initiated, continuous, and persistent service behavior above and beyond their explicitly stated performance requirements (Halpern & Mwesumio, 2021). Accomplishing this type of performance is critical to meeting customers' constantly changing needs, advancing service processes, and pre-solving potential issues in the service interaction process (Lyu et al., 2016).

According to the COR theory (Hobfoll, 1989), people strive to acquire and maintain resources that help achieve their goals. Frontline staff consume their resources, such as time, energy, and emotions, to achieve goals and accomplish job performance. Frontline staff members' emotional and cognitive resources may be depleted by rude customers, in-role and extra-role performance, and other social stressors at the airport (Kern & Grandey, 2009). Experiencing uncivilized behavior from customers can leave frontline staff with insufficient resources to meet customer needs, resulting in poor in-role performance. In addition, in situations of lacking resources and not being replenished, they must conserve their resources by avoiding or reducing their involvement in extra-role behaviors, which are not required in staff job descriptions (Jang et al., 2020; Rank et al., 2007). Therefore, when experiencing these customer mistreatment behaviors, frontline staff are less likely to engage in their extra-role behaviors. The authors put forth hypotheses based on the aforementioned arguments:

H1: In-role performance is adversely affected by customer incivility.

H2: Extra-role performance is adversely affected by customer incivility.

2.2.2. Work-family enrichment and job performance

An important factor that organizations care about is staff performance. Previous research has shown that work-family enrichment is correlated with job performance (Odle-Dusseau et al., 2013). When examining work-family interaction from an organizational standpoint, one of the key concepts is that staff can function well at work when they can manage their work and family lives (Zhang et al., 2018). COR theory holds that staff resources can be expanded through investments such as energy or time. A staff who learns to prioritize and manage conflict at work can discover moments that have a positive impact on the family (Ren et al., 2022). Work-family resources include not only formal policies and staff benefits but also emotional supports that are associated with high levels of physical and mental well-being (Allen & Paddock, 2015). Accordingly, informal work-family support may play an important role in reducing work-family conflict, as well as facilitating work-family enrichment and bringing about positive results afterwards (Odle-Dusseau et al., 2013). From there, the following two research hypotheses are proposed:

H3: Work-family enrichment positively impacts in-role performance.

H4: Work-family enrichment positively impacts extra-role performance

2.2.3. Customer incivility and work-family enrichment

Customer incivility causes stress for most employees in many industries, especially those in the service industry (Zhu et al., 2021). Customer incivility is a stressor in the workplace, according to COR theory, which also encourages them to attempt to handle any situation better. Customer incivility helps staff learn at work and in social relationships, which makes them better family members (Rothbard & Edwards, 2003). When staff begin serving customers, they often expect to receive appreciation (Zhang et al., 2018). Being treated uncivilly by customers may prompt the investment of additional resources in the workplace, which in turn requires them to expend resources to better understand others' perspectives. The result is making them a better family member (Zhu et al., 2021).

In addition, customer incivility creates stress at work (Carlson et al., 2000), causing hurt and staff to face negative emotional states such as anger and sadness (Loi et al., 2018). However, it is not permitted to express negative emotions during the provision of services because businesses in the service sector, like airlines, frequently have formal and stringent policies prohibiting such behavior (Zhu et al., 2021). Furthermore, they must adhere to accepting these unpleasant experiences with patience and politeness. Thus, engaging in work helps improve their mood, making them a better member of the family. Customer incivility is also related to behavior-based work-family conflict (Greenhaus et al., 2006). With painful experiences of customer incivility at work, employees tend to increase their tolerance, which in turn helps them become better at home life

(Zhang et al., 2018). From the above perspectives, the following research hypothesis is proposed:

H5: Customer incivility positively impacts work-family enrichment.

2.2.4. The mediating role of work-family enrichment

To explore the reactions to customer incivility and its impact on staff's in-role and extra-role performance, this study treats work-family enrichment as a mediating factor in this relationship. Work-family enrichment is defined as the process whereby contextual resources from home and work domains lead to the development of personal resources. The personal resources developed in each domain subsequently facilitate performance in the other domain (ten Brummelhuis & Bakker, 2012). Customer incivility can be considered as emotional job demands that affect employees' emotions and drain their resources. While front-line staff can gain resources whenever there is a positive interaction between the customers and staff, such as positive feedback (Wang et al., 2011). Customer incivility, which is considered a form of negative interaction, can deplete emotional resources (Hori & Chao, 2019; Hur et al., 2016). Even when confronted with customer incivility, frontline staff maintain control over their expressions and emotions throughout service interactions to please their customers. Such display rules add more drain on their emotional resources (Hori & Chao, 2019). The resource loss from the work domain caused by social stressors can affect the performance of frontline staff at home, resulting in lower work-family enrichment. Customer-related social stressors can lead to uncomfortable affective (Dormann & Zapf, 2004) and negative moods (Wang et al., 2013). The negative emotion can linger until the end of the day, leaving people too exhausted to perform attention tasks at home (Grzywacz & Marks, 2000). Previous studies have also shown that customer incivility can spill over to the home domain, such as ruminating more at night about the daily negative interactions with customers and also experiencing a negative mood the following day (Wang et al., 2013; Ye et al., 2019).

Frontline staff also tend to prevent further resource loss by reducing their willingness to perform extra-role behavior. Such responses are relatively safe to maintain their resources since staff are not required to include these behaviors in their job descriptions (Bettencourt & Brown, 1997). Dealing with rude customers, frontline staff can lower their work-family enrichment, thereby lowering their commitment and responsibility to their company as well as their customers (Chi & Liang, 2013). Thus, the following hypotheses are proposed:

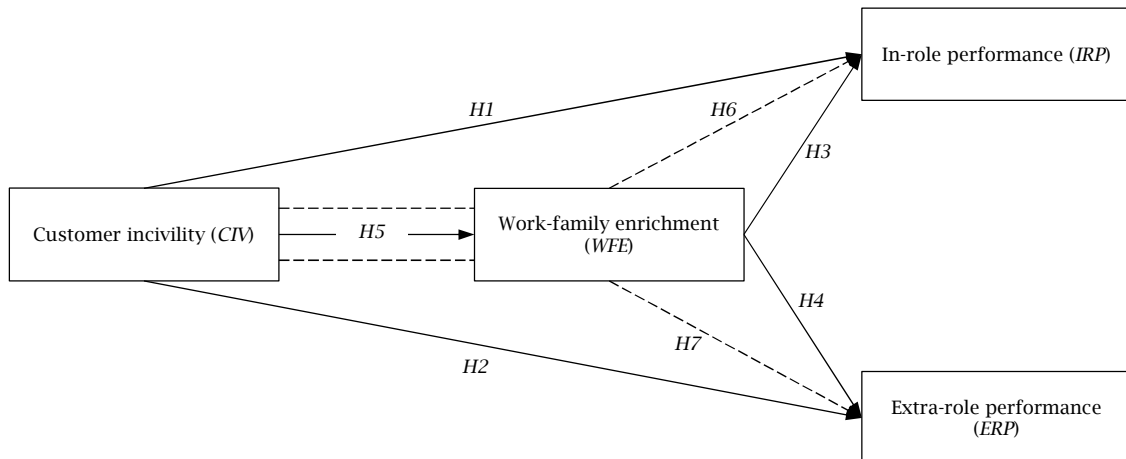
H6: Work-family enrichment mediates the relationship between customer incivility and in-role performance.

H7: Work-family enrichment mediates the relationship between customer incivility and extra-role performance.

2.3. Research model

Based on the theoretical and empirical perspectives mentioned above, the study proposes a research model as shown in Figure 1.

Figure 1. Research model



3. RESEARCH METHODOLOGY

3.1. Research data

The questionnaire was initially developed in English and then translated into Vietnamese. Twelve in-depth interviews with the check-in staff were conducted to assess the clarity of each question. Based on their feedback, several items were revised, and minor changes were made to the final questionnaire. We then contacted the HR director of the airport ground services companies to obtain permission to collect the data. Trained research assistants were hired to conduct surveys in person or self-administered. In total, 520 questionnaires were distributed to the check-in staff using a cross-sectional survey, and 496 questionnaires were returned. After screening inappropriate responses (e.g., unanswered critical questions or responses in a pattern), only 486 surveys were obtained and included in the data analysis.

Out of the 486 check-in staff, 58.6% were men, 47.3% were single, and 52.7% were married. The majority of respondents were aged between 25–35 years old (45.7%), under 25 years old (25.3%), 35–45 years old (21.5%), and the rest over 45 years old. A large number of respondents had the highest level of education as intermediate (45.7%), and 54.3% held bachelor's or higher educational degrees. Most of them had worked in the aviation industry for more than five years (46.2%).

To test the proposed model, a quantitative analysis method using SmartPLS 4.0 software is used. The obtained data were analyzed using a non-parametric method (partial least squares structural equation modeling — PLS-SEM). The authors chose PLS-SEM because it can process data

regardless of normal distribution conditions (Hair et al., 2014). In addition, there are numerous other benefits associated with the implementation of PLS-SEM, including the ability to simplify analysis due to automatic integration and calculation of all measurement model criteria. Because PLS-SEM is an appropriate technique for assessing complex models with direct and intermediate relationships, it was ultimately selected.

3.2. Measures of constructs

All measures were adopted from the existing literature and modified to suit the context of this study. Customer incivility was measured with seven items adapted from Hur et al. (2016) using a five-point Likert scale (1 = rarely, 5 = very often). A sample item for customer incivility was: “How often do passengers yell at you at work?” We measured work-family enrichment with a four-item five-point Likert scale (1 = strongly disagree, 5 = strongly agree) following Carlson et al. (2000). A sample item for work-family enrichment was: “My involvement in my work makes me feel happy and this helps me be a better family member”. In-role and extra-role performance were measured with a six-item five-point Likert scale (1 = never, 5 = always) borrowed from Netemeyer and Maxham (2007). A sample item for in-role and extra-role performance were: “I met formal performance requirements when serving customers” and “I went above and beyond the “call of duty” when serving customers”, respectively. We also included gender, age, marital status, tenure, and qualification as control variables in our questionnaire. The scale of the research model is presented in Table 1.

Table 1. Research scales

Variable name	Items	Description	Source
Customer incivility (CIV)	CIV1	Customers treat me like they're not smart enough or superior.	Hur et al. (2016)
	CIV2	Customers want to talk with someone in a higher position because they don't trust the information I give them.	
	CIV3	Customers treat me rudely.	
	CIV4	Customers express opinions that cast doubt on staff members' qualifications.	
	CIV5	Customers comment on how well I do my job.	
	CIV6	Customers verbally abuse me on a personal level.	
	CIV7	Customers place irrational demands.	
Work-family enrichment (WFE)	WFE1	Being involved in my work allows me to better understand other people's perspectives, which makes me a better family member.	Carlson et al. (2000)
	WFE2	My involvement in my work helps me learn, which makes me a better family member.	
	WFE3	My work involvement allows me to learn new skills, which makes me a better family member.	
	WFE4	Being involved in my work improves my mood, which makes me a better family member.	
	WFE5	I feel happy when I'm involved in my work, and this makes me a better family member.	
	WFE6	Being engaged in my work brings me joy, which in turn makes me a better member of the family.	
	WFE7	My work involvement makes me feel personally fulfilled, which improves my ability to be a better family member.	
	WFE8	My work involvement gives me a sense of accomplishment, which makes me a better family member.	
	WFE9	I feel successful when I'm involved in my work, and this makes me a better family member.	
In-role performance (IRP)	IRP1	While serving customers, I fulfilled formal performance requirements.	Netemeyer and Maxham (2007)
	IRP2	I completed all the tasks that were asked of me by the customers.	
	IRP3	I fulfilled all the requirements for providing excellent customer service.	
Extra-role performance (ERP)	ERP1	While providing customer service, I went above and beyond the "call of duty".	Netemeyer and Maxham (2007)
	ERP2	I voluntarily made extra efforts to ensure a customer was satisfied.	
	ERP3	I provided customers with assistance when it wasn't necessary or expected.	

4. RESEARCH RESULTS

Evaluation of the measurement model was performed using multiple indices including Cronbach's alpha (α), composite reliability (CR), average variance extracted (AVE), and heterotrait-monotrait (HTMT) (Hair et al., 2017). The constructs' reliability is evaluated

through the use of the indexes. With Cronbach's alpha and CR both greater than 0.7, the results in Table 2 demonstrate that the scale's reliability has been verified (Bagozzi & Yi, 1988). Convergent validity is supported by factor loadings above 0.7 and AVE above 0.5 (Hulland, 1999). As a result, the scale's reliability meets expectations.

Table 2. Results of the measurement model

Construct	Indicator	Outer loadings	VIF	CR	α	AVE	ζ^2
Customer incivility (CIV)	CIV1	0.732	1.813	0.892	0.897	0.607	
	CIV2	0.782	2.170				
	CIV3	0.805	2.355				
	CIV4	0.791	2.158				
	CIV5	0.764	2.007				
	CIV6	0.774	2.923				
	CIV7	0.802	2.158				
Work-family enrichment (WFE)	WFE1	0.731	1.911	0.904	0.910	0.563	0.123
	WFE2	0.742	2.262				
	WFE3	0.721	2.835				
	WFE4	0.727	2.818				
	WFE5	0.805	1.046				
	WFE6	0.748	2.860				
	WFE7	0.772	2.715				
	WFE8	0.779	1.413				
	WFE9	0.722	2.515				
In-role performance (IRP)	IRP1	0.927	1.189	0.911	0.915	0.849	0.200
	IRP2	0.934	1.477				
	IRP3	0.903	2.761				
Extra-role performance (ERP)	ERP1	0.906	2.877	0.894	0.912	0.824	0.192
	ERP2	0.912	1.239				
	ERP3	0.906	2.332				

Note: VIF — variance inflation factor.

Furthermore, it was evident from the evaluation of HTMT that discriminant validity was confirmed (see Table 3). Because every HTMT value was less than 0.850, the discriminant validity of the construct was further supported (Henseler et al., 2016).

Table 3. Heterotrait-monotrait ratio

Construct	CIV	ERP	IRP	WFE
CIV	-			
ERP	0.481	-		
IRP	0.494	0.838	-	
WFE	0.515	0.432	0.413	-

Additionally, VIF has been used to evaluate common method bias and multicollinearity in structural modeling (Hair et al., 2011). Since there is no multicollinearity phenomenon, all of the VIFs in Table 2 are less than 3. Moreover, the findings demonstrate that the influences are at a level from smallest to largest since all of the f^2 values are greater than 0.02.

The R^2 results for *ERP*, *IRP*, and *WFE* are 0.244, 0.239, and 0.237, respectively, and R^2 adjusted for these three factors are 0.242, 0.237, and 0.236, respectively, all greater than 0.1 (Hair et al., 2012). This demonstrates how well the structural model that was employed works. Also, Q^2 values for *WFE*, *IRP*, and *ERP* are 0.123, 0.200, and 0.192, respectively, all of which are higher than 0. This demonstrates that the study's overall structural model satisfies the overall quality standards as well. Additionally, a high degree of fit is indicated by the normed fit index (NFI), which is 0.744 ($0.08 < NFI < 0.9$) (Forza & Filippini, 1998). Standardized root mean square residual (SRMR) equals 0.074 (< 0.08) (Hu & Bentler, 1999) confirming that this model is very suitable and valuable for research.

Chin (1998) proposed the f^2 coefficient as a way to measure how much the exogenous variable contributes to explaining the change in the endogenous variable when the exogenous variable is eliminated from the model. According to

the findings of the f^2 analysis, *ERP* and *IRP*, when compared to *CIV* and *WFE*, achieve an average impact efficiency level ($f^2 < 0.15$) (Cohen, 1988). *WFE*, meanwhile, attained a high degree of impact efficiency ($f^2 < 0.35$). These findings highlight the significance of *WFE* concerning *CIV* (see Table 4).

Table 4. Coefficient of determination (R^2) and effect size (f^2)

Construct	f^2			R^2	R^2 adjusted
	ERP	IRP	WFE		
CIV	0.107	0.119	0.299		
ERP				0.244	0.242
IRP				0.239	0.237
WFE	0.062	0.049		0.237	0.236

We used the bootstrapping technique with 5000 bootstrap samples to test the significance. The evaluation results in Table 5 show that all p-values are below the acceptance threshold of 0.005. Confirm with a 95% confidence level that each of the seven suggested hypotheses is significant. Specifically, *CIV* has a negative effect on *ERP* and *IRP*. *WFE* has a positive impact on both *ERP* and *IRP*. Furthermore, every mediating relationship exhibits statistical significance, with p-values less than 0.005, and every effect coefficient is negative.

Table 5. Results of bootstrapping for direct and indirect effect

Hypothesis	Relationship	Coefficient	t-value	p-value	2.5%	97.5%
H1	<i>CIV</i> → <i>IRP</i>	-0.344	7.498	0.000	-0.254	-0.435
H2	<i>CIV</i> → <i>ERP</i>	-0.324	6.651	0.000	-0.230	-0.420
H3	<i>WFE</i> → <i>IRP</i>	0.219	5.107	0.000	0.134	0.302
H4	<i>WFE</i> → <i>ERP</i>	0.248	6.136	0.000	0.170	0.326
H5	<i>CIV</i> → <i>WFE</i>	-0.479	10.928	0.000	-0.394	-0.562
H6	<i>CIV</i> → <i>WFE</i> → <i>IRP</i>	-0.105	4.330	0.000	-0.060	-0.156
H7	<i>CIV</i> → <i>WFE</i> → <i>ERP</i>	-0.119	5.096	0.000	-0.077	-0.168

All of the previously mentioned hypotheses are supported by the data in Table 5. About *IRP* ($\beta = -0.344$; $t = 7.498$; $p = 0.000$) and *ERP* ($\beta = -0.324$; $t = 6.651$; $p = 0.000$), *CIV* exhibited negative and statistically significant correlations. This supports *H1* and *H2* hypotheses. *IRP* ($\beta = 0.219$; $t = 5.107$; $p = 0.000$) and *ERP* ($\beta = 0.248$; $t = 6.136$; $p = 0.000$) revealed a positive correlation with *WFE*. This supports *H4* and *H5* hypotheses. Furthermore, it was discovered that there was a significant and negative mediating relationship ($\beta = -0.105$; $t = 4.330$; $p = 0.000$) between *CIV*, *WFE*, and *IRP*. Additionally, the results demonstrated a significant and negative relationship ($\beta = -0.119$; $t = 5.096$; $p = 0.000$) between *CIV*, *WFE*, and *ERP*. This supports *H6* and *H7* hypotheses.

5. DISCUSSION OF THE RESULTS

Research results show that customer incivility has a negative effect on in-role performance and extra-role performance. This finding strengthens the results of Jang et al. (2020) and Rank et al. (2007). Meanwhile, customer incivility has a positive effect on work-family enrichment, similar to the study of Zhang et al. (2018). Furthermore, there is a negative mediating effect of work-family enrichment on the relationship between customer incivility, in-role performance, and extra-role performance. This could be explained by the fact that in-role and extra-role performance is fairly obvious in job descriptions and can easily be

assessed by supervisors (Riketta, 2002). Therefore, even when experiencing customer incivility, frontline employees must still fulfill their formal tasks specified in the job descriptions and informal behaviors to avoid negative influence on their reward or being punished.

Employees encounter disrespectful or impolite behavior from rude customers. This causes tension and frustration, which impairs focus and cognitive function and results in emotional stress. This emotional stress causes mental resources to be scattered, and not focused on work, leading to a decrease in productivity and accuracy at work (Mehmood et al., 2023). If this rudeness persists, it is easy for them to feel that they are not appreciated or appreciated (Ren et al., 2022). Employee satisfaction and commitment to work will inevitably decrease. Employees tend to put in less effort, be less creative at work, and may even minimize their efforts. These problems reduce work performance.

Furthermore, persistent rudeness from clients can result in burnout, which is characterized by emotional exhaustion. Employees who experience burnout find it extremely difficult to carry out their duties effectively because they lack the drive and enthusiasm to work (Vasconcelos, 2020). As a result, In-role performance and Extra-role performance are both severely affected. In severe cases, burnout can lead to employee absences or resignations, which not only affects individual performance but also disrupts the productivity of the organization as a whole (Zhu et al., 2019).

The analysis results also show that between in-role performance and extra-role performance, customer incivility has a stronger impact on in-role performance than extra-role performance. This is quite important because this influence can reduce the quality of the service level of airlines. Meanwhile, the effect of work-family enrichment on extra-role performance was stronger than in-role performance. Similarly, the role of work-family enrichment is stronger in the relationship between customer incivility and extra-role performance. While the previous study by Jiang et al. (2019) only identified the effect of customer incivility on in-role performance and extra-role performance, this study also determined the importance of work-family enrichment on employee performance at airports in Vietnam. Participating in activities outside of work also helps employees maintain a work-life balance. When employees have the opportunity to pursue their passions and develop themselves outside of the work environment, they will feel more satisfied with their lives (Mehmood et al., 2023). This satisfaction motivates them to devote more to their work, not only to complete the required tasks well but also to actively participate in voluntary activities, thereby improving their overall work performance.

The findings of the current study contribute to the literature in several ways. Firstly, the research is one of the few that looks at how uncivil customers can affect both in-role and extra-role performance. The results would facilitate more advanced theory development regarding mechanisms between customer mistreatment behaviors and job performance (Baranik et al., 2017).

Second, by investigating frontline staff's extra-role and in-role performance, the research enhanced the knowledge of factors that impact staff's extra-role and in-role performance during service delivery. This type of performance emphasizes the proactivity and voluntary behaviors of frontline staff during a service interaction. Today's service businesses depend heavily on these behaviors to survive, as they are critical to customers' perceptions of the quality of their offerings (Ye et al., 2019). Our study adds to the literature by investigating customer incivility and the underlying mechanism in which it impacts staff's extra-role and in-role performance.

Third, the significant negative association between customer incivility and work-family enrichment and, in turn, reducing job performance of frontline staff is consistent with the work-family enrichment model (ten Brummelhuis & Bakker, 2012), and the theory of work-family enrichment (Greenhaus et al., 2006). Customer incivility can be considered a work demand, causing negative mood and resource loss for frontline staff. Negative moods, instead of positive ones, spill over into the home domain, which reduces work-family enrichment. Low work-family enrichment levels further reduce motivation and commitment in the workplace (Ren et al., 2022), thus lowering their performance.

6. CONCLUSION

This paper aims to investigate the effect of customer incivility on job performance under the mediated effect of work-family enrichment of frontline staff at Vietnamese airports. The results show that customer incivility has a negative impact on extra-role and in-role performance. The results also

confirm the positive mediating role of work-family enrichment. The results of this study provide managers with important implications in HR management.

There cannot be happy customers without happy staff. Therefore, managers should seriously consider investing their efforts in helping their staff reduce customer incivility's negative impact. From a practical perspective, some suggestions can be made for airport managers. The partial mediation of work-family enrichment in the customer incivility, extra-role, and in-role performance relationship shows that the direct. The effect of customer incivility on extra-role performance is still significant. Therefore, customer incivility can considerably impact frontline staff's extra-role behaviors. Changing passenger behavior is difficult, but regular training for frontline staff on dealing with uncivilized or rule passenger behavior is essential. The training can significantly benefit airport check-in staff. Through training, staff can be aware of common uncivilized behaviors when interacting with passengers and have the skills to deal with such behavior. The training also reminds employees of the meaning of their job duties and their responsibilities in aviation safety procedures. Therefore, they need to avoid distractions arising from conflicts to ensure all safety procedures are followed.

Besides training skills to deal with uncivil passengers, training programs for staff mental health are also important. Mindfulness-based stress reduction training has been reported to be extremely beneficial for frontline staff to relieve stress from encountering uncivilized behavior from customers and enhance their work-family enrichment. This training program can lead to changes in staff's attention, perception, and emotions. They learn to accept and be non-judgmental toward a situation. Thereby, being less affected when encountering uncivilized behavior from passengers and less likely to transfer those negative emotions from work to home. Mindfulness practices require time and patience and can be challenging to focus on feelings within oneself. It also needs repeated training to control patterns of thinking and behavior. So, to see mindfulness's real and lasting effects, airport managers must conduct the training consistently and with commitment. The role of organizations in supporting their staff to practice mindfulness is essential. Supervisors should remind their employees of the remaining daily meditation, and they should be members of the training, sharing their experiences and the effect they can get from the daily meditation. Practices can demonstrate the benefits of mindfulness, not only improving work-family enrichment but also enhancing employee well-being, and mental health and improving job performance. Staff can participate and get positive results if the training is organized seriously with a high leadership commitment. They also share any positive effects they have experienced with other employees, which can encourage greater acceptance of the practices within the organization.

More importantly, unruly passengers who have an aggressive attitude towards the airport's frontline staff, need to be dealt with firmly, even if they are not allowed to enter the security area and make their flight. By intervening immediately, airport frontline employees feel respected, protected by their organization, and in turn, empowered to help them overcome bad experiences during a service interaction. Prior studies have also validated the significance of organizational support in reducing the negative consequences of rude customers.

The study has some limitations that indicate directions for future research. First, the authors examined only the effect of incivility by customers on employees' performance. The performance of staff can also be affected by other sources of incivility, such as incivility in the workplace or from supervisors and coworkers. Therefore, future studies should investigate and compare the effect of

incivility from different sources on service staff performance. Second, scholars should investigate potential factors that may reduce the negative effects of customer incivility, such as characteristics, coping strategies, and social support. Thus, offers several promising avenues for interventions to alleviate its negative consequences.

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