

**ANTECEDENTS OF EMPLOYEE TURNOVER: THE ROLE OF
PROMOTIONAL STRATEGIES**



Ayesha Malik

F19BBAM098

**BUSINESS STUDIES DEPARTMENT
KINNAIRD COLLEGE FOR WOMEN
LAHORE, PAKISTAN**

2019-2023

**ANTECEDENTS OF EMPLOYEE TURNOVER: THE ROLE OF
PROMOTIONAL STRATEGIES**



**A THESIS SUBMITTED TO KINNAIRD COLLEGE FOR
WOMEN IN FULFILLMENT OF THE REQUIREMENTS
FOR THE DEGREE OF
BACHELORS**

**IN
BUSINESS ADMINISTRATION**

By

Ayesha Malik

**BUSINESS STUDIES DEPARTMENT
KINNAIRD COLLEGE FOR WOMEN
LAHORE, PAKISTAN**

2019-2023

RESEARCH COMPLETION CERTIFICATE

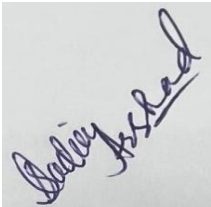
It is certified that Ms. Ayesha Malik of Bachelors (session 2019-2023), Department of Business Studies has carried out research work entitled “**Antecedents of Employee Turnover: The Role of Promotional Strategies**” under my supervision.

It is assured that research work is original and has not yet been published anywhere else.

Dated: December , 2023

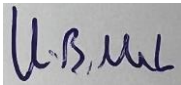
Supervisor

Sadia Arshad

A rectangular box containing a handwritten signature in blue ink that reads "Sadia Arshad".

Head of Department

Dr. Usamah Iyyaz

A rectangular box containing a handwritten signature in blue ink that reads "U.S.I.".

ANTI – PLAGIARISM DECLARATION

I certify that this is my research work. The work has not, in whole or in part, been presented elsewhere for assessment. Where material has been used from other sources, it has been properly acknowledged. The similarity index of the research report is **11%**. If this statement is untrue and I am found guilty of plagiarism, the punitive actions against me should be taken as per Kinnaird Anti Plagiarism Policy.

All the changes recommended by the examiners are incorporated in the copy.

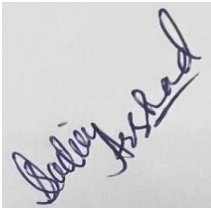
Ayesha Malik

F19BBAM098

Program: Bachelor's in Business Administration

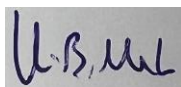
Supervisor

Sadia Arshad

A rectangular box containing a handwritten signature in blue ink that reads "Sadia Arshad".

Head of Department

Dr. Usamah Iyyaz

A rectangular box containing a handwritten signature in blue ink that reads "U.S. Iyyaz".

ACKNOWLEDGMENTS

Thanks to Almighty Allah for giving me wisdom, knowledge and strength to complete my research work. I would like to express my deepest gratitude and appreciation to all those who have supported and contributed to the completion of this thesis. Their guidance, encouragement, and assistance have been invaluable throughout this journey.

First and foremost, I am immensely grateful to our supervisor, Miss. Sadia Arshad, for her unwavering support and guidance. Her expertise, insightful feedback, and constructive criticism have shaped the direction of this research and greatly enhanced its quality. I am indebted to her for her patience, encouragement, and constant belief in our abilities.

I would like to extend my heartfelt appreciation to my fellow batch members, especially Heena Nauman, Zainab Naveed, Mah-e-Arzu, Esha Asif, Iqra Rai and Khushbakht Rashid. Their valuable insights suggestions, and rigorous examination of my work has been instrumental in shaping its final form. I am grateful for their time, expertise, and dedication to ensuring the academic rigor of this thesis. Their presence in my life has made this journey not only academically enriching but also enjoyable and memorable.

I am deeply grateful to my family for their unwavering love, understanding, and encouragement. Their continuous support and belief in my abilities have been the driving force behind my pursuit of knowledge.

Thank you all.

Ayesha Malik

ABSTRACT

Employee turnover has significant implications for organizations, including increased costs associated with recruitment, training, and loss of experienced employees. This study aims to explore the antecedents of employee turnover, specifically focusing on the role of promotional strategies. The research investigates the factors that contribute to employee turnover, such as dissatisfaction, lack of support, emotional burnout, biased promotions, inadequate training, and poor communication within the organizational hierarchy. The study also examines the impact of promotion-focused strategies on reducing turnover by enhancing employee motivation, productivity, and loyalty. The study adopts a comprehensive approach to understand the relationship between turnover and promotional strategies in the context of call centers. By analyzing the antecedents of turnover intention, this research provides valuable insights for organizations to address the underlying factors that contribute to turnover and implement effective strategies to reduce turnover rates. Data was collected from 295 call center employees from various private call centers. The research design of this study was non-experimental, quantitative and correlational in nature. The findings validated several hypotheses, including the positive link between emotional labor strategies and emotional burnout, the association between burnout and employee incivility, and the positive relationship between employee incivility and turnover intention. Nevertheless, the findings confirmed the positive relationship between regulatory focus strategies and service performance, the negative association between service performance and turnover intention, and the positive link between customer incivility and emotional burnout.

List of Tables

Table	Title	Page
Table 4.1	Frequency Analysis	32
Table 4.2	Gender and Education	33
Table 4.3	Gender And Being Permanent	33
Table 4.4	Education With Being Permanent	33
Table 4.5	Descriptive Statistics	35
Table 4.6	Reliability Analysis	38
Table 4.7	Correlation Matrix	40
Table 4.8	Data Normality	42
Table 4.9	Multi Collinearity	44
Table 4.10	Regression Results	46
Table 4.11	Regression result	48
Table 4.12	Analysis for mediation	50
Table 4.13	Analysis for mediation	54
Table 4.14	Summary of Results	56

LIST OF FIGURES

Figure	Title	Page
Figure 1	Theoretical Framework	8

Antecedents of Employee Turnover: The role of Promotional Strategies

Table of Contents

RESEARCH COMPLETION CERTIFICATE	ii
ANTI – PLAGIARISM DECLARATION	iii
ACKNOWLEDGMENTS	iv
ABSTRACT	v
List of Tables	vi
LIST OF FIGURES	vii
1. INTRODUCTION	1
1.1 Background	1
1.2 Problem Statement	3
1.3 Rationale of Study.....	3
1.4 AIMS AND OBJECTIVES	5
1.5 RESEARCH HYPOTHESIS	6
1.6 Theoretical Framework	7
2. LITERATURE REVIEW	8
2.1 Emotional Labor Strategies and Emotional Burnout	8
2.2 Emotional Burnout and Employee Incivility	9
2.3 Employee Incivility and Turnover Intention.....	10
2.4 Moderating Effect of Perspective Taking	11
2.5 Mediating Effect of Emotional Burnout and Employee Incivility	12
2.6 Service Performance as Moderator	12
2.7 Regulatory Focus Strategies and Mediating Effect of Service Performance	13
2.8 Regulatory Focus Strategies and Service Performance.....	15
2.9 Service Performance and Turnover Intention	16
2.10 Customer Incivility and Emotional Burnout	17
3. RESEARCH METHODOLOGY	19
3.1 Research Design and Setting	19
3.2 Study Variables	20
3.2.1 Emotional Labor Strategies	20
3.2.2 Customer Incivility	20
3.2.3 Regulatory Focus Strategies	21

3.2.4 Turnover Intention	21
3.2.5 Perspective Taking	21
3.2.6 Service Performance	22
3.2.7 Emotional Burnout	22
3.2.8 Employee Incivility	23
3.3 Time Horizon, Unit of Analysis and Participants	23
3.4 Population and Sampling.....	24
3.4.1 Target Population	24
3.4.2 Sample Size Selection	24
3.4.3 Sampling Techniques	25
3.5 Study Instrument	25
3.6 Data Collection Method.....	26
3.7 Administrative Procedure	26
3.8 Ethical Consideration	26
3.9 Measurement and Scales.....	27
3.9.1 Emotional labor strategy	27
3.9.2 Customer Incivility	27
3.9.3 Regulatory Focus Strategies	27
3.9.4 Employee Burnout:	27
3.9.5 Service Performance	27
3.9.6 Turnover Intention	28
3.9.7 Perspective Taking:	28
3.9.8 Employee Incivility	28
3.10 Analytical Approach.....	29
4. DATA ANALYSIS	30
4.1 Descriptive Analysis.....	30
4.1.1 Descriptive Analysis of Participants	30
4.2 Descriptive Analysis of Study Variables	34
4.3 Reliability Analysis.	36
4.6 Correlation Matrix.....	39
4.4 Data Normality.....	41
4.5 Multicollinearity.....	43
4.6 Hypothesis Testing.....	45

4.6.1	Analysis for Mediation	45
4.6.2	Testing and Analysis for Mediation.....	47
4.14	SUMMARY OF RESULTS.....	56
5.1	Discussion of Results.....	57
5.2	Theoretical Contribution.....	59
5.3	Practical Implications	61
5.4	Limitations.....	63
5.5	Conclusion.....	65
REFERENCES.....		66
APPENDIX A.....		83
APPENDIX B.....		84

1. INTRODUCTION

1.1 Background

Employee turnover is important because, when a representative is hired, they must first go through certain training, and for that to happen, additional money and commitment is needed (Griffeth, 2000) The organization will need to reorganize its resources to ensure smooth progression of marketable strategies and objectives, and losing a member of the group will also result in more stress and work. If employees choose to leave their jobs, it will result in significant costs for enrolling, recruiting, and training. Here, it may result in a decrease in employees with expertise in the field or who have worked for a longer period of time. Employees have a critical role in a company's growth and long-term viability and they are also a key source for gaining a competitive edge. Every organization should focus on representatives by ensuring their happiness, tenacity, and commitment as workers help to develop better relationships with clients and guarantee a more significant offer in the market.

It is important to consider the potential causes of turnover since it has a significant impact on an organization's brand image and name, which keeps customers from sticking with one company. By doing various investigations, it has been deduced that employees depart from organizations if they are unhappy and their needs are not met there. Or, on the other hand, they are unable to locate an organizational hierarchy and structure that will support them in resolving their issues (Penglin Li, 2014). Sometimes, a customer's impolite behavior can lead to issues, which can lower employee motivation or damage their self-confidence, leading them to decide to quit their place of employment (Biyan Xiao, 2022). The call center agents may experience emotional burnout if they are overloaded with their duties (Sliter, 2010). In order to reduce the likelihood that their representatives may quit, associations must fully understand the motivations underlying the behavior of their representatives during times of turnover.

In this study, we have also used the promotion focus strategy because it encourages the representative to really support the workers in all kinds of situations because promotions increase workers' motivation and productivity (Chiu, 2002) and also increase the representative's dependability, which reduces the likelihood of representative turnover.

Since employees are the core of businesses, they are the roots and stems of reflecting a company's belief

system, and they determine whether a company succeeds or fails, worker turnover has been thoroughly examined and assessed over the years. In the long run, much research has been focused on employee burnout and turnover. It has been observed that there are a few elements, such as the lack of opportunity for professional growth, that signal the development in burnout. It is often believed that if a company doesn't provide unique incentives like non-cash fringe benefits or promotional advantages, its employees may feel trapped in their current roles and lose motivation, which would lead to a greater rate of turnover.

In addition to this, one of the main causes of representatives feeling demotivated and choosing to quit is biased or unjustified promotions. If promotions are granted based on factors like nepotism or personal bias rather than on merit and integrity, it may leave employees feeling resentful, which can breed animosity and increase attrition. Additionally, insufficient Training and Improvement program cause employees to gain fewer skills and expertise, which lowers employee motivation and deprives the workforce of the most recent techniques and innovations. (Mahmood, 2015) Organizations that do not invest in training and improvement risk losing out on attracting and retaining the finest recruiters. Representatives must quit the association if they believe that their knowledge is being stifled or stagnates at a certain point. Finally, it is widely accepted that employees may become confused and feel as though there is a lack of transparency when there is a lack of communication and correspondence among the hierarchy of an organization, or on the other hand, if an association doesn't clearly communicate its short-term strategies and cycles. This can result in a faster rate of turnover.

Burnout and employee turnover are concepts that are closely associated in the HR and organizational behavior fields. According to research, call center agents' expectations for turnover and job burnout are areas of strength. According to study, an employee's intention to quit their present work and chances of doing so are strongly correlated. According to a 2009 research by Schaufeli, Leiter, and Maslach (Maslach e. a., 1981) stated that burnout plays a substantial role in an employee's choice to quit their work.

According to studies published in the Journal of Occupational Health Psychology, people who experience higher degrees of burnout are more likely to leave their professions within a year (Åsa Lundgren-Nilsson, 2012). These findings emphasize the importance for organizations to address burnout and implement measures to prevent and manage it in order to decrease the adverse effects on employee turnover.

1.2 Problem Statement

Employee turnover along with several other substantial factors, leads to an organization's failure, if not addressed subsequently. If a company is able to sufficiently manage its employee turnover, it will at the end manage to generate optimum profits and increase its output along with maintain a positive goodwill of the organization. How daily associations amongst the industries are swiftly increasing, the ongoing need to understand emotional labor and to demand it has also increased. Emotional labor has been seen to be a key source to be studied since it prominently impacts employee turnover.

The substantial turnover of staff at contact centers is now on the rise, which is assumed to be a result of the employees' higher stress levels brought on by rude or unpleasant client behavior. Emotional burnout may emerge from the resultant stressful work environment, which in turn raises the rate of employee turnover. (O'Neill, 2011)

Clients contact call centers to ask for assistance whenever they run into problems. Employees make every effort to please consumers. While it is impossible for them to handle clients with their full energy because they receive hundreds of calls each day and occasionally they can get mentally or physically worn out they nevertheless continue to do it because it is part of their job, but most of the time they are unable to please clients effectively, which may lead to customer incivility at even minor inconveniences as customer incivility increases.

Based upon this knowledge our purpose of this study is to find antecedents of employee turnover intention in call centers industry. Further, this particular research is aimed at identifying the role of promotional focus strategy and organizational culture as the buffer between emotional labor and turnover intention.

1.3 RATIONALE OF STUDY

Peter Drucker, Douglas McGregor, and Gary Becker, three prominent motivational theorists, all agreed that a company's most valuable asset is its people. Different resources such as money, materials, and equipment won't yield any natural products to an association unless competent and effective labor is in charge of the undertakings and can employ these resources to the best of their ability to meet the goals that have been set. Representatives, particularly in the service industry like contact centers, are typically responsible for the sector's development by acquiring and retaining clients. Client Service Representatives (CSRs) play a crucial role in delivering services to customers in such settings (Singh, 1994). However, research suggests that call centers use high levels of innovation to increase efficiency and provide more client support, which in turn causes employees to experience higher levels of stress and turnover.

Representative pressure and turnover have increased as a result of the strong emphasis on competency and control in contact center environments. Several research projects have been conducted to determine the causes of stress among call center agents, and these investigations have produced varying conclusions on this matter. 823 call community agents from 36 call habitats were the subject of a review conducted by Christine A. Sprigg and Paul R. Jackson in 2006, and they discovered that more notable exchange prearranging and more focused upon significant level of stress and pressure on employees. (Christine A Sprigg, 2006)

Insufficient human led factors, or what we commonly refer to as ergonomics, inequitable resting/working hours, time pressure, high call volume, and low employer stability are the main stressors found among these workers, according to a study led by (Rahul Sharma, 2021) that focused on these call center representatives. (Muhammad Sial, 2011) Conducted study on 250 call community representatives and discovered that job ambiguity, frequent promotion practices, and compensation levels had an impact on work-related strain and job execution. It is crucial for businesses to identify the causes of pressure and turnover in the IT labor force and regulate it through human asset practices (Magid Igbaria, 1992)

In this particular instance, our investigation focuses on how an employee's personal work contributes to burnout because, at some point, the employee feels exhausted and spreads false sensations across

the workplace (Grandey A. A., 2005) which results in an elevated turnover rate. However, if certain regulatory focus strategies—which include promotion focus and prevention focus strategies—are combined, it could lessen the effects of prolonged work on burnout. For this reason, this study looks at the possibility that although employees' personal work cannot be controlled, turnover could be decreased by optimizing regulatory focus strategies.

1.4 AIMS AND OBJECTIVES

The study is aimed at specifying the strength of the path predicting turnover intentions of call center employees. Whether it is customer incivility or the specific strategies (emotional labor strategies and regulatory focus strategies) that has significantly impacted over turnover intention. More significantly, the study objectives are;

- To investigate how emotional labor strategies, employee incivility, and regulatory focus strategy are related to turnover intention.
- To explore whether emotional burnout mediates the relationship between emotional labor strategies and turnover intention.
- To examine whether emotional burnout mediates the relationship between emotional labor strategies, customer incivility, and turnover intention.
- To examine how employee incivility is related to emotional burnout.
- To study how service performance acts as a mediator between regulatory focus strategies and turnover intention.
- To analyze the moderating effect of perspective taking on the relationship between emotional labor strategies and emotional burnout.
- To investigate the moderating effect of service performance on the relationship between emotional burnout and employee incivility.
- To explore relationship of regulatory focus strategies with service performance.
- To investigate how service performance is related to turnover intention.
- To explore the mediating role of employee incivility in the relationship between emotional burnout and turnover intention.

1.5 RESEARCH HYPOTHESIS

- H1:** Emotional Labor strategies have a positive and significant relationship with Emotional Burnout
- H2:** Emotional burnout has a significant relationship with employee incivility
- H3:** Employee incivility has a positive and significant relationship with turnover Intention
- H4:** Perspective taking acts as a moderator between emotional labor strategies and emotional burnout
- H5:** Emotional Burnout and Employee incivility acts a mediator between emotional labor strategies and turnover intention.
- H6:** Service performance acts as a moderator between emotional burnout and employee incivility.
- H7:** Service performance acts a mediator between regulatory focus strategies and turnover intention.
- H8:** Regulatory focus strategies have a positive relationship with service performance.
- H9:** Service performance has a significant relationship with turnover intention.
- H10:** Customer incivility has a positive and significant relationship with emotional burnout.

1.6 Theoretical Framework

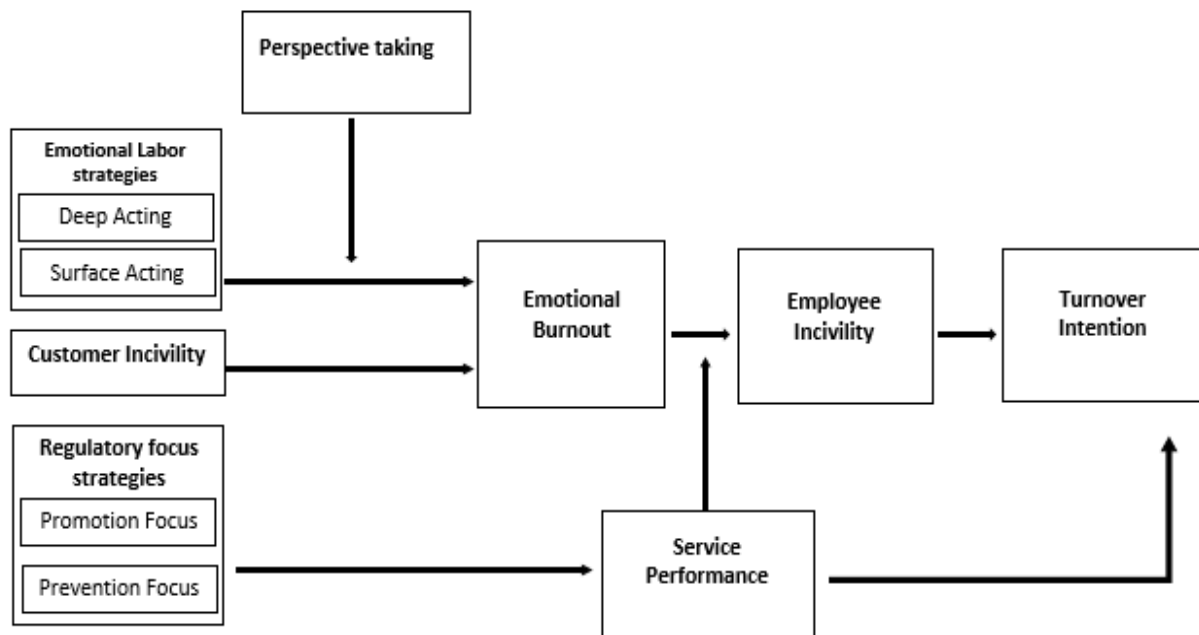


Figure 1

Figure 1 displays the group study variables that have been designated for the following research in order to analyze the possible antecedents of employee turnover and how varying strategies can be incorporated to reduce the impact in the firm. The variables Emotional Labor strategies, Customer Incivility, Regulatory Focus strategies and Turnover intention are the basic study variables, whereas, Service performance and Perspective taking act as a moderator and Emotional Burnout act as a mediator.

2. LITERATURE REVIEW

Employee turnover, or the departure of employees and their replacement by new hires, is a problem that many organizations encounter. Employee turnover may be complicated for a number of reasons, including personal characteristics, work requirements, organizational culture, and external influences like the status of the economy. The importance of promotional strategies—the techniques used to advance workers through the organization—has recently been recognized as a potential factor leading to employee turnover. This analysis of the literature's findings aims to determine if promotional methods and employee turnover are related and to assess how they affect both employee intentions and actual turnover behavior. By reviewing the existing research in this field, the review aspires to provide an understanding of the role of promotional strategies in reducing employee turnover and enhancing employee retention.

2.1 Emotional Labor Strategies and Emotional Burnout

Emotional labor strategies could prompt pressure and burnout in representatives, which could adversely influence their work fulfillment and prosperity (Kim J.-S. , 2020). A recent review of literature concluded that emotional labor can lead to job stress and ultimately result in burnout (Jeung, 2018). However, using naturally felt emotions can help promote emotional compatibility and prevent burnout among employees (Havva Ozturk, 2015). Employees are expected to display positive emotions towards both internal and external stakeholders, and avoid expressing negative emotions like resentment and dissatisfaction (Ethel Brundin a, 2022) .

This requirement makes emotional labor a source of job stress (Yang, 2008) and can lead employees to feel completely exhausted and lose control of their emotions. Frontline employees, who must continuously regulate their emotions and interact with customers, experience higher levels of emotional exhaustion compared to other employees (Kuan-Yu Chen a, 2019). According to a meta-analysis conducted by (Sheena J. Johnson a 1, 2017) different dimensions of emotional labor strategies have varying impacts on burnout.

As suggested by (Juhyun Kang, 2022) in the process of service interactions, frontline employees' emotional displays really matters , hence employees use deep acting and surfaceacting (Hui Zhang, 2018) to deal with every type of customers but with time these employees gets exhausted, they feel stressed to act in front of employees this leads to emotional burnout.(Céleste M. Brotheridge, Emotional Labor and Burnout: Comparing Two Perspectives of “People Work”, 2002) Stated that surface acting has positive relation with emotional exhaustion, because surface acting results in inauthentic emotions, tension and depression andfeeling of emotionally drained. (Wang T.-L. , 2014) They get tired of showing fake emotionsand making customers happy and satisfied (Grandey e. a., When “the show must go on”: Surface acting and deep acting as determinants of emotional exhaustion and peer-rated servicedelivery. , 2003), where they themselves are stressed and depressed in real.

As per observations, burnout results in feelings of exhaustion, disengagement, and reduced effectiveness (Maslach e. a., Understanding the burnout experience: recent research and its implications for psychiatry. , 2016). It can also be elaborated that when an employee is emotionally depleted, they tend to lose interest in their workspace, and once an employee loses interest, they often resent to burnout and turnover at the end. This peculiarity drives us to produce our speculation that emotional burnout decidedly affects profound work as when emotional labor builds there is an ascent in emotional burnout since representatives don't feelassociated with the establishment, they work in. There is a positive relation between emotionalburnout and emotional labor.

2.2 Emotional Burnout and Employee Incivility

Frontline employee has to interact with all type of customers, they need to act calm and cool but till a certain time when they get exhausted showing fake emotions they get stressed, and behave in uncivil manner (Baumeister, 2001.). Emotionally exhausted or burnout employeesare fully pressurized, stressed they just need to blow out their anger but as a part of their job they can't show their actual feelings to customers hence consequently colleagues become their prey. Employees when get emotionally exhausted they get irritated by others, this leads to employee uncivility.

Work pressure sometimes emotionally drains employees, they get exhausted with strictdeadlines, sometimes because of harsh supervisor, work culture etc. (D. Prosser, 1999) statedthat emotional burnout which is associated with job satisfaction also leads to employee

incivility as employee is unhappy with the job or working culture which make him tensed and angry which consequently leads to employee incivility. When job demands more than employee capacity it also make an employee exhausted and burnout, employee feel pressurized hence unconsciously starts misbehaving with colleagues (Johnson, 2001)

2.3 Employee Incivility and Turnover Intention

Being the target of uncivil behavior leads to turnover intention. (Cortina, Incivility in the workplace: Incidence and impact., 2001) Uncivil behavior can be from the colleagues or the boss. Employee Incivility takes place when employee ego is hurt, if they are disrespected (Hershcovis, 2017) .

In some studies job satisfaction is highly related to turnover intention (R.B. Dunham, 1994), if employee is satisfied with the job requirements etc. they ignore other negativity including employee incivility and they themselves try to control their anger to reduce employee incivility from their side as they want to work rather than to become exhausted and leave.

COR theory (Hobfoll, 1989,) states that every individual has a specific capacity to ignore the uncivil behavior but when the capacity (that is stated as individual resource) gets deficient or is lost, employee gets angry and shows their anger physically which cause employee incivility, consequently leading to turnover intention. Previous studies suggest that when individuals perceive greater organizational support, they are better equipped with emotional and psychological resources to cope with negative behavior, thereby enabling employees to reduce the negative impact of employee incivility on burnout (Karatepe, 2012)

As organizational culture improves, the impact of burnout weakens which subsequently weakens employee incivility that leads to turnover intention. When Employees experience a higher level of emotional burnout, they become unsatisfied with work, motivation and personal accomplishment diminishes (Cordes, 1993) they start to react in uncivil way, disturbing the organizational culture this consequently leads to turnover intention.

2.4 Moderating Effect of Perspective Taking:

Emotional labor is the process in which one's emotions are regulated in response to job demands (Hochschild, 1983). Emotional burnout, a feeling of exhaustion, cynicism, and reduced personal accomplishment, can result from the use of different methods to manage emotional labor, including surface acting (faking emotions), deep acting (genuinely feeling emotions), and perspective taking (adopting the perspective of others). (Maslach e. a., 1981)

The purpose of this research is to investigate the moderating role of perspective taking between emotional labor strategies and emotional burnout. Several studies have demonstrated that both surface acting and deep acting are associated with emotional exhaustion (Brotheridge C. M., 2002). Individuals who engage in high levels of surface acting are more likely to experience emotional exhaustion compared to those who engage in deep acting (Tims, 2012)

However, deep acting may also lead to emotional burnout if it is not perceived as it should be if individuals are unable to fully embrace the required emotions (Rafaeli, 1989) . Studies have found that perspective taking can serve as a protective factor against emotional exhaustion and burnout (Xanthopoulou et al., 2007). In previous studies, it has been shown that employees who practice perspective taking are less likely to experience emotional burnout, even when engaging in high levels of emotional labor (Xanthopoulou et al., 2007).

Perspective taking has also been found to have a positive impact on job satisfaction and can buffer the negative effects of surface acting on emotional exhaustion (Se Hoon Choi, 2014). In contrast, research by (Grandey A. A.-P., 2004) found that surface acting, a type of emotional labor strategy involving hiding true feelings, can increase burnout. However, perspective taking moderates this relationship and reduces the risk of burnout. Similarly, another study by (Brotheridge C. M., 2002) found that deep acting, a type of emotional labor strategy involving altering one's true feelings to match job requirements, was positively associated with job satisfaction and reduced the risk of burnout when combined with high levels of perspective taking.

2.5 Mediating Effect of Emotional Burnout and Employee Incivility:

According to (Ute R Hülshager 1, 2013) surface acting involves displaying emotions that do not match one's true feelings and is linked to higher levels of emotional exhaustion and a greater likelihood of wanting to leave the job. Similarly, in a study by (Dieter Zapf, 2021), in the case of deep acting, individuals genuinely experience and express their emotions, and this is positively linked with job satisfaction and negatively linked with emotional exhaustion. Emotional burnout has been linked to increased turnover intention, as employees who experience burnout may feel less satisfied with their job and be more likely to leave (Schaufeliet al., 2009).

A study by (Maslach e. a., Understanding the burnout experience: recent research and its implications for psychiatry. , 2016) found that employees who face high levels of emotional exhaustion were more likely to engage in uncivil behaviors. (Won-Moo Hur, 2014) Found that increase in incivility was related with increase in emotional exhaustion and reduced job satisfaction among employees. The authors argue that incivility in the workplace can increase stress levels and erode workers' sense of psychological well-being, leading to emotional burnout.

In addition, increased level of emotional labor have been associated with increased levels of employee incivility, which refers to behavior that is rude, disrespectful, or disruptive in the workplace (Andersson et al., 1999). Incivility has also been linked to increased turnover intention, as employees who experience incivility may feel disrespected and be more likely to leave their job (Cortina, 2009)

2.6 Service Performance as Moderator:

According to (Bitner, 1990) service performance refers to an organization's capacity to meet the demands and expectations of its clients by offering them high-quality goods and services. According to research, service performance may significantly affect an employee's happiness and level of work satisfaction (David E. Bowen, 1989). According to (Halbesleben, 2014) a high level of service performance is specifically linked to a reduced degree of emotional exhaustion. According to (Kim J.-S. , 2020) one theory explaining this association is that high levels of service performance help employees develop a feeling of purpose and fulfillment in their job which reduces negative impact of stress and burnout

Employees can sense as though they have done anything when they are able to satisfactorily fulfil and match the expectations of consumers, which may provide employees contentment and assist to minimize instances of burnout (Kim J. &.-K., 2016) High levels of service performance, nevertheless they can aid in reducing emotional exhaustion, cannot always be enough to stop rude behavior among staff members. Researchers have examined the moderating role of service performance in the association between emotional fatigue and incivility in order to better understand the relationship between service performance and employee rudeness.

According to studies, higher levels of service performance can function as a buffer against the negative impacts of emotional fatigue on rudeness among employees (Kim J.-S. , 2020). This suggests that even when they are very emotionally burned out, people who execute their jobs well are less likely to act in an unruly manner. This is because achieving high levels of service performance may provide workers a feeling of fulfilment and purpose in their work, which can mitigate the impacts of burnout and reduce the likelihood of rudeness (Kim J. &.-K., 2016)

2.7 Regulatory Focus Strategies and Mediating Effect of Service Performance

Regulatory focus theory posits that individuals have two distinct sets of objectives: promotion goals and prevention goals. Promotion goals are geared towards pursuing strategies that prioritize growth, development, and achievement. People who adopt promotion goals are generally inclined towards approach-oriented behavior. In contrast, prevention goals are aimed at avoidance-oriented strategies and individuals who adopt these goals are more concerned with ensuring safety, security, and responsibility. The theory suggests that an individual's situational context can determine the regulatory focus strategy they adopt, and that this strategy can significantly impact their behavior and outcomes

According to regulatory focus theory, the way individuals approach their objectives can significantly impact their perception of service performance. Specifically, individuals with promotion goals are expected to evaluate service performance more positively, whereas those with prevention goals tend to have more negative evaluations.

This study aims to review the existing literature on regulatory focus strategies and their mediating effect on service performance. The theory was originally introduced by (Higgins, 2021) and has since been extensively studied in various fields, including consumer behavior, health behavior, and organizational behavior. Regulatory focus theory suggests that an individual's approach to achieving their objectives can be influenced by various factors, including their mood and the difficulty level of the task they are facing. For instance, individuals who are feeling positive are more inclined to adopt promotion goals, while those experiencing negative emotions are likely to adopt prevention goals. Similarly, individuals dealing with a challenging task tend to adopt prevention goals, while those facing an easier task are more likely to adopt promotion goals.

In the context of service performance, regulatory focus theory predicts that the type of goals an individual adopts can significantly impact their evaluation of the service received. Those with promotion goals tend to have a more positive evaluation of service performance, while those with prevention goals tend to have a more critical evaluation. The individual's perception of the quality of service provided is believed to mediate this relationship.

Several studies have investigated the impact of regulatory focus strategies on service performance evaluations. Research suggests that individuals with promotion goals tend to evaluate service performance more positively when they perceive that the service has met their needs and expectations. Conversely, those with prevention goals tend to evaluate service performance more negatively when they perceive that the service has not met their needs and expectations. This indicates that an individual's regulatory focus strategy can influence their perceptions of service performance, which can, in turn, affect their evaluations.

For instance, (Chen, 2019) conducted a study on the relationship between regulatory focus and customer satisfaction in the context of online retail shopping. The study revealed that customers with promotion goals were more likely to be satisfied with the service when they perceived it as easy to use, reliable, and convenient. In contrast, customers with prevention goals were more likely to be satisfied with the service when they perceived it as secure, safe, and trustworthy.

Similarly, (Ebru Kuzgun, 2022) conducted a study on the relationship between regulatory focus and customer satisfaction in the hotel industry, focusing on the mediating role of servicequality. The results showed that service quality played a significant role as a mediator between regulatory focus and customer satisfaction. Customers with promotion goals were more likely to be satisfied with the service when they perceived it as high-quality, whereas those with prevention goals were more likely to be satisfied when they perceived it as safe and reliable.

2.8 Regulatory Focus Strategies and Service Performance

Regulatory focus theory pertains to the motivational mindset individuals adopt while striving to achieve their goals, with two types of regulatory focus: prevention-focused and promotion-focused. The former is more concerned with avoiding negative outcomes, while the latter is motivated by positive outcomes. Service performance, on the other hand, refers to the evaluation of the outcome of a service encounter by the customer. This paper aims to examine the relationship between regulatory focus strategies and service performance. (Jeongdoo Parka, 2019)

Empirical studies have demonstrated that regulatory focus strategies can significantly impact service performance. For instance, a prevention-focused strategy may result in a higher level of service performance as service providers are more attentive to avoiding errors and ensuring customer satisfaction. Conversely, a promotion-focused strategy may enhance creativity and innovation in the delivery of services, resulting in a more positive customer experience.

In a study conducted by (Woo, 2019) the researchers investigated the relationship between regulatory focus strategies and service performance by analyzing the service encounters of flight attendants. They found that a prevention-focused strategy resulted in a higher level of performance, as flight attendants were more focused on avoiding negative outcomes such as passenger complaints. However, a promotion-focused strategy was associated with a lower level of performance, as flight attendants were more focused on personal rewards, such as receiving a positive evaluation from their supervisor.

Similarly, in a study by (Jiaqi Yan, 2021), regulatory focus strategies were found to have an impact on service performance in the retail industry. A prevention-focused strategy resulted in

a higher level of customer satisfaction as employees were more focused on avoiding negative outcomes such as customer complaints. On the other hand, a promotion-focused strategy was associated with a lower level of customer satisfaction, as employees were more focused on personal rewards, such as receiving a positive evaluation from their manager.

The results of various studies suggest that regulatory focus strategies can significantly impact service performance. Service providers who adopt a prevention-focused strategy are more likely to provide a higher level of service performance as they are focused on avoiding negative outcomes. On the other hand, service providers who adopt a promotion-focused strategy may provide a lower level of service performance, as they are more focused on personal rewards.

2.9 Service Performance and Turnover Intention

Service performance states to the level of quality of service delivery by organizations and employees. This facet is critical for businesses as it affects loyalty and customer satisfaction, leading to enduring profitability (Tahir Islam, 2013). High service performance adds to customer retention, positive word-of-mouth, and repeat business (Rodoula H. Tsiotsou, 2015)

.On the other hand, customer complaints, negative reviews, and decreased customer loyalty are the results of low service performance. (Stephen S. Tax, 1998)

In order to maintain a high level of service performance, businesses should implement efficient service processes and offer regular training to their employees. Employees should also have the needed skills, knowledge, and resources to deliver quality service (Wirtz, 2011). Furthermore, businesses ought monitor and evaluate service performance through customer Surveys, Feedback and performance metrics (N. Gkantsinikoudis¹, 2017). Service performance can also be enhanced through the execution of new technologies, such as customer relationship management (CRM) systems and automated service processes (Verhoef, 2016)

Turnover intention is the inclination of an employee to resign the organization in the near future, according to (Jacob Weisberg, 2006). This component is crucial for companies because high turnover rates lead to elevated expenditures in recruitment and training, decreased employee satisfaction, and lower productivity. Moreover, high turnover intention can lead to a

decrease in customer satisfaction and decreased organizational performance (Wang Q. W., 2020)

To reduce turnover intention, organizations should emphasis on forming a positive work environment and promoting employee engagement. This can be achieved through regular performance feedback, flexible work arrangements and opportunities for skill development (Suzanne Zivnuska, 2004). Furthermore, organizations should offer competitive compensation packages, including salaries and benefits, as well as provide opportunities for career advancement to attract and retain employees. Organizations should address employee dissatisfaction and conflicts through open communication and a formal grievance process (Suzanne Zivnuska, 2004)

Service performance is a crucial factor that influences the turnover intention of employees. According to a study by (Terje Slåtten, 2011), the quality of service performance affects employee turnover intention. According to the study, employees who exhibit high levels of service performance are less likely to quit their jobs as compared to those with low service performance. This is because high service performance creates a positive work environment, which increases job satisfaction and reduces stress, thus reducing the intention to leave the employment.

Additionally, another study by (Mathis, 2011) suggests that high service performance is closely linked to employee turnover intention as it has a direct impact on customer satisfaction. When employees deliver quality service, they create a positive impression in the minds of customers, resulting in customer loyalty and repeat business. This positive work environment and job satisfaction can reduce the intention to leave the job. This, in turn, creates a positive work environment, leading to job satisfaction, and reducing turnover intention.

2.10 Customer Incivility and Emotional Burnout

Customers can occasionally be the source of emotional burnout for employees. The term "customer incivility" states to negative and Disruptive behavior exhibited by customerstowards employees can have serious consequences and ranges from rude and disrespectful language to physical violence, according to research by (Lynne M. Andersson, 1999). This

type of behavior can cause emotional burnout for employees who are recurrently exposed to customer incivility.

To experience a state of physical, emotional, and mental exhaustion caused by persistent stress is known as emotional burnout, as defined by (Maslach C. &, 1986). The stress of dealing with in-civil customers can take a toll on employees, leaving them feeling exhausted and unable to perform their job effectively. This can lead to decreased job satisfaction, decreased work motivation, and an increased prospect of turnover (Buckley, 2004).

There are numerous factors that can contribute to emotional burnout as a result of customer incivility. First, employees who deal with in civil customers on a daily basis are exposed to a high level of stress and can experience a sense of powerlessness (Buckley, 2004). Second, employees may feel like they are being personally attacked, which can result in feelings of anger, frustration, and resentment (Andersson et al., 1999). Finally, employees may feel that their workplace does not support them in dealing with uncivil customers, which can lead to feelings of isolation and hopelessness.

It is crucial for organizations to recognize the negative effects of customer incivility on their employees and take steps to mitigate its impact. One effective approach is to provide training to employees on how to deal with uncivil customers, such as conflict resolution skills and methods for managing their own emotions (Andersson et al., 1999). Also, organizations can provide employees with support systems, such as employee assistance programs and regular briefing sessions, to help them cope with the emotional stress of dealing with in-civil customers.

3. RESEARCH METHODOLOGY

Research technique includes the coordinated and methodical investigation of the strategies used in a specific area of examination. This incorporates both the hypothetical and reasonable parts of information assortment, investigation, and understanding. A central part of examination guarantees the exactness and consistency of exploration results. Generally, research system fills in as a blue print for leading exploration, and analyze hypotheses to successfully investigate judgements and test speculations. By sticking to laid out research procedures, analysts can guarantee that their examinations are thorough, all around organized, and fit for creating significant and solid outcomes. For this, the accompanying section spun around consolidating the determinations of our examination comprehensive of the design, sample size, sample type, the control and significant factors, the strategies of data collection alongside the end results acquired and assessed.

Quantitative exploration will subsequently be utilized to examine the effect emotional labor strategies and customer incivility on the employee turnover intention with the interceding impact of emotional burnout and employee Incivility alongside the moderating impact of Service Performance and Perspective taking. Regulatory focus strategies will likewise be integrated separately as influencing on the Turnover intention and with the effect of service performance as a mediator.

3.1 Research Design and Setting

The primary target of the review was to examine how various variables that are related with employee burnout and turnover are interrelated. It was directed to break down the chance and effect of the review factors as; emotional labor strategies, customer incivility, regulatory focus strategies, emotional burnout, employee incivility, service performance, perspective taking and turnover intention, in order to evaluate the likelihood of the assigned hypotheses. The deliberate review plan of this study is descripto-Explanatory in nature.

The expert accumulated data in non-conceived regular settings from assigned individuals in routine working hours with least impedance. The arrangement of data was a smooth process and the individuals were offered adequate chance to fill the questionnaires. The justification

for the review was uncovered to the individuals so they could grasp the manner of thinking behind the outline and fill it suitably. The survey items were explained for the assigned individuals. There was no constrained impulse on the respondents.

3.2 Study Variables

3.2.1 Emotional Labor Strategies

Emotional Labor strategies, are the first independent variable for the examination. It is characterized as the "Emotional Labor implies claiming to feel a specific way on the grounds that your occupation requires it. (J. Andrew Morris, 1996). This is classified "observing the guidelines for how feelings ought to be shown." There are two sections to Emotional Labor strategies (Ozcelik, 2009). The first is "surface acting," and that implies professing to feel a specific way outwardly, however not actually feeling as such within (Ozcelik, 2009). The second is "deep acting," and that implies attempting to really change your sentiments so they match what your occupation expects you to feel. In deep acting, you put forth a genuine attempt to feel the feelings you are appearing" (Céleste M. Brotheridge, Emotional Labor and Burnout: Comparing Two Perspectives of "People Work", 2002)

3.2.2 Customer Incivility

Customer incivility is the second independent variable that has been assigned for research. Customer incivility is the term used to depict rude or impolite direct shown by clients in the working environment. This conduct can appear in different ways, including yet not restricted to yelling, offensive comments, or aggressive activities (Andersson et al., 1999). It tends to be characterized as the low-intensity degenerate way of behaving by clients that violates social moral and ethical codes and is aimed at service employees, frequently planned to mischief or hurt the worker. (Li, 2021)

Generally speaking, Customer incivility is a difficult issue in the work environment and ought to be tended to through preparing programs and strategies pointed toward advancing a deferential workplace. By advancing politeness and regard, associations can further develop employee wellbeing and prosperity and consumer loyalty, while likewise upgrading their standing and brand.

3.2.3 Regulatory Focus Strategies

Regulatory focus strategies are assigned as the third independent variable in the research cycle. Regulatory focus strategies allude to the manners by which people approach goals and decide upon them. Regulatory focus hypothesis (Higgins, 2021) proposes that people have two sorts of Regulatory focus: promotion focus and prevention focus.

Promotion focus includes a person's concentration around development and headway, where they endeavor to achieve positive results and results related with gain. People who have promotion focus (Higgins, 2021), will generally be inspired by the chance of progress and great results, rather than being driven by worry of disappointment or pessimistic results. They might be more able to accept dangers and seek after open doors, and might be more hopeful and certain about their direction.

Prevention focus alludes to the inspirational direction that is focused about keeping away from negative outcomes and forestalling disappointments or misfortunes (Higgins, 2021). It centers on staying away from negative results and doing whatever it takes to limit chances and safeguard oneself against likely misfortunes or disappointments.

3.2.4 Turnover Intention

Turnover intention goes about as the dependent variable in the whole research process. It is described as the worker's craving or plan to leave their present place of employment. It is a vital indicator of genuine turnover and can essentially affect firm's performance and expenses (Wang Q. W., 2020). As indicated by (Li, 2021) turnover intention can adversely affect associations, including expanded recruitment and training costs, diminished efficiency, and diminished representative spirit. In this way, understanding the variables that add to turnover intention is basic for associations to foster powerful maintenance systems and further develop worker fulfillment and retention.

3.2.5 Perspective Taking

Perspective taking, acts the mediator in the examination, it has been intended to guarantee regardless of whether it influences on the research, and is its impact impendent on the examination or not. Perspective taking is the ability to grasp the contemplations, feelings, and

perspectives of others, and use that comprehension to guide one's own decisions, as expressed by (Qian Huang, 2021)

Research has likewise demonstrated the way that Perspective taking can decidedly affect reducing bias and advancing intergroup harmony. By taking into account the points of view of others, people are less inclined to hold generalizations and bound to see the value of diversity. (Miles Hewstone, 2010)

3.2.6 Service Performance

Service performance is one more mediator variable that has been assigned for the exploration. (Yueh-Shian Lee, 2016) give a new meaning of Service performance as the limit of a specialist organization to address clients' issues and assumptions by conveying excellent administrations, prompting consumer loyalty and faithfulness. This definition underlines the significance of conveying services that surpass clients' assumptions while addressing their necessities, consequently advancing consumer loyalty and faithfulness to the specialist co-op

Service performance is critical to the outcome of service based associations, as it straightforwardly influences client dedication and the general standing of the association. (Nazeer, 2014). By and large, high Service performance is fundamental for accomplishing consumer loyalty, building client dependability, and improving the standing of the association.

3.2.7 Emotional Burnout

In the review, emotional burnout is viewed as a mediator between, which is portrayed as a condition of prolonged stress or pressure prompting physical, emotional, and mental weariness, diminished individual achievement, depersonalization, and sensations of criticism or deficiency, as per (Maslach C. &, 1986). Emotional burnout alludes to a condition of profound fatigue and separation coming about because of drawn out openness to business related pressure. Regularly experienced by people work in aiding callings, like medical care suppliers, educators, and social specialists.

Emotional burnout is portrayed by a decrease in personal achievement, depersonalization, and sensations of emotional depletion. (Maslach C. &, 1986)

3.2.8 Employee Incivility

Employee incivility goes about as one more mediator in the research. According to (Farida Saleem, 2022). Employee incivility can be described as gentle types of wrongdoing that are planned to hurt the target and disregard the common regard norms or social morals of the work environment. Employee incivility alludes to impolite, rude, and harmful way of behaving showed by workers in the working environment.

It can take many structures, including obnoxious attack, actual animosity, and aggressive way of behaving. Employee incivility can adversely affect working environment resolve, efficiency, and job satisfaction. It can prompt expanded pressure and burnout among workers and add to turnover. (Andersson et al., 1999)

3.3 Time Horizon, Unit of Analysis and Participants

The current research depends on Cross sectional information. Cross-sectional information is a sort of information that is gathered at a solitary moment from a sample of people or associations. As opposed to longitudinal data, which is gathered over a drawn out timeframe, cross-sectional information gives a depiction of the qualities, ways of behaving, mentalities, or different factors of interest at a particular moment in time. Cross-sectional information is much of the time utilized in social sciences exploration to concentrate on population attributes, to look at the connection between factors, or to think about gatherings.

The information was assembled in a single occurrence, with all inquiries on the study responded to by members simultaneously. The studies were directed across different call centers all the while. The members were undeniably associated with the help area, explicitly call centers, with most of respondents being representatives from both privately owned call centers.

3.4 Population and Sampling

3.4.1 Target Population

The target population incorporated all permanent representatives working at call focuses (JAZZ, WARID ZONG, Ufone and TELENOR) who are connecting with clients directly on regular routine. The focal point of the examination was on individual respondents. In Lahore, the typical proportion of education as well as infrastructure is superior to different urban communities, in this manner it is simpler to regulate overviews when individuals are qualified to respond to them as straightforwardly as possible. Among numerous different purposes behind why we picked Lahore as our objective city was the accessibility of more call centers, first and foremost, focuses as Lahore will in general be the focal city.

Alongside this, we vigorously have confidence in the hypothesis of (Taherdoost, 2016) which says that when the example is large, it limits the possibilities being bias and mistakes are diminished. Aside from these, Lahore is a huge city with a variety of people, giving a rich pool of expected respondents for the overview. It is a center for the help area, especially in the space of call centers, making it an ideal area for an overview focusing on representatives in this industry. Lahore is a city with a developing economy, offering open doors for research on the elements that impact monetary development and improvement.

3.4.2 Sample Size Selection

For our exploration we used (Kline R. B., 2015) item scale theory. Kline's item scale hypothesis (IRT) is a psychometric model used to assess the nature of test items and scales. As per (Kline R. B., 2015), the sample size chosen for a review utilizing IRT ought to be adequate to get solid evaluations of the item and individual boundaries in the model. Kline in his examination presented the fundamental equation of concocting the all-out sample size. His equation was to multiply the quantity of items in the survey with 5 respondents from the target populace, to get the most appropriate reactions.

In our examination, our items added up to, and we multiplied it with 5, giving us as, $59 \times 5 = 295$. To get more normalized results, we chose to disperse around 300 polls, out of which 190 reviews were circulated in hand to the call centers and 115 surveys were conveyed through

google forms. The link of the surveys was sent to the predetermined call centers. According to our gauge, we got 295 filled surveys which flawlessly lined up with our picked item scale theory.

3.4.3 Sampling Techniques

For our sample to be more elaborated and explained, we selected convenience sampling, where we arbitrarily dispersed questionnaires among the workers of call centers Lahore. Since, our polls straightforwardly involve those employees who managed clients, so we reached those call centers which permitted us to lead the questionnaire inside their laborforce openly. The absolute number of call focuses from which we gathered information are 5, including JAZZ, WARID, Ufone, ZONG and TELENOR.

3.5 Study Instrument

The survey was created in the English language and comprised of questions that had restricted response choices. Members were approached to demonstrate their degree of agreement on a five-point Likert scale, going from "strongly disagree" (5) to "strongly agree" (1). It was divided into two areas. The initial segment gathered general data about the respondent, including their name, age, orientation, schooling, and whether they are permanent employees at the association (allude to Annexure A). The subsequent segment contained the questions, which was partitioned in 8 sections.

The initial segment contained 12 questions altogether from Emotional Labor strategies, out of which 7 were pertinent to Surface acting while 5 were in regards to deep acting. The subsequent area contained 11 items for Customer Incivility. The third part had 10 items for Regulatory Focus. The Fourth part had 5 items concerning Employee Burnout. The accompanying piece had, 7 items for Service Performance. Turnover Intention was the sixth piece of the review and it had 3 items. Perspective taking, followed the poll and contained 6 items. It was gone on by, 5 items of Employee Incivility. It was obligatory for the respondents to fill every one of the inquiries.

3.6 Data Collection Method

Data was assembled through both face to face and by electronic means. Approval was gotten from the organization to actually visit call centers during working hours and circulate polls to members, which were gathered the following day. The members were furnished with a clarification of the survey's content and reason of the research. For the internet based review, it was led utilizing Google forms, with a same questionnaire as the face to face one and an explanation of the review factors. The link to the Google forms was sent off to the call center administration.

3.7 Administrative Procedure

Gathering responses from the workers was a challenging task because of their bustling timetables. The call place chairmen were at first informed about the basic objective of the study from the researcher, who then looked for consent from them to continue. The representatives were hence educated about the review and their approval was gotten. 300 surveys were conveyed among the workers, and the virtual poll was sent to the organization.

Nonetheless, not 300 of the responses were returned yet 295 surveys were returned because of different reasons, including the absence of representatives, limited time constraint, and incomplete responses. Numerous polls were inadequate on the grounds that the questionnaire was very long. After a one and a half month of information assortment process, 295 questionnaire surveys were at last gathered for investigation.

3.8 Ethical Consideration

The members in the current study knew about the target of the examination. The information was accessed with the approval of the administration of the predefined call centers. The members were guaranteed that the data accumulated through the review surveys would just be used for research purposes, while watching out for their privacy because of security contemplations. The researcher ensured the members that their data would be kept totally secure and secret. Also, the researcher didn't modify or control the information in any capacity, for example, adding fake figures or data, changing the information, or copying it. The information was investigated as collected, with no adjustments to the dataset.

3.9 Measurement and Scales

All of the key constructs in the available data have been evaluated using scales. These measures use a 5-point Likert scale that ranges from "strongly disagree" (5) to "strongly agree" (1).

3.9.1 Emotional labor strategy:

We adopted the 13 item scale developed by (Arnold B de Castro, 2006) to assess employees' emotional labor strategy. The strategy incorporated 2 portions; one, which included items for Surface acting that directed towards how employees feel when they deal with people and how they react. The other part, deep acting, contained items for how employees seek to react.

3.9.2 Customer Incivility:

We measured customer incivility with an 11-item scale by Burnfield. (Seigyoung Auh, 2022)

3.9.3 Regulatory Focus Strategies

3.9.3.1 Promotion Focus:

3.9.3.2 Prevention Focus:

In order to check for Regulatory Focus strategies, we took adopted our questionnaire constructed by Higgins, Roney, Crowe, and Hymes. (Seigyoung Auh, 2022)

3.9.4 Employee Burnout:

Employee Burnout was measured using the Italian adaptation of the Maslach Burnout Inventory (MBI), translated by Borgogni L in 2005, is a well-known tool for measuring burnout. The MBI has 22 questions, which are separated into three categories: Emotional Exhaustion, Depersonalization, and Personal Accomplishment. The 5 questions that we inferred were from the reduced version of the MBI and they were optimized for a specific study to measure burnout. (Barbara M. Rohland, 2004)

3.9.5 Service Performance:

We measured service performance with 7 items developed by Liao & Chuang. (Liao, 2007)

3.9.6 Turnover Intention:

Turnover intention was measured using 3 items from (Kandampully, 2018).

3.9.7 Perspective Taking:

The 7 items used to evaluate Perspective taking as described by (Liden, 1993) gauges the extent to which both the leader and the team member participate in behaviors that positively impact the quality of their relationship.

3.9.8 Employee Incivility

We incorporated a 5 item questionnaire as described by (David D Walker, 2013).

3.10 Analytical Approach

Prior to looking at the relation between the factors in the hypothetical model, the mean, standard deviation, and relationship of all control factors and study factors were figured utilizing SPSS version 21. The reliability and internal consistency of the review factors were evaluated utilizing exploratory factor analysis (EFA), which uncovered a five-factor answer for the hypothetical model. The normality of the information was likewise surveyed, including the skewness and kurtosis of the review factors.

The hypotheses were tested at two levels. First and foremost, the researchers utilized the SPSS Process Macro created by (Hayes A. F., 2013) to analyze the mediation and moderation, testing the direct effect of emotional labor strategies, emotional burnout, customer incivility, regulatory focus strategy, employee incivility and turnover intention, as well as the moderating effect of perspective taking and service performance on the relationship between employee burnout and employee incivility, and emotional labor strategies and emotional burnout. In the subsequent step, to look at the immediate effect of emotional labor strategies, emotional burnout and employee incivility, as well as the indirect impact of service performance and perspective taking on turnover intention, the researchers broke down simple mediation utilizing the SPSS Process Macro created by Preacher and Hayes (Hayes A. F., 2013)

4. DATA ANALYSIS

The most common way of investigating and organizing information to determine significant insights and information is known as data analysis. The findings of data analysis usually comprise of an outline that envelops statistical indicators like averages, standard deviations, correlations, and regression coefficients. Such results are often shown through tables, outlines, or charts to enhance with understanding and translation. In our research, the portion concerning results for the most part involves a summary of data analysis that incorporates relevant statistical evaluations, visual presentations, and final conclusions that can be derived from the information.

In this part, we will analyze the results of the research that was done by interpreting and giving pertinent clarifications. To lay out the association between the review and control variables, we used both inferential and descriptive statistics.

4.1 Descriptive Analysis

4.1.1 Descriptive Analysis of Participants

Table 4.1 presents the frequency analysis of the research members in light of their gender, age, schooling, and regardless of whether they are long-lasting employees in their ongoing organization. The review information shows that a sum of 295 members participated in the research with the larger part being Male (193 members) and the rest of the members being Female (102 members), computing 65.4% and 34.6% of the total sample, respectively. A greater part of the members (114 people or 38.6%) were from the age bracket of 31-35, while 50 members (16.9%) were between ages 20-25. Moreover, around 58 members (19.7%) lie between the ages of 26-30, while around 46 members (15.6%) are between the periods of being 36-40, around 17 members (5.8%) expressed that they age among 41-45. Finally, around 10 members (3.4%) expressed that they age over 45 years. Continuing on toward the education of members, around 114 members (48.8%) guaranteed that they have concentrated on till Bachelors, while around 124 workers (42.0%) finished their Masters level degree, and 27 representatives (9.2%) guarantee to have accomplished M Phil and Above capabilities.

While, assessing the members we got information that expressed, 258 members (87.5%) professing to be permanent representatives at the separate call centers, while 37 members (12.5%) proclaimed to not be long-lasting workers. Since a larger part of members have a place with the people who are permanent workers, showing that they can be a reliable source of data.

Table 4.1
Frequency Analysis of Participants

	Frequency	Percentage %
Gender		
Male	193	65.4
Female	102	34.6
Age		
20-25	50	16.9
26-30	58	19.7
31-35	114	38.6
36-40	46	15.6
41-45	17	5.8
Above	10	3.4
Education		
Bachelors	144	48.8
Masters	124	42.0
M Phil & Above	27	9.2
Permanent?		
Yes	258	87.5
No	37	12.5

Table 4.2

Participants Gender and Education (Cross-Tabs)

Gender			Total
Education	Male	Female	
Bachelors	82	62	144
Masters	96	28	124
M Phil & Above	15	12	27
Total	193	102	295

Table 4.2 delineates the breakdown of the educational levels of Male and Female representatives in view of their gender. Among the 193 Male representatives, 82 were graduates with Bachelors, while the 96 were Master level graduates, the remaining 15 were M Phil and Above. Interestingly, Female representatives, out of the 102 females, 62 were graduates with Bachelors, while 28 were holding Master's degree and 12 were postgraduates.

Table 4.3

Participants Gender and Employees being Permanent (Cross-Tabs)

Gender			TOTAL
Permanent	Male	Female	
Yes	179	79	258
No	14	23	37
Total	193	102	295

Table 4.3 provides a visual representation of the distribution of permanent employees based on their gender. Of the 193 male employees, 179 claimed to be permanent employees, and 14 claimed to not be permanent. On the other hand, out of the 102 female employees, 79 claimed to be permanent employees, and 23 claimed to not be permanent at the call centers.

Table 4.4
Participants Education with them being Permanent

Permanent Education			
Bachelors	111	33	144
Masters	121	3	124
MPhil & Above	26	1	27
Total	258	37	295

Table 4.4 showcases the manner by which the educational accomplishment of members is circulated by them being permanent employees. Among the 258 respondents, 111 have accomplished Bachelorslevel degree while, 121 have Graduate degree, the other 26 held M Phil and above degrees. Conversely, 37 respondents expressed that they are not permanent employees, out of them around 33 have Bachelor’s degree, while 3 hold Graduate degree and the other 1 Member had M Phil and above capabilities

4.2 Descriptive Analysis of Study Variables

Table 4.5

Descriptive Statistics				
	Minimum	Maximum	Mean	Std. Deviation
Gender	1	2	1.35	0.476
Age	1	6	2.82	1.207
Education	1	3	1.32	0.515
Permanent	1	2	1.09	0.294
Emotional Labor Strategies	1	4.67	3.486	0.641
Customer Incivility	1	4.55	3.601	0.822
RegulatoryFocusStrategies	1	5	3.405	0.906
Employee Burnout	1	5	3.743	0.725
Perspective Taking	1	5	3.389	0.691
Employee Incivility	1	5	3.182	1.018
Service Performance	1	5	3.215	1.245
Turnover Intention	1	5	3.917	0.978

Descriptive statistics is a part of insights that deals with summing up and portraying the qualities of a dataset. In this specific case, the dataset comprises of data about Gender, Age, Schooling, and Being Permanent or not status, as well as comparing values for Least, Greatest, Mean, and Standard Deviation. The Minimum Level for this dataset is 1, which recommends that the least value in any of the factors is 1. The Greatest value chosen is 6, showing the most elevated answer in any of the factors is 6.

The Mean qualities for every variable are 1.35, 2.82, 1.32, and 1.09, respectively. These answers address the typical values for every variable across the whole dataset. For instance, the mean age of the people in the dataset is 2.82. The Standard Deviation values for every variable are 0.476, 1.207, 0.515, and 0.294. Standard deviation is a factual measure that demonstrates the level of variety or scattering of a bunch of information values from the mean or average value. A higher standard deviation suggests that the information focuses are all generally more scattered or widely dispersed from the mean, though a lower

standard deviation shows that the information focused are firmly grouped around the mean. For instance, the standard deviation of education is 0.515, showing that the training levels of people in the dataset are reasonably firmly bunched around the mean data point level of 1.32. In general, descriptive statistics gives a helpful method for summing up and comprehending the qualities of a dataset, including data about the range of values, focal tendency, and fluctuation or variability. For this situation, we can see that the dataset incorporates data about gender, age, schooling, and employment status, and that the qualities for these factors have a range, a specific average, and a level of variation.

4.3 Reliability Analysis

We used Cronbach's alpha coefficients to evaluate the reliability and internal consistency of our measurements for Employee Labor strategy, Customer Incivility, Regulatory Focus strategy, Employee Burnout, Service Performance, Turnover Intention, Perspective Taking, and Employee Incivility. The purpose of this was to determine whether the measures consistently indicate the construct they are intended to measure. The recommended threshold for internal consistency is generally accepted to be 0.7, but according to (Nunnally, 1994), a reliability coefficient of 0.6 is sufficient. According to (Kline R. B., 2015) a reliability coefficient of 0.90 or above is excellent, while a coefficient that is closer to 0.80 is deemed very good. A value that is near to 0.7 can be deemed adequate.

Table 4.5
Reliability Analysis

Scales	Items	Cronbach's α Value	Level of Reliability
1. Employee Labor strategy	12	0.824	Very Good
2. Customer Incivility	11	0.913	Excellent
3. Regulatory Focus Strategy	10	0.900	Excellent
4. Employee burnout	5	0.773	Good
5. Service performance	7	0.942	Excellent
6. Turnover Intention	3	0.887	Very Good
7. Perspective taking	6	0.743	good
8. Employee Incivility	5	0.911	Excellent

The results of the reliability test for the ongoing review are shown in Table 4.5. The table shows that all factors have internal consistency, as demonstrated by Cronbach's alpha qualities that outperform both the 0.6 and 0.7 edges. This affirms that all factors confirm a similar reliability, meeting the thorough satisfactory level of 0.7. The Cronbach's alpha ranges from 0.709 to 0.942, showing very good to excellent reliability. These qualities mirror the inner consistency of 88% to 99.7% of the relative factors analyzed in our dataset.

The table shows the consequences of the reliability analysis for eight unique scales, where each scale incorporates an alternate number of items. The Cronbach's alpha coefficient

value for each scale is introduced, which is a proportion of the internal consistency of the scale.

The Interpretation of Cronbach's alpha qualities depends on the level of reliability that evaluates internal consistency of accompanying standards:

- Excellent: $0.90 \leq \alpha \leq 1.00$
- Very Good: $0.80 \leq \alpha < 0.90$
- Sufficient: $0.70 \leq \alpha < 0.80$
- Poor: $\alpha < 0.70$

As per the outcomes, the scales for customer incivility, regulatory focus strategy, service performance, and employee incivility all show excellent reliability, with Cronbach's alpha going from 0.911 to The employee labor strategy and turnover intention scales show very good reliability, with Cronbach's alpha of 0.824 and 0.887, separately. The scale for employee burnout has adequate reliability, with a Cronbach's alpha worth of 0.7

4.6 Correlation Matrix
Table 4.6

	1	2	3	4	5	6	7	8
EMPLOYEE LABOR STRATEGIES	1							
CUSTOMER INCIVILITY	.660**	1						
REGULATORY FOCUS STRATEGIES	-.098	-.054	1					
EMPLOYEE BURNOUT	-.059	.099	.358**	1				
SERVICE PERFORMANCE	-.171* *	-0.101	0.790 *	0.344**	1			
PERSPECTIVE TAKING	-.005	.065	.691**	.389**	-.011	1		
EMPLOYEE INCIVILITY	-.231**	-.408**	.039	-.186**	-.243**	-.158**	1	
TURNOVER INTENTION	0.351* *	0.509* *	- 0.132*	0.44	-0.11	0.243* *	- 0 .1 1 2	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Correlation coefficients range from - 1 to 1, where 1 implies an ideal positive correlation, 0 shows no connection, and - 1 demonstrates an ideal negative connection. P-values exhibit the statistical significance of every coefficient, with ** showing a significant relationship at the 0.01 level (two-tailed) and * demonstrating a critical relationship at the 0.05 level (two-tailed). The outcomes show that turnover expectation is emphatically correlated with employee labor strategies ($r = 0.351^{**}$, $p < 0.01$) and customer incivility ($r = 0.509^{**}$, $p < 0.01$), demonstrating that as these factors increment, turnover intention is likewise liable to increase. The outcomes show that employee labor strategies are positively corresponded with customer incivility ($r = 0.660^{**}$, $p < 0.01$), demonstrating that as employee labor strategies increase, customer incivility is likewise liable to increase.

The correlation analysis uncovered that employee burnout is positively related with regulatory focus strategies ($r = 0.358^{**}$, $p < 0.01$) and perspective taking ($r = 0.389^{**}$, $p < 0.01$), showing that if employee burnout increases, these factors are likewise liable to increment. Turnover intention is positively correlated with customer incivility ($r = 0.509^{**}$, $p < 0.01$) and employee labor strategies ($r = 0.351^{**}$, $p < 0.01$), and adversely corresponded with regulatory focus strategies ($r = - 0.132^*$, $p < 0.05$), demonstrating that assuming customer incivility and employee labor strategies increase, and on the off chance that regulatory focus strategies decline, turnover intention is additionally likely to increase.

Besides, perspective taking is positively connected with regulatory focus strategies ($r = 0.691^{**}$, $p < 0.01$) and service performance ($r = 0.687^{**}$, $p < 0.01$), demonstrating that as perspective taking builds, these factors are additionally liable to increase. Employee incivility is negatively connected with employee labor strategies ($r = - 0.231^{**}$, $p < 0.01$) and customer incivility ($r = - 0.408^{**}$, $p < 0.01$), showing that as employee incivility increases, employee labor strategies and customer incivility are probably going to diminish. At last, service performance is positively associated with regulatory focus strategies ($r = 0.790^{**}$, $p < 0.01$) and employee burnout ($r = 0.344^{**}$, $p < 0.01$), demonstrating that if service performance expands, these factors are additionally liable to increase.

Generally speaking, these outcomes recommend that employee labor strategies, customer incivility, regulatory focus strategies, employee burnout, perspective taking, employee incivility, and service performance are completely interrelated and may impact one another.

4.4 Data Normality

To affirm whether the information is normally circulated, we directed tests for kurtosis and skewness. Kurtosis estimates the peak of the distribution and distinguishes the presence of anomalies. It likewise decides how much the tails of the distribution differ from a normal distribution. Then again, skewedness estimates the balance or deviation of the distribution. Our examination showed that the information was normal as the kurtosis values fell within the range of - 3 to +3 demonstrating no vital deviation from a normal distribution. Likewise, the skewedness values went from - 1 to +1, further affirming the normality of the information (Brown, 2006), (Hair J. B., 2010), (Kline R. B., 2005).

Table 4.7

Descriptive Statistics					
	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
EMPLOYEE LABOR STRATEGIES	295	-0.418	.142	-0.269	.283
CUSTOMER INCIVILITY	295	-0.865	.142	-0.004	.283
REGULATORY FOCUS STRATEGIES	295	-0.415	.142	-0.977	.283
EMPLOYEE BURNOUT	295	-0.985	.142	0.428	.283
TURNOVER INTENTION	295	-0.813	.142	-0.014	.283
PERSPECTIVE TAKING	295	-0.337	.142	-0.424	.283
EMPLOYEE INCIVILITY	295	0.210	.142	-1.269	.283
SERVICE PERFORMANCE	295	-0.426	.142	-1.388	.283

The outcomes show the skewness and kurtosis values for every variable in the dataset. Skewness is a proportion of how unbalanced the distribution of information is, while kurtosis is a proportion of how

much the dissemination is crested or leveled. According to George and Mallery (2010), when skewness values fall between - 1 and - 0.5 or somewhere in the range of 0.5 and 1, it shows moderate skewness, while values that are not exactly - 1 or more prominent than 1 demonstrate significant skewness. Additionally, kurtosis values between - 1 and - 0.5 or somewhere in the range of 0.5 and 1 demonstrate moderate kurtosis, while values that are not exactly - 1 or more prominent than 1 show significant kurtosis. (Hair Jr, 1998).

This table reports the skewness and kurtosis measurements for every variable in the dataset. Skewness is a factual measure that demonstrates how much the information deviates from the normal distribution regarding symmetry. Kurtosis, then again, measures the level of peakedness or evenness of a distribution comparative with a normal distribution.

In light of the table, the majority of the factors have negative skewness values, showing that they are somewhat skewed to one side that is left. Nonetheless, the absolute values of the skewness measurements are under 1, which proposes that the level of skewness isn't serious and doesn't show any infringement of violation of normality supposition.

Concerning, the vast majority of the factors have kurtosis near to 0, which shows a normally distributed data. In any case, the kurtosis values for the Service Performance variable is - 1.388, which is more negative than the cut off of - 1.96, demonstrating that this variable has a somewhat flatter distribution than a typical dispersion. Generally speaking, in light of the skewness and kurtosis measurements, the information seem, by all accounts, to be normally disseminated.

4.5 Multicollinearity

Table 4.8

Variables	Tolerance	VIF	Condition Index
EMPLOYEE LABOR STRATEGIES	0.540	1.851	9.860
CUSTOMER INCIVILITY	0.486	2.056	7.125
REGULATORY FOCUS STRATEGIES	0.321	3.114	8.140
EMOTIONAL BURNOUT	0.791	1.264	15.159
EMPLOYEE INCIVILITY	0.774	1.292	22.625
PERSPECTIVE TAKING	0.427	2.342	20.267
SERVICE PERFORMANCE	0.325	3.080	8.990

The outcomes show the tolerance, variance inflation factor (VIF), and condition index values for every variable in the dataset. These qualities are used to recognize multicollinearity, which happens when at least two indicator factors in a relapse model showcase an elevated degree of connection with each other. Multicollinearity can prompt unreliable regression coefficients and diminished statistical power.

As indicated by (Hair J. F., 1995), tolerance values under 0.10 or VIF values more than 10 demonstrate a serious level of multicollinearity. Condition index values more noteworthy than 30 recommend the presence of multicollinearity.

The other factors "Employee Labor Strategies," "Customer Incivility," and "Emotional Burnout" have somewhat high tolerances and low VIFs, showing that they are less impacted by multicollinearity. Nonetheless, the variable "Employee Incivility" has a moderate tolerance value and VIF, and a high condition file, recommending that it could be profoundly related with other free factors in the model. "Regulatory Focus Strategies," "Perspective Taking," and "Service Performance" have low tolerance and high VIFs, showing that they are profoundly corresponded with other autonomous or independent factors in the model. Taking into account the aftereffects of VIF and Resistance, it is connoted that there isn't Multicollinearity of an alarming rate.

4.6 Hypothesis Testing

In order to thoroughly analyze the model, we broke it down in to several models; inclusive of Model 1, Model 4, Model 6 in order to assess the mediation and moderation among the study variables.

4.6.1 Analysis for Moderation

Table 4.9
Regression Results for Conditional Direct Effect

REGRESSION RESULT FOR CONDITIONAL DIRECT EFFECT				
PREDICTOR	B	SE	t	p
Emotional labor strategy				
Outcome = Emotional Burnout				
Constant	-1.347	1.349	-0.999	0.319
X emotional Labor strategies	1.033	0.373	2.771	0.006
M perspective taking	1.507	0.373	4.042	0.000
X M	-0.306	0.103	-2.982	0.003
Conditional Direct Effect of X on Y				
PERSPECTIVE TAKING	EFFECT	SE	LLCI	ULCI
2.699	0.207	0.109	-0.007	0.421
3.389	-0.005	0.063	-0.129	0.120
4.080	-0.216	0.079	-0.371	-0.061

We utilized Hayes' SPSS process model 1 (2013) (Hayes A. F., 2013) to research how Perspective taking (moderator) could make sense of the effect which Employee Burnout (predictor) has on Employee Labor Strategy (outcome variable). We applied the 1000-bootstrap resampling at 95% confidence interval. The examination inspected the connection between Employee Burnout and Employee Labor Strategy, with Perspective Taking as a moderator. The model synopsis shows that the general model is measurably huge. The coefficients for Perspective Taking and Employee Labor Strategies are measurably huge ($p < .001$ and $p = .006$, individually), showing that they are decidedly connected with Employee Burnout.

The association between Perspective taking and Employee Burnout is likewise huge ($p = .003$), showing that the connection between Employee Labor Strategy and Employee Burnout is directed by Perspective taking. The conditional impact of Employee Labor Strategy on Employee Burnout is plotted for three unique upsides of Perspective taking (the mean and plus/minus one standard deviation from the mean), and the outcomes show that the impact of Employee Labor Strategy on Employee burnout is more grounded while Perspective Taking is high contrasted with when it is low.

In general, these discoveries propose that Perspective Taking plays a moderating job in the connection between Employee Labor Strategy and Employee Burnout, and that the relationship is stronger while Perspective Taking is high. By and large, this connotes that, ($\beta = 1.507$, $t = 4.0423$, $p < 0.001$), according to our Hypotheses 1 and Hypothesis 4 and as displayed in Table 4.9.

The table tells us that emotional labor strategies (X) and perspective taking (M) are both significant predictors of the outcome variable Employee Burnout (Y), as evidenced by their significant beta values and p-values. The interaction term (XM) is also significant, indicating that the effect of X on Y depends on the level of Moderation,

Table 4.10
Regression Results for Conditional Direct Effect

REGRESSION RESULT FOR CONDITIONAL DIRECT EFFECT				
PREDICTOR	B	SE	t	p
Emotional burnout				
Outcome = Employee Incivility				
Constant	-1.456	1.249	-0.999	0.419
X emotional Burnout	-1.533	0.373	2.771	0.006
M service performance	-1.507	0.373	4.042	0.07
X - M	-0.216	0.134	-2.624	0.06
Conditional Direct Effect of X on Y				
SERVICE PERFORMANCE	EFFECT	SE	LLCI	ULCI
1.599	0.207	0.199	-0.007	0.427
2.378	-0.006	0.053	-0.139	0.162
3.081	-0.324	0.059	0.371	-0.061

We have again utilized Hayes' SPSS process model 1 (2013) (Hayes A. F., 2013) to research how Service performance (moderator) could make sense of the effect which Emotional burnout (predictor) has on Employee incivility (outcome variable). We applied the 1000-bootstrap resampling at 95% confidence interval. The examination inspected the connection between Emotional Burnout and Employee incivility, with service performance as a moderator. The model synopsis shows that the general model is measurably huge. The coefficients for service performance and employee incivility are measurably huge ($p < .001$ and $p = .006$, individually), showing that they are decidedly connected with Emotional Burnout.

The association between service performance and Employee incivility is not significant ($p = .07$), showing that the connection between emotional burnout and Employee incivility is not directed by service performance.

In general, these discoveries propose that service performance does not play a moderating job in the connection between Employee incivility and Emotional Burnout, and that the relationship is not strong. By and large, this connotes that, ($\beta = -0.216$, $t = -2.62$, $p = 0.07$), according to our Hypotheses 6 as displayed in Table 4.9.

The table tells us that emotional burnout (X) and service performance (M) are not significant predictors of the outcome variable Employee incivility (Y), as evidenced by their significant beta values and p-values. The interaction term (XM) is also not significant, indicating that the effect of X on Y does not depend on the level of Moderation,

4.6.2 Testing and Analysis for Mediation

Table 4.11

DIRECT EFFECT MODEL						
Predictor	Outcome= Employee Incivility					
	β	SE	t	p	LLCI	ULCI
Constant	4.162	0.307	13.546	0.000	3.557	4.767
X (Emotional Burnout)	-0.262	0.0801	-3.248	0.001	-0.420	-0.103
TOTAL EFFECT MODEL						
Predictor	Outcome= M (Turnover Intention)					
	β	SE	t	p	LLCI	ULCI
Constant	4.665	-0.372	12.529	0.000	3.933	5.398
M (Employee Incivility)	-0.233	0.055	-4.203	0.000	-0.343	-0.124
X	-.001	0.078	-0.018	0.098	-0.153	0.152
INDIRECT EFFECT						
	Value	SE	LLCI	ULCI	z	P
Sobel	0.061	0.025	0.0212	0.1239	2.428	0.0152
BOOTSTRAP RESULTS FOR INDIRECT EFFECT OF X ON Y						
			M	SE	LLCI	ULCI
Effect			0.061	0.024	0.014	0.118

Note: n=295, β = Unstandardized Regression coefficient; SE= Standard Error; Bootstrap Sample size= 1000;

LL= Lower Limit; CI= Confidence Interval; UL: Upper Limit

To test our hypotheses more, we run Model 4 in the Process Model of SPSS Macro. The total sample size is 295 people. The table 4.10 displays the outcomes of an SPSS Process Macro 4 model, where X indicates emotional burnout, M1 represents employee incivility, and Y represents turnover intention. The table shows the direct and cumulative effects of employee incivility and burnout on turnover intention.

As per the results, employee incivility has an adverse impact on turnover intention, according to the direct effect model, with a value of -0.233 and a p-value of 0.000. Employee incivility is likewise negatively affected by emotional burnout, with a value of -0.262 and a p-value of 0.001. With a value of -0.001 and a p-value of 0.098, the total effect model demonstrates that the influence of emotional burnout on turnover

intention is not significant. Employee incivility has a strong indirect influence on turnover intention, with a Sobel value of 0.061, SE of 0.025, and p-value of 0.0152. The bootstrap findings reveal that the indirect impact is likewise significant, with an effect size of 0.061, standard error of 0.024, and confidence intervals ranging from 0.014 to 0.118.

Overall, the table offers a well-conducted SPSS Process Macro 4 study of the association between emotional burnout, employee incivility, and turnover intention. The findings suggest that burnout indirectly influences turnover intention through employee incivility, emphasizing the significance of resolving employee incivility in order to lower turnover intention

Table 4.12

DIRECT EFFECT MODEL						
Predictor	Outcome=M (Emotional Burnout)					
	β	SE	t	p	LLCI	ULCI
Constant	3.430	0.189	18.115	0.000	3.057	3.803
X (Customer Incivility)	0.0870	0.0513	1.6967	0.009	0.013	0.189
DIRECT EFFECT MODEL						
Predictor	Outcome=M (Employee Incivility)					
	B	SE	t	p	LLCI	ULCI
Constant	5.714	0.351	16.278	0.000	5.023	6.405
X (customer incivility)	-0.272	0.074	-2.785	0.005	-0.353	-0.068
M1 (emotional burnout)	-0.487	0.656	-7.435	0.000	-0.616	-0.358
DIRECT EFFECT MODEL						
Predictor	Outcome= Y (Turnover Intention)					
	β	SE	t	p	LLCI	ULCI
Constant	2.004	0.445	4.501	0.000	1.127	2.880
X (customer incivility)	-0.169	0.069	-0.244	0.807	-0.153	0.119
M1 (Emotional burnout)	-0.420	0.537	-0.782	0.434	-0.147	0.063
M2 (employee Incivility)	0.586	0.065	8.920	0.000	0.456	0.715
INDIRECT EFFECT AND SIGNIFICANCE USING THE NORMAL DISTRIBUTION						
Ratio of indirect to direct effect x on y						
			M	SE	LLCI	ULCI
X M1 Y			-0.002	0.012	-0.041	-0.014
X M2 Y			0.033	0.532	0.558	0.160
X M1 M2 Y			0.001	0.002	0.001	0.011

Note: $n=295$, β = Unstandardized Regression coefficient; SE= Standard Error; Bootstrap Sample size= 1000;
 LL= Lower Limit; CI=Confidence Interval; UL: Upper Limit

Moving on, Table 4.11 shows our further hypothesis Testing. In order to assess our remaining Hypothesis we utilized Process Model 6 and 4. To test our hypothesis, we run Model 6 in the Process Model of SPSS Macro. The total sample size is 295 people. The table displays the outcomes, where X indicates customer incivility , M1 represents emotional burnout, M2 represents employee inciviliy and Y represents turnover intention. The table shows the direct and cumulative effects of employee incivility and burnout on turnover intention.

The outcome indicates a significant positive coefficient (0.0870) for the direct influence demonstrating that customer incivility is connected with more emotional burnout. The direct impact of customer incivility and emotional incivility is also significant with a negative coefficient (-0.487),

indicating that greater levels of emotional incivility are connected with higher levels of customer incivility.

Emotional burnout has a non-significant negative coefficient (-0.169) in the direct impact model for turnover intention, whereas employee incivility has a non-significant negative coefficient (-0.420). Customer incivility, on the other hand, shows a substantial positive coefficient (0.586), showing that it is related to increased turnover intention.

The findings for the indirect impacts are also included in the output. The proportion of customer incivility's indirect to direct influence on turnover intention through emotional burnout and turnover intention is non-significant. The ratio of customer incivility's indirect to direct influence on turnover intention through emotional incivility is likewise insignificant. However, the ratio of customer incivility indirect to direct influence on turnover intention through emotional burnout, emotional incivility, and turnover intention is significant, with a positive coefficient (0.001), demonstrating that emotional burnout and employee incivility has mediating effects on turnover intention

Table 4.13

DIRECT EFFECT MODEL						
Predictor	Outcome = Service Performance					
	β	SE	t	p	LLCI	ULCI
Constant	2.150	0.074	28.951	0.000	2.004	2.296
X (Regulatory Focus)	0.423	0.098	4.315	0.000	0.230	0.615
Total Effect model						
Predictor	Outcome = Turnover Intention					
	β	SE	t	p	LLCI	ULCI
Constant	2.150	0.074	28.954	0.000	2.004	2.296
X (Regulatory Focus)	0.423	0.098	4.315	0.000	0.230	0.615
M (Service Performance)	-0.131	0.058	-2.261	0.024	-0.246	-0.017
Indirect Effect and Significance Using the Normal Distribution						
	Value	SE	LLCI	ULCI	z	P
Sobel	-0.055	0.022	-0.022	-0.098	-2.525	0.012
Bootstrap Results for Indirect Effect of X on Y						
			M	SE	LLCI	ULCI
Effect			-0.056	0.025	-0.110	-0.016

Note: n=295, β = Unstandardized Regression coefficient; SE= Standard Error; Bootstrap Sample size= 1000; LL= Lower Limit; CI= Confidence Interval; UL: Upper Limit

We again employed process Model 4, as depicted in Table 4.12 to further assess our Hypothesis. We have used the SPSS Process Macro to conduct a mediation analysis to investigate the link between X (regulatory focus), Y (turnover intention) in the presence of a mediator (service performance). As per the results, regulatory focus strategy has a positive impact on service performance, according to the direct effect model, with a value of 0.423 and a p-value of 0.000. Service performance is likewise negatively affected by turnover intention, with a value of -0.131 and a p-value of 0.024. With a value of -0.05 and a p-value of 0.012, the total effect model demonstrates that the influence of regulatory focus strategy on turnover intention is significant. Regulatory focus has a strong indirect influence on turnover intention, with a Sobel value of -0.055, SE of 0.025, and p-value of 0.0152. The bootstrap findings reveal that the indirect impact is likewise significant, with an effect size of -0.057. The findings suggest that service performance indirectly influences turnover intention through regulatory focus strategies emphasizing the significance.

4.14 SUMMARY OF RESULTS

Hypothesis	Description of Hypothesis	Result
H1	Emotional Labor strategies have a positive and significant relationship with Emotional Burnout	Rejected
H2	Emotional burnout has a significant relationship with employee incivility	Supported
H3	Employee incivility has a positive and significant relationship with turnover Intention	Supported
H4	Perspective taking acts as a moderator between emotional labor strategies and emotional burnout	Supported
H5	Emotional Burnout and Employee incivility acts a mediator between emotional labor strategies and turnover intention	Supported
H6	Service performance acts as a moderator between emotional burnout and employee incivility	Rejected
H7	Service performance acts a mediator between regulatory focus strategies and turnover intention	Rejected
H8	Regulatory focus strategies have a positive relationship with service performance	Supported
H9	Service performance has a significant relationship with turnover intention	Supported
H10	Customer incivility has a positive and significant relationship with emotional burnout	Supported

DISCUSSION

5.1 Discussion of Results

In the service business, the study sought to investigate the links between emotional labor strategies, emotional burnout, employee incivility, turnover intention, regulatory focus strategies, service performance, and customer incivility. The research took a quantitative method and used questionnaires that were self-administered to obtain data from a group of service staff members. Structural equation modelling was used to examine the assumptions.

The initial hypothesis proposed a positive and substantial link between emotional labor strategies and emotional burnout. This hypothesis was validated by the findings, which showed that emotional labor strategies led to burnout among service employees. The result lines up with prior research that found a link between emotional labor strategies and emotional exhaustion (Zapf, 2002)

The next hypothesis proposed that burnout is associated with employee incivility. The findings supported this prediction, indicating that burnout is connected with employee incivility. The finding supports prior research that has found a relationship between emotional burnout and workplace misbehavior (Ashforth, 1996)

According to the third hypothesis, employee incivility has a positive and substantial relationship with turnover intention. The findings validated this hypothesis, demonstrating that employee incivility relates to turnover intention among service employees. The finding corresponds with prior research that has found a link between incivility and turnover intention (Fiona X. Yang, 2019)

According to the fourth hypothesis, perspective taking functions as a mediator between emotional labor strategies and emotional burnout. The findings, however, were against this prediction, suggesting that perspective taking does not regulate the link between emotional labor strategies and emotional burnout.

According to the fifth hypothesis, burnout and employee incivility serve as mediators

among emotional labor strategies and turnover intention. The findings supported this hypothesis, demonstrating that burnout and employee incivility act as a mediator between emotional labor strategies and turnover intention. This conclusion corresponds with earlier research that found emotional exhaustion and workplace deviance to have a mediating role in the association between emotional labor strategies and turnover intention. (Gaba, 2017)

According to the sixth hypothesis, service performance functions as a mediator between burnout and employee incivility. The findings, however, disagreed with this hypothesis, suggesting that service performance does not attenuate the association between burnout and employee incivility.

According to the seventh hypothesis, service performance works as mediator among regulatory focus strategies and turnover intention. This hypothesis was not supported by the findings, demonstrating that service performance doesn't influence the link between regulatory focus strategies and turnover intention.

According to the eighth hypothesis, regulatory focus strategies have a favorable link with service performance. The findings validated this prediction, demonstrating that regulatory focus strategies improve service performance. This conclusion coincides with earlier research that has found a link between regulatory focus strategies and job performance (XIAOMENG ZHANG, 2010)

The ninth hypothesis proposed that service performance is related to turnover intention. The findings supported this hypothesis, demonstrating that service performance is inversely related to turnover intention. This conclusion corresponds with prior research that has found a negative association between job performance and turnover intention (Peter W. Hom, 2001)

According to the tenth hypothesis, customer incivility has a favorable and substantial relationship with emotional burnout. The findings supported this hypothesis, demonstrating that customer incivility relates to burnout among service employees. The result lines up with prior studie

5.2 Theoretical Contribution

It is essential to note that this investigation is the first of its kind to examine how Service performance, Perspective Taking, and Employee Incivility affect Turnover Intention and how they independently moderate and assist and have an effect on other review factors of the examination. Additionally, the main goal of this study is to provide clear evidence of the strong link between intense burnout and Emotional Burnout. This conclusion is consistent with other studies that demonstrated that work that is done mostly with stress or burnout might lead to burnout (Grandey e. a., Emotion regulation in the workplace, 2000)

The term "profound work" refers to the local effort that employees put into their jobs, which has a negative impact on their local wealth. The discovery that emotional burnout practices are positively and significantly correlated with severe burnout has important implications for managers who may use this knowledge to develop more effective processes for managing employees' personal work.

The second objective of the review is the defining evidence of the crucial link between personal exhaustion and rude employees. This conclusion is consistent with previous research that revealed exhaustion makes people more likely to behave badly (Leiter, 2011). Representative rudeness may create a toxic environment and have a negative impact on the morale and productivity of employees. Directors should take all necessary measures to prevent employee fatigue and effectively manage representative rudeness.

This study's third main finding—that employee rudeness is fundamentally linked to the aim of turnover—is consistent with previous research (Cortina, 2009) which found that rude behavior is a good predictor of turnover. When representatives encounter rudeness, they may feel ignored, unappreciated, and unsupported, which may make them consider quitting the organization. Chiefs should be aware of the consequences of employee rudeness and take all necessary measures to effectively prevent and manage it.

The fourth key conclusion of this research is that there is a significant role for perspective acceptance as a mediator in the relationship between close to home work practices and severe burnout. This finding is consistent with earlier study (Brotheridge C. M., 2002) which discovered that adopting a different perspective might lessen the negative impact of difficult work on representatives. Perspective taking refers to the ability to perceive events from another person's point of opinion, and it can assist people in better managing their emotions. This knowledge may be used by managers to support training initiatives that highlight perspective-taking skills, enabling staff members to more effectively handle their challenging task.

The fifth hypothesis of the review is the emotional burnout and employee incivility acting as a mediator between emotional labor strategies and turnover intention. These findings propose that workers who are performing great are less inclined to encounter burnout and participate in uncivil way of behaving. Managers or owners can utilize this information to foster execution of certain moral procedures that emphasize on supporting worker prosperity to decrease the probability of burnout and uncivil way of behaving.

The differentiating evidence of the beneficial relationship between regulatory focus strategies and service performance is provided in the review's sixth hypothesis. This result is consistent with prior research, which demonstrated that service performance can improve execution (Higgins, 2021). This knowledge may be used by administrators to promote administrative spotlight approaches that place a focus on effective execution in order to advance service performance. According to the sixth hypothesis, service performance functions as a mediator between burnout and employee incivility. The findings, however, disagreed with this hypothesis, suggesting that service performance does not attenuate the association between burnout and employee incivility.

According to the seventh hypothesis, service performance works as mediator among regulatory focus strategies and turnover intention. This hypothesis was not supported by the findings, demonstrating that service performance doesn't influence the link between regulatory focus strategies and turnover intention.

The next hypothesis of the review serves as the standout example of how closely service performance and turnover intention are related. This data suggests that highly performing employees are less likely to leave their association. Supervisors can use this knowledge to promote methods that focus on executing additional development assistance to retain employees.

5.3 Practical Implications

It essentially concentrates on the techniques for staff retention the fact that incorporate effective promotional efforts. The results illustrate that when employees believe that job advancement procedures are equitable and open to scrutiny, they are more likely to leave a company. Hence, companies should concentrate on establishing a promotion policy that is comprehended by all employees and is both clear and objective. The research highlights how emotional employment contributes to employee turnover as well as burnout in a detrimental manner. Employees' efforts to manage their emotions in order to meet their professional responsibilities are commonly referred to as psychological labor.

According to the conclusions, firms should be conscious of the psychological demands of their employee's duties and offer individuals the resources and support that they require handling their emotions. This can include initiatives that encourage balance between work and life, employee assistance initiatives, and programs for learning and growth.

Furthermore, it answers how impolite clients influence burnout among workers. Inconsideration on the behalf of customers towards employees has been referred to as such. In accordance to the outcomes, firms should take actions to minimize disrespectful behavior from customers, involving training personnel in excellent client service strategies, specifying clear standards for accepted customer's ethics, and swiftly and successfully managing customer complaints. In addition, this study highlights on the significance of service quality for decreasing worker rudeness along with the turnover.

Results show that when employees perceive their supervisor is committed to offering clients excellent customer service, they are not as inclined to behave inappropriately and quit their current positions. As a consequence, companies must focus on developing an atmosphere of outstanding client service, as well as affording staff member's development and training chances.

The study additionally highlights the vitality of addressing planned turnover prior to actual employee departure. In accordance with the study's results, businesses ought to focus on creating an enjoyable work environment, which involves promoting justice and transparency in hiring and promoting employees, controlling psychological demands, while limiting disruptive clients.

The study suggests that organizations ought to encourage an environment at work that values morality. Supervisors have to maintain a climate of courteousness and competence in the work environment as employee harshness is an important indicator of staff turnover intent. Companies may accomplish this by setting up regulations that promote civil discourse and actions, encouraging feedback, and handling incidents of incivility when they occur.

In accordance with the study, service performance is an important gauge of turnover in staff intentions. Therefore, businesses ought to focus on giving their customers excellent service. Workers have a greater probability to feel inspired to do their job well and are less likely to have intentions of leaving their job if they believe that the organization they work for values and emphasize service performance. (Hughes, 1973)

In order to decrease employee burnout, disrespect, and desire to quit their jobs, it is essential to promote fairness and honesty, manage psychological strain, reduce customer indifference, and encourage outstanding customer service. Firms that deal effectively aforementioned issues are more inclined to keep employees while maintaining an excellent working environment.

5.4 Limitations

There are some limitations in our study that can be taken into account for future research and addressed accordingly. To test causality in the variables considered, future research could utilize experimental designs or longitudinal designs in addition to the cross-sectional study design.

Secondly, the study was conducted in Pakistan, an Eastern setting, which may raise concerns regarding the generalizability of the results to other countries. To enhance the external validity of the study, future research can be conducted in developed countries like North American and European countries, taking into account differences in national and organizational cultures.

Thirdly, the demographic variables included in the study were age, education, being a permanent employee or not, and gender. However, other important variables like financial background, marital status, and managerial levels were not examined. Future research can investigate the impact and relationship of these demographic variables with the research variables under study.

Fourthly, the study was limited to the call center sector of a metropolitan city in Pakistan, which may limit the generalizability of the results to other industries and sectors in the country. Therefore, future research can explore other sectors such as banking, infrastructure, hospitality, and manufacturing in other prominent cities of Pakistan to improve the generalizability of the results on a wider scale.

The sample size utilized in this study was relatively small due to time limitations, with only 300 questionnaires being circulated. To improve the generalizability of the research, future studies may consider utilizing a larger sample size as 400 responses. By doing so, a more comprehensive understanding of the phenomenon under investigation can be obtained, potentially enhancing the overall validity and reliability of the study's findings. Expanding the sample size may also allow for the exploration of potential subgroups or variations within the population, providing additional insights into the research topic (Andrade, 2020). Therefore, conducting research with a larger sample size can be beneficial for obtaining a more representative and accurate understanding of the phenomenon being studied.

Next, the questionnaires were filled on spot basis which means that there may be some sort of biasness, in order to eradicate or lessen the chances of such issues, future researches may incorporate peer ratings and objective measures (Ghulam Abid, 2017). One potential limitation of our study is the use of a single time-point for data collection. In future research, it may be beneficial to collect data on both the mediators and predictors at multiple time-points in order to minimize the possibility of biased responses and ensure more accurate and reliable results (Vandenberg, 2010)

Another limitation is the representation of female employees in our sample (34.6%). As females are typically employed in lower-level positions due to their perceived soft and flexible nature, this raises concerns about the generalizability of our results to both genders. Future research should aim to include more ratios of male as compared to female participants to test for gender differences in the relationships between the variables under investigation.

A further area for improvement is the examination of contextual factors that may influence the impact of Emotional Labor strategies, Regulatory Focus strategies and Customer Incivility on Turnover Intention. Specifically, future research should explore the influence of factors such as company culture, stress, opportunities for growth, working hours, workplace incivility, bullying, punitive supervision, and benefits offered (Vandenberg, 2010)

It should also be noted that some participants were hesitant to complete the survey due to the sensitive nature of the questions and the potential impact on the reputation of their call center. As call centers included in our study were privately owned, their reputation was a critical concern. To enhance the generalizability of our findings to the call center sector, future research should consider including responses from both public and private call centers (Lee, 2014)

Lastly, we also believe that there is still room for improvement and addition along with varying other variables to be analyzed.

5.5 Conclusion

The current study presents a theoretical framework that integrates the influence of emotional labor strategies, customer incivility, and regulatory focus strategies on turnover intention which is considered to be an important contribution to the study of turnover intention.

In this model, emotional burnout and employee incivility are considered as linking mechanisms that influence the relationship between employee labor strategies, customer incivility, and turnover intention. Moreover, this model assumes that service performance and perspective taking, lessens down the relationship between emotional burnout and employee incivility as well as emotional labor strategies and emotional burnout correspondingly.

This study also determines the factors; direct and indirect, that has an impact on the association between emotional labor strategies, customer incivility, regulatory focus strategies, and turnover intention. If we inquire into the proposed mediation and moderation model, we'll get to know that how exactly perspective-taking and service performance ultimately drives turnover intention, and how emotional burnout and employee incivility connect the two constructs. Generally, this research contributes to the existing literature on turnover intention through presenting a comprehensive framework that inquires the complex relationships between various factors. Any research to be carried out in future could be based upon these findings and put forward guidance to managers regarding promotion policies that turn down the impact of turnover intention on employees.

REFERENCES

- Andersson et al. (1999). Tit for tat? The spiraling effect of incivility in the workplace. . *Academy of management review*,, 452-471.
- Andrade, C. (2020). Sample Size and its Importance in Research. *National Library of Medicine* , 102-103.
- Arnold B de Castro, B. C. (2006). Measuring Emotional Labor among Young Workers.
- Åsa Lundgren-Nilsson, I. H. (2012). Internal construct validity of the Shirom-Melamed Burnout Questionnaire (SMBQ).
- Ashforth, B. E. (1996). A meta-analytic examination of the correlates of the three dimensions of job burnout. *Journal of Applied Psychology*, 123-133.
- Barbara M. Rohland, G. R. (2004). Validation of a single-item measure of burnout against the Maslach Burnout Inventory among physicians. *Stress and Health* .
- Baumeister, R. F. (2001.). Ego depletion, the executive function, and self-control. (Washington, DC: APA Books.).
- Bitner, M. J. (1990). Evaluating Service Encounters: The Effects of Physical Surroundings and Employee Responses. *Journal of Marketing*, 69-82.
- Biyang Xiao, C. L. (2022). Service staff encounters with dysfunctional customer behavior: Does supervisor support mitigate negative emotions? *Organizational Psychology*.
- Bowen et al. (1989). A framework for analyzing customer service orientations in manufacturing. . *Academy of Management review*, 75-95.
- Brotheridge, C. M. (2002). Emotional labor and burnout: Comparing two perspectives of "people work". *Journal of Vocational Behavior*, 17-39.

- Brotheridge, C. M. (2002). Emotional labor and burnout: Comparing two perspectives of “people work”. *Journal of vocational behavior*, 17-39.
- Brotheridge, C. M. (2002). Testing a conservation of resources model of the dynamics of emotional labor. *Journal of Occupational Health Psychology*, 57-67.
- Brown, T. A. (2006). Confirmatory factor analysis for applied research. *The Guilford Press*.
- Buckley, J. R. (2004). Burnout in Organizational Life. *Journal of Management* .
- Céleste M. Brotheridge, A. A. (2002). Emotional Labor and Burnout: Comparing Two Perspectives of “People Work”. *Journal of Vocational Behavior* , 17-39.
- Céleste M. Brotheridge, A. A. (2002). Emotional Labor and Burnout: Comparing Two Perspectives of “People Work”. *Journal of Vocational Behavior* , 17-39.
- Chen, C.-W. (2019). 2018 JAIHC The influence of impulse buying toward consumer loyalty in online shopping : a regulatory focus theory perspective. *Journal of Ambient Intelligence and Humanized Computing*.
- Chiu, M.-L. (2002). An Organizational View of Design Communication in Design Collaboration. *Design Studies* , 187-210.
- Christina Maslach, M. P. (2016). Understanding the burnout experience: recent research and its implications for psychiatry. *World Psychiatry*, 103-111.
- Christine A Sprigg, P. R. (2006). Call centers as lean service environments: job-related strain and the mediating role of work design. *Occup Health Psychology*, 197-212.
- Cordes, C. L. (1993). A review and an integration of research on job burnout. . *The Academy of Management Review*, 621-656.
- Cortina, e. a. (2001). Incivility in the workplace: Incidence and impact. *J. Occup. Health Psychol.*, 6, 64–80.
- Cortina, e. a. (2009). *Journal of occupational health psychology*, 272.

- D. Prosser, S. J. (1999). Mental health, "Burnout" and job satisfaction in a longitudinal study of mental health staff. pp. 295-300.
- David D Walker, D. D. (2013). Exploring the Effects of Individual Customer Incivility Encounters on Employee Incivility: The Moderating Roles of Entity (In) civility and Negative Affectivity.
- David E. Bowen, C. S. (1989). A Framework for Analyzing Customer Service Orientations in Manufacturing. *The Academy of Management Review*, 75-95.
- Dieter Zapf, I. M. (2021). Emotion Work: A Work Psychology Perspective. *Annual Review of Organizational Psychology and Organizational Behavior*, 139-172.
- Ebru Kuzgun, N. A. (2022). Customer satisfaction with co-created hospitality services: Regulatory focus orientation and positive disconfirmation. *Journal of vacation marketing* .
- Ethel Brundin a, F. L. (2022). Emotion in strategic management: A review and future research agenda. *Long Range Planning*.
- Farida Saleem, M. I. (2022). Workplace Incivility and Employee Performance: Does Trust in Supervisors Matter? (A Dual Theory Perspective). *PMC* .
- Fiona X. Yang, V. M.-C. (2019). Evil customers, an angel boss and cooperative coworkers: Burnout of frontline employees. *International Journal of Hospitality Management*, 1-10.
- Gaba, S. C. (2017). Emotional Dissonance and Organizational Deviance: The Mediating Role of Intention to Quit. *International Journal of Applied Business and Economic Research*.
- Ghulam Abid, T. H. (2017). Expressed Turnover Intention: Alternate Method for Knowing Turnover Intention and Eradicating Common Method Bias. *International Letters of Social and Humanistic Sciences*, 18-26.
- Grandey, A. A. (2005). Must "Service With a Smile" Be Stressful? The Moderating Role of Personal Control for American and French Employees. *Journal of Applied Psychology*, 893-904.
- Grandey, A. A.-P. (2004). The customer is not always right: Customer aggression and emotion regulation of service employees. *Journal of Organizational Behavior*, 397-418.

- Grandey, e. a. (2000). Emotion regulation in the workplace. *Journal of Occupational Health Psychology*, 95-110.
- Grandey, e. a. (2003). When “the show must go on”: Surface acting and deep acting as determinants of emotional exhaustion and peer-rated service delivery. . *Academy of management Journal*, 46(1), ., 86-96.
- Griffeth, R. W. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management*, 463-488.
- Hair Jr, J. A. (1998). *Multivariate Data Analysis Fifth Edition*.
- Hair, J. B. (2010). *Multivariate Data Analysis. 7th Edition, Pearson, New York*.
- Hair, J. F. (1995). *Multivariate data analysis. Englewood Cliffs*.
- Halbesleben et al. (2004). Burnout in organizational life. *Journal of management*, 859-879.
- Halbesleben, J. &.-P.-U. (2014). Getting to the "COR": Understanding the Role of Resources in Conservation of Resources Theory. . *Journal of Management.*, 1334-1364.
- Havva Ozturk, A. N. (2015). Emotional Labor Levels of Nurse Academicians. *Procedia - Social and Behavioral Science*.
- Hayes, A. F. (2013). Introduction to mediation, moderation, and conditional process analysis: A regression-based approach. *Guilford Press*.
- Hayes, A. F. (2013). Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach.
- Hershcovis, e. a. (2017). Targeted workplace incivility: The roles of belongingness, embarrassment, and power. *J. Organ. Behav.*, 38, 1057–1075.
- Higgins, E. T. (2021). Prevention and promotion: A regulatory focus perspective on social cognition, emotion, and behavior. *Current Opinion in Behavioral Sciences*, 254-259.

- Hobfoll, S. (1989,). Conservation of resources: A new attempt at conceptualizing stress. . *Am. Psychol.* , 44, 513–524.
- Hochschild, A. R. (1983). *The Managed Heart: Commercialization of Human Feeling*. Berkeley, CA: University of California Press. *Scientific Research* .
- Hughes, V. S. (1973). Why Employees Stay. *Harvard Business Review* .
- Hui Zhang, Z. E. (2018). Surface Acting, Emotional Exhaustion, and Employee Sabotage to Customers: Moderating Roles of Quality of Social Exchanges. *Front. Psychol.*, .
- J. Andrew Morris, D. C. (1996). The Dimensions, Antecedents, and Consequences of Emotional Labor. *The Academy of Management Review*.
- Jacob Weisberg, A. C. (2006). Exploring turnover intentions among three professional groups of employees. *Human Resource Development International* , 191-206.
- Jeongdo Park a, H. J. (2019). Customer mistreatment and service performance: A self-consistency perspective. *International Journal of Hospitality Management*.
- Jeung, e. a. (2018). Emotional labor and burnout:. *A review of the literature. Yonsei medical journal*, 59(2), , 187-193.
- Jiaqi Yan, M. A. (2021). The effect of promotion regulatory focus on service performance. *The Service Industries Journal*.
- Johnson, P. R. (2001). Rudeness at work: Impulse over restraint. *Public Personnel Management*. 30: 457-466.
- Juhyun Kang, J. J. (2022). Frontline employees' emotional labor toward their co-workers: The mediating role of team member exchange. *International Journal of Hospitality Management*.
- Kandampully, J. J. (2018). Reducing Employee Turnover Intention Through Servant Leadership in the Restaurant Context.
- Karatepe, O. M. (2012). The effects of coworker and perceived organizational support on hotel employee

- outcomes: The moderating role of job embeddedness. *Journal of Hospitality & Tourism Research*, 495-516.
- Kim, J. &.-K. (2016). Effects of corporate social responsibility and internal marketing on organizational commitment and turnover intentions. *International Journal of Hospitality Management.*, 25-32.
- Kim, J.-S. (2020). Emotional Labor Strategies, Stress, and Burnout Among Hospital Nurses: A Path Analysis. *J Nurs Scholarsh*, 105-112.
- Kline, R. B. (2005). Principles and practice of structural equation modeling. *Guilford Press*.
- Kline, R. B. (2015). Principles and Practice of Structural Equation Modeling. . *Guildford Press*.
- Kristopher J. Preacher, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Psychonomic Society*.
- Kuan-Yu Chen a, C.-W. C.-H. (2019). Frontline employees' passion and emotional exhaustion: The mediating role of emotional labor strategies. *International Journal of Hospitality Management*, 163-172.
- Lee, H.-M. a. (2014). Investigating the sensitivity of surface-level nitrate seasonality in Antarctica to primary sources using a global model. *Atmos Environ*, 757-767.
- Leiter, M. &. (2011). The Impact of Civility Interventions on Employee Social Behavior, Distress, and Attitudes. . *The Journal of applied psychology*.
- Li, J. C. (2021). Understanding customer incivility in service encounters: A review and research agenda. *Journal of Business Research*, 1-10.
- Liao, H. (2007). Transforming Service Employees and Climate: A Multilevel, Multisource Examination of Transformational Leadership in Building Long-Term Service Relationships. *Journal of Applied Psychology*.
- Liden, R. C. (1993). A Longitudinal Study on the Early Development of Leader-Member Exchanges.
- Lynne M. Andersson, C. M. (1999). Tit for Tat? The Spiraling Effect of Incivility in the Workplace. *The*

Academy of Management Review, 452-471.

Magid Igbaria, S. R. (1992). The reasons for turnover of information systems personnel. *Information & Management*, 321-330.

Mahmood, S. Q. (2015). The role of organizational learning in understanding relationship between total quality management and organizational performance. *Pakistan Journal of Commerce and Social Sciences*, 282-302.

Maslach, C. &. (1986). Maslach burnout inventory manual (2nd ed.). Palo Alto. *Consulting Psychologists press*.

Maslach, e. a. (1981). *Journal of Occupational Behavior*, 99-113.

Maslach, e. a. (2016). Understanding the burnout experience: recent research and its implications for psychiatry. . *World psychiatry*, 15(2),, 103-111.

Mathis, R. L. (2011). *Human Resource Management* .

Miles Hewstone, J. D. (2010). Prejudice, stereotyping, and discrimination: Theoretical and empirical overview. *SAGE*.

N. Gkantsinikoudis¹, C. C. (2017). Morphological approach of the sternal foramen: an anatomic study and a short review of the literature. 484-490.

Nazeer, S. (2014). Internal Service Quality and Job Performance: Does Job Satisfaction Mediate?

Nunnally, J. a. (1994). The Assessment of Reliability. *Psychometric Theory*,. 248-292.

O'Neill, J. a. (2011). Work Stress and Well-Being in the Hotel Industry. *International Journal of Hospitality Management*, 385-390.

.Penglin Li, H. L. (2014). Research on Initiative Turnover Rate of the Post-90s Workforce—Taking Labor-Intensive Enterprises as an Example. *Journal of Human Resource and Sustainability Studies*.

Peter W. Hom, A. J. (2001). Toward a Greater Understanding of How Dissatisfaction Drives Employee Turnover. *The Academy of Management Journal* , 975-987.

- Qian Huang, W. P. (2021). Assessing the evidence of perspective taking on stereotyping and negative evaluations: A p-curve analysis. *Group Processes & Intergroup Relations*, 1306-1334.
- R.B. Dunham, e. a. (1994). Organizational Commitment: The Utility of An Integrative Definition,. *Journal of Applied Psychology*,, 370-380.
- Rafaeli, A. &. (1989). The expression of emotion in organizational life. . *Research in organizational behavior*, 1-42.
- Rodoula H. Tsiotsou, J. W. (2015). The Three-Stage Model of Service Consumption. *The Handbook of Service Business: Management, Marketing, Innovation and Internationalisation*, 105-128.
- Schaufeli et al. (2009). Burnout: 35 years of research and practice. *Career development international*, 204-220.
- Se Hoon Choi, Y. H. (2014). A three-dimensional human neural cell culture model of Alzheimer's disease. *Nature* 515 , 274–278.
- Seigyoung Auh, B. M. (2022). Conflict-solving as a mediator between customer incivility and service performance. *THE Service industries Journal* .
- Sheena J. Johnson a 1, S. M. (2017). Age, emotion regulation strategies, burnout, and engagement in the service sector: Advantages of older workers Edad, estrategias de regulación emocional, burnout e implicación laboral en el sector servicios: ventajas en los trabajadores mayores. *Revista de Psicología del Trabajo y de las Organizaciones*, 205-216.
- Singh, J. G. (1994). Behavioral and psychological consequences of boundary spanning burnout for customer service representatives. *Journal of Marketing Research*, 558-569.
- Sliter, M. J. (2010). How rude! Emotional labor as a mediator between customer incivility and employee outcomes. . *Journal of Occupational Health Psychology*, 468-481.
- Stephen S. Tax, S. W. (1998). Customer Evaluations of Service Complaint Experiences: Implications for Relationship Marketing. *Journal of Marketing* , 60-76.
- Suzanne Zivnuska, L. W. (2004). Interactive Effects of Impression Management and Organizational

Politics on Job Performance. *Journal of Organizational Behavior*, 627-640.

Taherdoost, H. (2016). Sampling Methods in Research Methodology; How to Choose a Sampling Technique for Research. *International Journal of Academic Research in Management* , 18-27.

Tahir Islam, M. H. (2013). The Impact Corporate Social Responsibility on Customer Loyalty: Mediating Role of Customer Satisfaction. *SSRN* .

Terje Slåtten, S. G. (2011). Service quality and turnover intentions as perceived by employees: Antecedents and consequences. *Personnel Review*, 205-221.

Tims, M. B. (2012). Development and validation of the job crafting scale. *Journal of vocational behavior*, 173-186.

Ute R Hülsheger 1, H. J. (2013). Benefits of mindfulness at work: the role of mindfulness in emotion regulation, emotional exhaustion, and job satisfaction. *Journal of Applied Psychology*, 310-325.

Vandenberg, R. E. (2010). Longitudinal Research: The Theory, Design, and Analysis of Change. *Journal of Management*, 94-120.

Verhoef, K. N. (2016). Understanding Customer Experience Throughout the Customer Journey. *Journal of Marketing* .

Wang, Q. W. (2020). Reducing turnover intention: perceived organizational support for frontline employees. *Frontiers of Business Research in China*.

Wang, T.-L. (2014). The Usage Behaviors, Motivations and Gratifications of Using User-Generated Media: The Case Study of Taiwan's YouTube. *Advances in Journalism and Communication*.

Wirtz, L. a. (2011). Services Marketing-People, Technology, and Strategy. .

Won-Moo Hur, B.-S. K.-J. (2014). The Relationship between Coworker Incivility, Emotional Exhaustion, and Organizational Outcomes: The Mediating Role of Emotional Exhaustion. *Human Factors and Ergonomics in Manufacturing*.

Woo, M. (2019). Assessing customer citizenship behaviors in the airline industry: Investigation of service

quality and value. *Journal of Air Transport Management*, 40-47.

Xanthopoulou et al. (2007). The role of personal resources in the job demands-resources model. .

International journal of stress management,, 121.

Xiaomeng Zhang, K. M. (2010). Linking Empowering Leadership And Employee Creativity: The Influence Of Psychological Empowerment, Intrinsic Motivation, And Creative Process Engagement. *The Academy Of Management Journal*, 107-128.

Yang, e. a. (2008). Effect of newcomer socialisation on organisational commitment, job satisfaction, and turnover intention in the hotel industry. . *The Service Industries Journal*, 28(4), ., 429-443.

Yueh-Shian Lee, W.-K. L.-M. (2016). The interrelationships among service quality, customer satisfaction, and customer loyalty: Examination of the fast-food industry. *Journal of Foodservice Business Research*, 1-17.

Zapf, D. (2002). Emotion work and psychological well-being: A review of the literature and some conceptual considerations. *Human Resource Management Review* , 237-278.

APPENDIX

Employee Survey Questionnaire

“ANTECEDENTS OF EMPLOYEE TURNOVER: THE ROLE OF PROMOTIONAL STRATEGIES”

SECTION A

The survey being conducted is an essential part of our thesis. Kindly take out some time to fill out the form. Your cooperation is highly imperative for the completion.

Your provided responses will remain confidential and they will be utilized only for thesis purposes.

PERSONAL INFORMATION:

Name:

Gender:

Male

Female

Age:

20-25

26-30

31-35

36-40

41-45

Above

Education:

Bachelors

Masters

M Phil & Above

Are you a permanent employee at this firm?

Yes

No

SECTION II

1. Employee Labor Strategy

a. Surface Acting

		Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
I act like nothing bothers me, even when a client makes me mad or upset	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have to act the way people think a person in my job should act	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I want my clients to think I'm always able to handle things	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I work hard to keep myself in a positive mood at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At work, I have to seem concerned, even when I don't feel like it. I want my clients to think I'm always calm	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A big part of my job is keeping other people happy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Part of the training of this job requires learning how to deal with people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

b. Deep Acting

		Strongly agree	Agree	Uncertain	Disagree	Strongly Disagree
To give advice, I have to make sure that I say it in a nice way	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I make an effort to be interested in my client's concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People judge me by how caring I am	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
To make suggestions, I make sure I say in a nice way	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When something goes wrong at work, I feel like I should try to make other people feel better	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1. Customer Incivility

	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
Some of my clients take out anger on me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<hr/>					
Some of my clients take out their frustrations on me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<hr/>					
Some of my customers make insulting comments on me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<hr/>					
Some of my customers treat me as if I was inferior or stupid	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<hr/>					
Some of my customers show that they are irritated or impatient	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<hr/>					
Some of my customers do not trust the information that I give them and ask to speak with someone of higher authority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<hr/>					
Some of my customers are condescending (<i>superior, snobbish</i>) to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<hr/>					
Some of my customers make comments that question my competence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<hr/>					
Some of my customers make comments on my job performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<hr/>					
Some of my customers make personal verbal attacks on me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<hr/>					
Some of my customers make unreasonable demands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Regulatory focus

	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
I often imagine myself experiencing bad things and fear what might happen to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I often think about the person I am afraid I might become in the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I often worry that I will fail to accomplish my goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am more oriented towards preventing losses than I am towards achieving goals	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I frequently think about how I can prevent failures in my life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I typically focus on the success I hope to achieve in the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In general, I am focused on achieving positive outcomes in my life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I often think about the person I would ideally like to be in the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I often imagine myself experiencing good things that I hope will happen to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I frequently imagine how I will achieve my hopes and aspirations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Employee burnout

Burnout is a specific work related stress that leads to dissatisfaction and exhaustion

	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
I enjoy my work, I have to symptoms of burnout.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Occasionally I am under stress, and I don't always have as much energy as I once did but I don't feel burned out	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am definitely more burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The symptoms of burnout that I am experiencing won't go away. I think about frustration at work a lot	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I feel completely burnt out and often wonder if I can go on. I am at the point where I may need some changes or may need to seek some help	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Service Performance

	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
Being friendly and helpful to customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Approaching customers quickly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Asking good questions and listening to find out what a customer wants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being able to help customers when needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pointing out and relating item features to a customer's needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Suggesting items customers might like but did not think of	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Explaining an item's features and benefits to overcome a customer's objections	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Turnover Intention

	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
I often think about leaving my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I will quit my job in the next year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I will leave the job in the next year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Perspective Talking

	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
I believe that there are two sides to every question and try to look at both of them	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When I'm upset at customers, I usually try to put myself in their shoes for a while sometimes try to understand my customers better by imagining how things look from their perspective	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
If I'm sure I'm right about something, I don't waste much time listening to customer's arguments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I sometimes find it difficult to see things from customer's point of view	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I try to look at customer's side of disagreement before I make a decision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Before criticizing customers, I try to imagine how I would feel if I were in their place	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Employee Incivility

	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
I am short with some customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am blunt with some customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I do not listen to some customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I raise voice to some customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am derogatory to some customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Annexure B
PLAGIARISM REPORT

Ayesha Malik

Ayesha Thesis

11%



