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DEALING WITH BAD CUSTOMERS:

A STUDY OF CONSEQUENCES OF CUSTOMER

MISTREATMENT AND THE MODERATING EFFECTS OF

PSYCHOLOGICAL CAPITAL AND SERVICE CLIMATE

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All of a sudden when I looked back to the last 15 months, I found that I went through a challenging yet satisfying journey. The process of constructing an academic thesis consumed time and volition. As a working student, I could say it was one of the hardest times I have ever had in my life. However, thanks to the assistance to various parties, I could successfully walk through this demanding period.
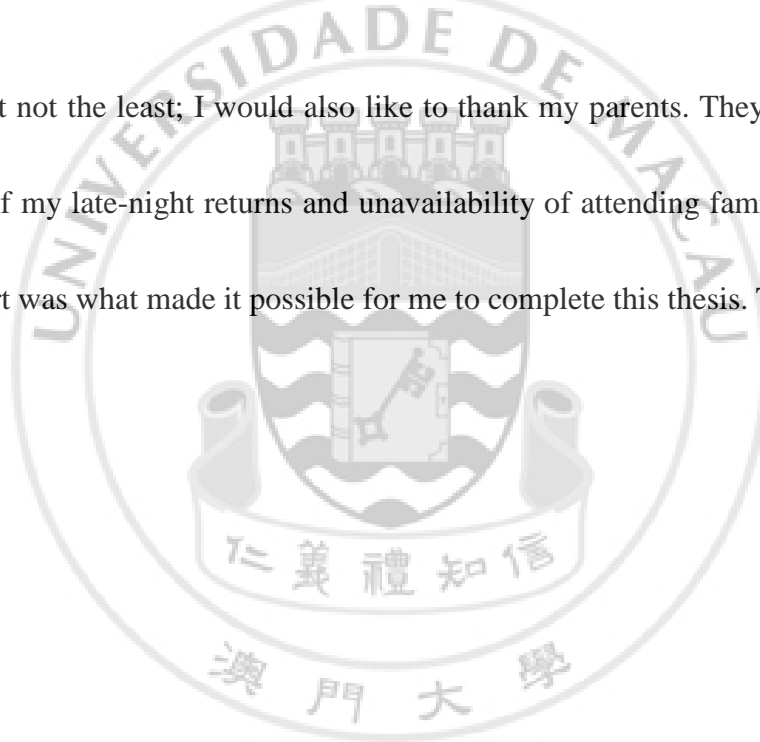
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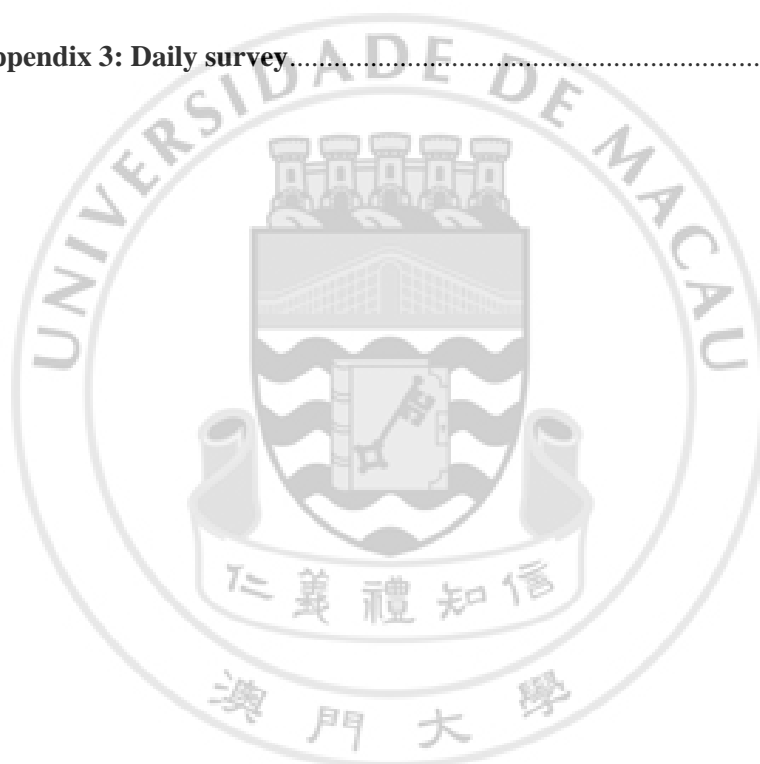
Table of Contents

List of Figures

List of Table

1. Abstract

Customer mistreatment is one of the most critical aversive events that organizations and employees have to confront during daily operations in the norm of today's service-oriented business settings. Several researchers have shown that customer mistreatment would induce some employee negative outcomes, such as sabotage against customers (Koopmann, Wang, Liu, & Song, 2015), that are harmful to organizations in terms of reduced customer satisfaction and spread of negative word of mouth. Researchers have found some successful ways to reduce the chances of observing employee negative reactions after being mistreated (Chi, Chang, & Huang, 2015; Chi, Tsai, & Tseng, 2013; Wang, Liao, Zhan, & Shi, 2011), but it is not enough for organizations to merely prevent the negatives from happening without simulating the positives. Therefore, I aimed at discussing the possibility of introducing a positive outcome of customer mistreatment, making an apology, which may add to the customer mistreatment literature.

In adopting the self-regulation theories (Baumeister & Vohs, 2007; Carver & Scheier, 2004; Hofmann & Vohs, 2016; Hofmann et al., 2012), ego depletion theory (Baumeister, Bratslavsky, Muraven, & Tice, 1998) and social cognitive theory of self-regulation (Bandura, 1991), I proposed a multilevel research model of customer mistreatment. On the within-person (daily) level, I proposed customer mistreatment to

engender service sabotage and making an apology. Moreover, I also proposed that psychological capital on the between-person (individual) level to weaken the daily effect of customer mistreatment on service sabotage and to strengthen the daily effect of customer mistreatment on making an apology. The three-way interactions between daily customer mistreatment, individual psychological capital, and service climate were proposed to augment apologies and to hinder service sabotage.

Data were collected from 44 front-line service providers in Macau with an experience sampling methodology. The analytical results showed support to four out of the six hypotheses. Both daily relationships were shown to be significantly positive. The two-way moderating effect of psychological capital on the mistreatment-apology relationship was significantly positive, but the two-way moderating effect of psychological capital on the mistreatment-sabotage relationship was not significant. Finally, the three-way interactional effect on service sabotage was significantly negative. Specifically, psychological capital was only able to moderate the mistreatment-sabotage relationship when service climate was weak. Yet, the same interaction had no significant impact on making an apology.

2. Introduction

2.1. Background

Businesses rely on their customers to survive and achieve the ultimate goal of maximizing shareholders' benefits. Correspondingly, it is common for corporations to hire frontline service employees to provide first-hand assistant and support to (potential) customers. As such, service providers have to face diverse customers on a daily basis. The exposure to interactions with customers triggers the possibility of encountering customer mistreatment. During the recent decades, customer mistreatment has been considered an aversive event in organizational studies.

Many of such studies concentrated on examining the relationship between customer mistreatment and its negative outcomes such as customer-directed sabotage (Chi et al., 2015; Chi et al., 2013; Wang et al., 2011), employee negative mood (Wang, Liu, Liao, Gong, Kammeyer-Mueller, & Shi, 2013), emotional exhaustion, and its sequential outcome, absences (Grandey, Dickter, & Sin, 2004). While customer mistreatment such as rudeness, inappropriate demand, and verbal abuse is an aversive event to service employees, it can also be an outcome of service failure (Groth & Grandey, 2012) and customers may expect service recovery activities afterwards. Here is a real-life example of how an incident of customer mistreatment could be a

consequence of service failure and how mishandling of customer mistreatment could

transform the bad situation to worse rapidly.

On 22nd April, 2017, a shocking video with an incident on a flight of

American Airlines was spread on the Internet. A female passenger with a baby in her

arms was crying and asking the flight attendants to give her back a baby stroller. In the

meantime, a male passenger stood up, accused a male flight attendant for almost hitting

the baby with the stroller, and threatened him for a fight with angry words. The male

attendant first let the male passenger stay out of business. Later when the male

passenger was trying to step forward to express himself, the male attendant became

aggressive and attempted to provoke a fight. After viewing the video, the male attendant

seemed to be "bay guy" in this incident; however, this video did not show the full story.

A witness of the incident recalled and claimed that when the female passenger

boarded the flight, she was told that her collapsible baby stroller could not be brought

to the cabin with her unless she could find a space to store it, or it should be checked in

as a luggage otherwise. When she was looking for a space in the cabin area, the

videotaped male flight attendant approached her and asked her to remove the stroller

from the cabin. The woman refused and started to shout at the male flight attendant by

claiming that she got permission to carry the stroller with her from another flight

attendant. The male flight attendant then lost his patience and grabbed the baby stroller

from the woman. The stroller hit the woman's head and barely missed the baby held in her arms (Wilkinson & Zilber, 2017). This was how the whole incident started, and the rest of the story was as recorded in the video.

This is a very good example of a negative interpersonal exchange spiral (Groth & Grandey, 2012). While it was the same incident, when the male flight attendant approached the female passenger, the flight attendant thought he was following the policy of the company to deliver stroller check-in service to the passenger. However, the passenger perceived it as a service failure because she wanted to keep the stroller with her and got permission from another flight attendant to look for storage space. She was upset about that and started to act defensively by shouting at the flight attendant. Consequently, the flight attendant was offended and perceived that as customer mistreatment or counterproductive behavior, so he thoughtlessly grabbed the stroller from the woman's hand. In the employee's perspective, it was a customer mistreatment incident, for the passenger broke the company's rule and behaved rudely. However, in customer's perspective, it was a service failure incident because her action was permitted. Therefore, customer mistreatment was not only the input of the employee's subsequent inappropriate behavior, but also the outcome of the preceding service failure.

Hess, Ganesan, and Klein (2003) showed that customers expect service recovery

more when the severity of service failure is greater. In their book of service marketing, Hoffman and Bateson (2010) suggested that problematic customers, which included behaviors such as drunkenness, verbal and physical abuse, breaking company policies, and being uncooperative, was one of the categories of service failure, and that effective recovery might remedy the lost customer satisfaction. Nonetheless, most researchers concentrated on either perspective of a negative interpersonal event between customers and service employees (Groth & Grandey, 2012). On one hand, organizational behavior researchers focused on examining the outcome of customer mistreatment such as counterproductive behavior (Wang et al., 2011; Koopmann et al., 2015; Shao & Skarlicki, 2014). On the other hand, marketing researchers paid attention to how to recover customer's satisfaction and repurchase intention after service failure (Gelbrich & Roschk, 2011; Hess et al., 2003; Liao, 2007). However, it is essential to recognize that service failure and customer mistreatment may not necessarily be two separate events. Instead, they could be two separate perceptions of a single service encounter. Therefore, I propose that although some employees may sabotage against the customers like what the flight attendant did in previous example after they perceive customer mistreatment, some of them may seek for effective ways to recover customer's satisfaction as they realize that the mistreatment could be originated from service failure.

In this study, I proposed envisioning the prospect of inducing positive outcomes

due to customer mistreatment experience, which is in addition to the epic sabotage, to be another possible consequence of customer mistreatment encounter. Making an apology is one of the most commonly used and powerful tools for service recovery performance (Gelbrich & Roschk, 2010; Liao, 2007; Wirtz & Mattila, 2004), and an apology is a globally recognized action for retrieving forgiveness and pursuing reconciliation after interpersonal conflict (Ashy, Mercurio, & Malley-Morrison, 2010). Therefore, making an apology is indeed a favorable behavior to both the organization and the service employees. Organizations would love to witness this because of its potential curing effects on customer satisfaction and repurchase intent. Further, the employee him/herself would also benefit from executing service recovery performance. The employee could avoid further troubles if the mistreating customer stops from being aggressive subsequent to the post-recovery effect. Successful recovery performance may also enhance the employee's job satisfaction (Boshoff & Allen, 2000) and self-efficacy in handling similar cases (Dormann & Zapf, 2004; Wood & Bandura, 1989).

However, we should be careful that although customer mistreatment and service failure could be closely linked to each other. An incident of customer mistreatment is not necessarily a result of service failure. It could be a pure incident of customer aggression. Then one may ask why an employee would engage in service recovery performance when he/she is not liable to the negative interaction. Firstly, the rationale

of carrying out service recovery behaviors in this situation should not be different from the occasion when the mistreatment was evoked by service failure. Although it might not be the employee's responsibility, a trained service employee is expected to comfort an upset customer. On the other hand, since successful service recovery is advantageous to the organization, such employees' response could also enhance employees' job satisfaction (Boshoff & Allen, 2000) and efficacy (Dormann & Zapf, 2004; Wood & Bandura, 1989) as discussed previously. Thus, all parties involved could be better off with successful delivery of service recovery behaviors. Consequently, I argue that despite customer mistreatment taxes resources (Wang et al., 2011), the potential positive effects of reinvestment of resources may compensate the original loss of resources (Hobfoll, 1989; Hobfoll; 2002), so employees are also likely to carry out service recovery behaviors even customers mistreat them.

Secondly, in marketing world, customers are generally treated as king (Barnett, 2011), and that a great amount of marketing managers believe that "the customer is always right" (Glassman, 2012). Thus, it is conceivable that they also pass along this notion to the service employees. As a result, service employees are required to maintain a high level of professionalism, friendliness, and helpfulness in order to entertain their customers' requests (Chuang & Liao; 2011; Dormann & Zapf, 2004; Liao, 2007; Wang et al., 2011), so they may have to execute service recovery behaviors even if they are

not liable to a negative interaction in a service context.

To further understand when mistreated employees will respond negatively (with sabotage) and positively (with apology), I included psychological capital in this study. Luthans, Luthans, and Luthans (2004) proposed efficacy, hope, optimism, and resiliency as the four components of psychological capital, a high-order construct that they defined as employees' psychological capacities that could be objectively evaluated and managed for desirable organizational outcomes. They admitted that human positive psychological capacities should not be limited to the four they advocated, but those four components were the most appropriate ones that met the criteria of measurable, developable, and impactful on employees' performance (Luthans & Youssef, 2004).

The Positive Organizational Behavior (POB) movement enlightened a big wave of studies on psychological capital and its possible outcomes. Most of them presented promising empirical results, including that psychological capital did have positive effects on desirable employees' attitude, behavior, and performance, as well as negative effects on undesirable outcomes (Avey, Reichard, Luthans, & Mhatre, 2011). However, those findings have broader implications for the POB literature. All of the four components of psychological capital assist people who preserve them to have the ability to fight against aversive situations. For example, efficacy helps people to take on challenges, hope allows people to discover other pathways for attaining goals when

facing goal blockage, optimism lets people externalize negative events in their life, and resiliency gives a boost to people to bounce back from misery or arrive at an even higher stage than before (Avey et al., 2011). Therefore, I examined the conceivable influence of psychological capital on employees' behavior when they encountered workplace adversity. The moderating effects of psychological capital on service sabotage and making an apology thus were investigated given the context of aversive event in the workplace, which is customer mistreatment in this study.

To provide a more comprehensive view for understanding how to elicit the positive outcomes and mitigate the negative outcomes caused by customer mistreatment, one more variable was included in this study. While psychological capital can be considered a personal resource that facilitates self-regulation when a person faces ego-depleting incidents, such as customer mistreatment, an organizational factor is also needed. Good service climate has shown to be beneficial to employees' service performance quality (Liao & Chuang, 2004; Schneider, White, & Paul, 1998), customer-oriented organizational citizenship behavior (Schneider, Ehrhart, Mayer, Saltz, & Niles-Jolly, 2005), and buffering the positive relationship between customer-caused stressors and sabotage (Kao, Cheng, Kuo, & Huang, 2014). As such, I tested the three-way moderation between customer mistreatment, psychological capital, and service climate on the within-person level outcomes (i.e., sabotage, apology) in this study.

2.2. Thesis objectives

In summary, the objectives of this study are to explore a favorable outcome of customer mistreatment in addition to the usual undesirable ones, and to provide effective ways to moderate those effects. By introducing a positive consequence of customer mistreatment and its catalyst, this study provides a new view to researchers and practitioners in terms of employees' decision-making. Although customer mistreatment could be a product of service failure, organizations seldom could change their customers' behaviors. Instead, they are able to adjust their workplace climate and alter employees' behaviors through training, socializing, career development, etc. Therefore, it is important for the managers to know what kind of individual and/or organizational characteristics differentiate employees when they need to make a quick decision in front of their customers.

The literature review of customer mistreatment is presented in Chapter 3, and the theoretical background is enunciated in Chapter 4. Then the hypotheses building and research model is articulated with a theoretical discussion in Chapter 5. Research methods and results are shown in Chapters 6 and 7, respectively. Finally, I will discuss the results and findings in Chapter 8.

3. Literature Review

3.1. Customer mistreatment

Koopmann et al. (2015) defined customer mistreatment, as "the low-quality interpersonal treatment that employees receive from their customers during service interactions, is a shared experience among service workers. (P. 34)" This is a common phenomenon in today's service-oriented norm of doing businesses (Grandey et al., 2004; Harris & Reynolds, 2003; Hoffman & Bateson, 2010; Wang et al., 2011). Researchers have shown the negative effects of customer mistreatment on service employees in multiple aspects. Koopmann et al. (2015) did a comprehensive review of the customer mistreatment literature and its conceptualizations. They found that on the within-person level, customer mistreatment affected employees' well-being and behaviors through some proximal psychological responses such as negative emotions and perception of injustice. Some boundary conditions, which included individual differences and contextual variations, could alleviate those effects.

Therefore, one of the main streams of customer mistreatment literature is the effect of customer mistreatment on employees' well-being. Grandey et al. (2004) showed that customer verbal aggression significantly predicted employee's emotional exhaustion, and employee's emotional exhaustion mediated the relationship between customer

verbal aggression and absence. Wang et al. (2013) showed that customer mistreatment

enhanced employee's negative mood through the mediation of rumination. Yue et al.

(2016) took a further step and examined the employees' post customer mistreatment

state, and they found that mistreated employees experienced negative mood in the next

morning, thus engaging in more coworker helping behavior in the same afternoon in

order to relieve their negative emotions.

Another stream of studies focused on the effect of customer mistreatment on

employees' behavioral responses. Customer incivility (Sliter, Jex, Wolford, &

McInnerney, 2010) and customer verbal aggression (Rafaeli, Erez, Ravid, Derfler-

Rozin, Treister, & Scheyer, 2012) for example were shown to impair employees'

performance. Wang et al. (2011), Shao and Skarlicki (2014), Skarlicki, van Jaarsveld,

and Walker (2008), and other researchers found a consistent relationship that customer

mistreatment significantly predicted customer-directed sabotage. Those findings

showed that customer mistreatment was an aversive workplace event that would induce

negative impact on employees' well-being, performance, and behaviors.

One important area of customer mistreatment research was to identify the

conditions that could mitigate the negative effect of customer mistreatment on service

employees. Previous researchers contended that customer mistreatment harmed

employees' well-being, depreciated employees' performance and caused employees'

unfavorable behavioral responses through two mechanisms (Wang et al., 2011). The emotion-based mechanism illustrated that employees got angry and frustrated when mistreated by customers, so they would use more aggressive behavior to retaliate (Chi et al., 2013; Wang et al., 2011). In this regard, self-efficacy for emotional regulation (Wang et al., 2011), employee empathetic concern (Ho & Gupta, 2012) and other emotional based moderators (Koopmann et al., 2015) were able to ease the unfavorable effect of customer mistreatment on service sabotage and customer-related counterproductive behaviors, etc.

The resource-based mechanism, on the other hand, suggested that employees' resources were depleted when customers mistreated them. Researchers argued that people preserved a limited pool of resources for self-regulation. If resources are depleted, a person will be less able to exert self-regulation over impulses (Baumeister et al., 1998; Baumeister & Vohs, 2007; Christian & Ellis, 2011; Hobfoll, 1989; Hobfoll, 2002). While customer mistreatment is a resource taxing event (Koopmann et al., 2015; Shao & Skarlicki, 2014; Wang et al., 2013; Wang et al., 2011; Yue, Wang, & Groth, 2016), mistreated employees lost their self-regulatory resource and thus were more likely to perform worse and do more undesirable behaviors. Wang et al. (2011) showed that job tenure and service rule commitment were individual resources employee preserve to buffer the negative effect of customer mistreatment on service sabotage.

Koopmann et al. (2015) also suggested that social support could be considered a contextual resource that assisted service employees to fight against resource taxing events in the workplace.

3.2. Service sabotage

Service sabotage was well defined in Shao and Skarlicki's (2014) work, which was "service employees' dysfunctional behaviors with the intention to harm the customers by creating delays in service process, destructing the customer–employee relationship, and potentially lowering customer service quality. (P. 24)" Harris and Ogbonna (2006) showed that service sabotage had multiple antecedents and outcomes. For example, they showed that employees' risk-taking propensity and their perceptions of the fluidity of the labor market significantly predicted service sabotage. In the meantime, they also showed that employee who had a desire to stay and pursued career in current the organization significantly reduced service sabotage. On the side of consequences, Harris and Ogbonna (2006) showed that service sabotage significantly impaired employees' perceptions of employee-customer rapport and employees' perceptions of functional quality.

Thereafter, it has been recently linked to customer mistreatment as its behavioral

outcome (Chi et al., 2013; Kao et al., 2014; Koopmann et al., 2015; Shao & Skarlicki, 2014; Skarlicki et al., 2008; Wang et al., 2011). Customer negative events (Chi et al., 2013), a similar construct of customer mistreatment, was shown to increase service sabotage due to enhanced employee state hostility. Kao et al. (2014) showed that customer-caused stressors, a general construct that included different kinds of customer deliberate deviant behaviors, had a direct effect on service sabotage. Shao & Skarlicki (2014) and Wang et al. (2011) also showed that customer mistreatment itself directly caused service sabotage. Thus, customer mistreatment has been a steady predictor of service sabotage.

Those researchers who examined the relationship between customer mistreatment and service sabotage in general labelled service sabotage as a counterproductive behavior in the workplace that would be detrimental to the relationships between customers and service employees and/or the organizations (Bitner, Booms, & Tetreault, 1990; Harris & Ogbonna, 2006; Wang et al., 2011). This argument was also in line with the finding of Harris and Ogbonna (2006); that is, service sabotage decreased employees' perceived employee-customer connection. Therefore, studying the customer mistreatment-service sabotage relationship can assist organizations to understand the cause of this deviant behavior.

3.3. Research questions

Although it is useful to figure out the interaction between customer mistreatment and service sabotage, I believe it is equally necessary to investigate the kinds of favorable behavior in which the mistreated employees would likely engage. Since customer mistreatment is inevitable in service context, it is not enough for organizations to purely think of not exacerbating the negative effects without proactively seeking for effective ways to restore customers' satisfaction when they are unhappy with the service. Otherwise, even if an organization could stop all service sabotaging behavior when its employees are mistreated, it could only prevent the bad from being worse, but could not reverse the situation. Thus, the following was the first research question of this study: Is it possible to observe a favorable behavioral response when a customer mistreats a service employee? In addition, the second research question of this study was: If mistreated employees are likely to carry out both favorable and unfavorable behaviors, what factors determine the differences between those two behavioral responses? I applied self-regulation theories (Baumeister & Vohs, 2007; Carver & Scheier, 2004; Hofmann & Vohs, 2016), ego depletion theory (Baumeister et al., 1998), and social cognitive theory of self-regulation (Bandura, 1991) to answer above research questions in this study.

4. Theoretical Background

4.1. Self-regulation and ego depletion

Self-regulation is a core ability born with human beings, for people are goal and desire driven (Bandura, 1991; Baumeister & Vohs, 2007; Carver & Scheier, 2004; Hofmann & Vohs, 2016). It was defined by Baumeister and Vohs (2007) as "the self 's capacity for altering its behaviors. (P. 1)" While people's short-term desires are not always aligned with their long-term goals, self-regulation is required for individuals to forgo short-term interest to pursue long-term targets. Hofmann, Vohs, and Baumeister (2012) suggested five categories of self-regulatory goal domains, including health protection, abstinence, achievement-related goals, time-use goals, and social goals. Each of them has various short-term conflicting desires. For example, the most conflicting desire of health protection is smoking while the most conflicting desire of achievement is leisure. When two or more conflicting desires occur at the same time, self-regulation serves to suppress short-term enjoyment in exchange for the long-term desires.

Nonetheless, Muraven, Tice and Baumeister (1998) proposed that instead of being considered as a skill or knowledge, resources for self-regulation was limited as a strength of individuals. Ego was part of human's psyche that mediated the conflict

between the pressure from the reality and the inner self. Since Muraven et al. (1998) argued that ego was a limited resource, they asserted that an exertion of volition would be followed by ego depletion. Specifically, when ego depletion occurred, there was a temporary drop in one's ability and willpower to carry out further volitional moves.

To test the claim of ego as a strength-like limited resource and the consequences of ego depletion, Muraven et al. (1998) performed four experiments. Through the four experiments, they found that self-regulation was a strength instead of other kinds of human capability because an initial exertion of self-regulation diminished subsequent acts of self-regulation. If self-regulation was a skill, knowledge, or some consistent capacity, it would not be impaired after a primary implementation.

Baumeister et al. (1998) adopted the strength view of regulatory resource and provided further support to the ego depletion perception. They first reaffirmed that ego depleted after initial volitional regulation. When ego depleted, an individual's persistence in a later task, which also required self-regulation, falls as well. The second finding of their study was initial act of self-regulation undermined subsequent task performance. Third, regardless of the level of desirability, they found that making active choices consumed the limited pool of resources and caused ego depletion. Finally, they found that participants who experienced ego depletion subconsciously became more passive. Therefore, they asserted that all kinds of active volition consumed resources

from a common pool, and initial loss of resources undermined exertion of subsequent

volitional regulation, persistence in regulation-required tasks, and task performance.

Muraven et al. (1998) and Baumeister et al. (1998) supplied an extraordinary point

of view for self-regulation studies. However, there was a missing link between self-

regulation and the reason behind self-regulation. Baumeister and Vohs (2007) argued

that people exerted self-regulation because of the conflict between short-term and long-

term motivation. When the short-term desire and long-term goal align, no self-

regulation is needed. For example, when a person feels stressful and wants to do some

work out to relieve the stress while his/her personal goal is body building, there is no

conflict between what the person wants to do now and what the person wants to achieve

in the future. Then the person could start exercising easily without too much effort in

spite of ego depletion. However, if the same person is invited to have buffet for dinner,

then there is a conflict between the motivation of having a nice and satisfying meal and

the motivation of building a nice and satisfying body. When conflict occurs, self-

regulation is needed, especially when the long-term goal is more important than the

short-term gratification. Referring to some previous experiments of self-regulation,

Baumeister and Vohs (2007) found that incentives helped participants to exert self-

regulatory behaviors after ego-depleting experience. Therefore, they argued that despite

the fact that self-regulatory resources were limited, people could still regulate

themselves after resource loss if the long-term return was attractive enough. In the previous example, the person may insist to refuse the dinner invitation if bodybuilding is much more attractive than the satisfaction brought about by the dinner.

I applied self-regulation and ego-depletion theories to this study because when customers mistreat service employees, the mistreated employees experience ego depletion due to sudden demand of emotional suppression and/or extra workload (e.g., surface acting). Consequently, the mistreated employees may be less able to regulate themselves and engage in some sabotaging behaviors to retaliate. However, if the long-term goal for the mistreated employees is to stay in the organization and pursue a decent career, they may regulate themselves not only to the extent of not doing something bad for the career and the organization, but switching their whole attitude to engage in some favorable behaviors to nurture the long-term goal. The concepts of those theories were applied to the focal relationships between customer mistreatment and its two potential outcomes, service sabotage and making an apology. They were also adopted for explaining the moderating effects of psychological capital on the two main relationships.

4.2. Social cognitive theory of self-regulation

The social cognitive theory was developed based on the social learning theory

(Bandura, 1991; Wood & Bandura, 1989). Bandura (1991) argued that human beings were future and goal-oriented. It is also human nature to motivate themselves to create discrepancies in their lives and regulate themselves to reduce those discrepancies for goal attainment as part of self-actualization. The core of this theory was the triadic reciprocated relationships between personal factors, external environment and self-regulatory behaviors.

The personal factor is mainly self-efficacy. Bandura and other practitioners of social cognitive theory argued that self-efficacy was the most crucial determinant for successful self-regulation. They argued that belief in one's ability was more important than the possession of the ability, and self-efficacy belief affected self-regulation in various aspects. For example, people usually persevere longer and exert more effort towards their goals if they believe they have the capability to do so. In addition, belief in self-efficacy expands the number of choices a person could make and increases the number of successful pathways. On the other hand, self-inefficacious people usually doubt their own ability instead of diagnosing other possible causes when they face failure. Hence, it is essential for individuals to cultivate self-efficacy for self-regulation. Mastery experience, modeling, social persuasion, and enhanced physiological states were useful to build it up (Wood & Bandura, 1989).

Among the four ways of building self-efficacy, modeling and social persuasion

were environmental factors. Human beings are observational learners. We are able to learn the proper behaviors through observation of similar others' performance. Modeling shapes people behaviors in two ways. The more obvious way is through direct observation of carrot and stick. If a person is rewarded for some kinds of effort, the observer may remember the course of actions and internalize it for their own success. However, if a person is punished by carrying out some behaviors, the observer is likely to avoid doing the same thing to prevent unfavorable outcomes. The other way of behavior alteration caused by modeling is less direct. Confidence and efficacy are considered to grow when an individual witnesses the success of another person because the observer would think he/she could also contribute the same effort. On the contrary, if a person fails certain tasks through effortful attempts, the observer would lose his/her belief in accomplishing the same task. This is somewhat similar to social persuasion. Realistic feedback helps people to improve. When a person receives encouragement after a small step of accomplishment, it reinforces the efficacy of repeated success. Observing a similar other's success also serves the same purpose.

Overall, the social cognitive theory suggests that environmental factors do not always affect behaviors directly. Instead, those factors influence individuals' personal belief in self-efficacy, motivation, etc., and the personal factors then trigger changes in behaviors (Pajares, 2002). For instance, good classroom structure may enhance students'

efficacy on mastering their subjects due to effective teaching and learning. When they

experience success, they are more willing to invest more effort in their education. In

other words, individuals may carry out more favorable behaviors for self-regulation if

they are in an environment that facilitates the growth of self-efficacy. Applying the

social cognitive theory to my study, not only individual differences would influence

employees' behavioral responses when customers mistreat them, environmental factors

would also interfere the relationship. Therefore, this theory was adopted to elaborate

the three-way interaction between customer mistreatment, psychological capital, and

service climate on the two within-person level dependent variables.
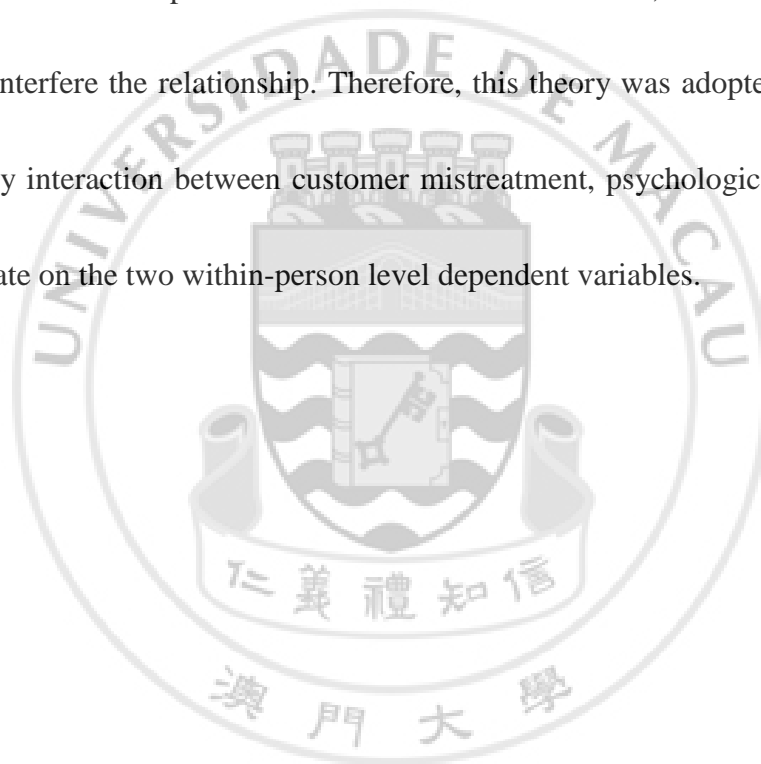
5. Conceptual Model and Hypotheses Development

The conceptual model illustrating the relationships between the variables and hypotheses is presented in Figure 1.

Between-person Level

Psychological Capital

Service Climate

$H_5 (+)$

Within-person Level

$H_3 (-)$

$H_6 (+)$

Service Sabotage

$H_1 (+)$

Customer Mistreatment

$H_4 (+)$

$H_2 (+)$

Making an Apology
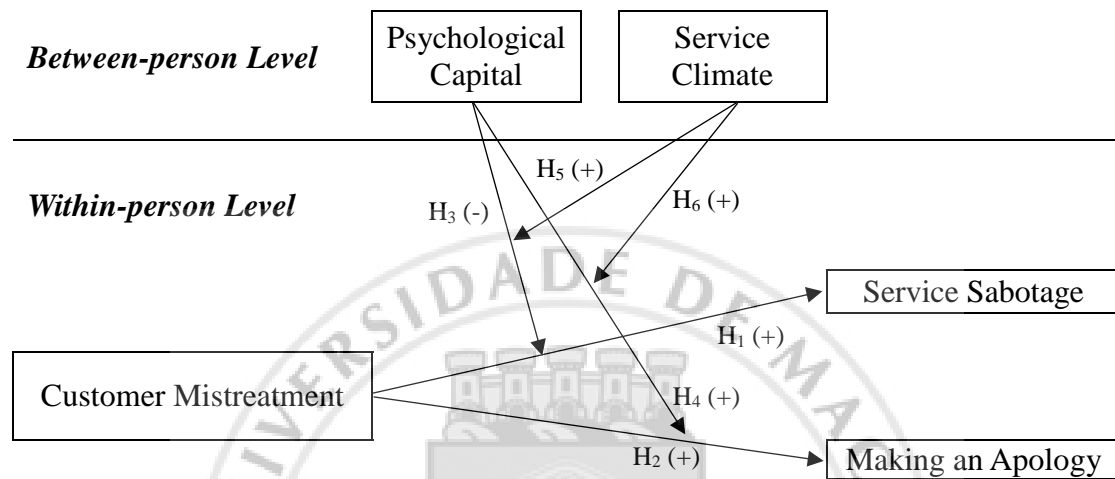
Figure 1. Conceptual multilevel model of customer mistreatment and its outcomes.

5.1. Consequences of customer mistreatment

According to the ego depletion theory (Baumeister et al., 1998), people possess a limited pool of resources for all kinds of volition, which include but are not limited to making choices, exerting control, initiating actions and regulating impulses. An initial consumption of resources would depreciate the ability for an individual to perform well in consecutive tasks and to override their responses (Baumeister et al., 1998; Baumeister & Vohs, 2007; Christian & Ellis, 2011). In recent organizational behavior studies, ego depletion has been correlated with undesirable organizational behaviors,

such as abusive supervision (Barnes, Lucianetti, Bhave, & Christian, 2015) and workplace deviance (Chiu, Yeh & Huang, 2015; Christian & Ellis, 2011; Restubog, Garcia, Wang, & Cheng, 2010).

Service employees generally are required to serve their customers with proper display of professionalism and friendliness. However, when customers mistreat service employees, it becomes more difficult for them to maintain the equivalent level of service display. Therefore, the service encounter imposes extra work demands, which causes ego depletion. In the meantime, inappropriate customer behaviors could induce employees' anger and hostility (Chi et al., 2013; Wang et al., 2011), which evoke the employees' impulse to "reciprocate" with counterproductive behaviors. As ego depletes and impulse arises, one may not be able to regulate his/her negative responses to the stressors. Kao et al. (2014), Shao and Skarlicki (2014), and Wang et al. (2011) showed a direct relationship between customer related stressors/mistreatment and service sabotage, whereas Chi et al. (2013) showed that employee state hostility mediated the relationship between customer negative events and service sabotage. Those findings were consistent with the ego depletion theory. Aligned with the theory and previous findings, I proposed that customer mistreatment would prompt service sabotage.

H₁: Customer mistreatment is positively related to service sabotage.

Even though ego depletion diminishes individuals' ability to override impulses, people are not always so vulnerable to resource loss. Baumeister and Vohs (2007) argued that self-regulation, ego depletion, and motivation were linked tightly to each other. They contended that it was typical for the public to consider self-regulation as a tool to defeat motivations. This was because people usually think of inhibiting behaviors when they need to exert self-regulation. However, Baumeister and Vohs (2007) pointed out that the motivation to self-regulate was what really mattered. Self-regulation was indeed a means for individuals to forgo short-term self-interest in order to pursue the long-term favorable goals, whereas the long-term goals were generally more attractive than the short-term gratification.

In service settings, service employees usually want pleasant interactions with customers and successful service delivery. Collaborative employee-customer effort may increase the sense of social relatedness to both parties. Additionally, helping customers with problems may induce a sense of achievement and competence to the service employees (Dormann & Zapf, 2004; Wang et al., 2011). Going back to the customer mistreatment occasion, while a mistreating customer may perceive a certain level of service failure, mistreated employees may gain personal satisfaction (Boshoff & Allen, 2000) and efficacy (Wood & Bandura, 1989) if they successfully solve the problem through service recovery performance.

Moreover, successful service recovery performance not only resolves the customers' instant problem, but also restores customer satisfaction, fosters customer loyalty, and enhances repatronage intentions and customer referrals (Gelbrich & Roschk, 2011; Hess et al., 2003; Liao, 2007; Wirtz & Mattila, 2004). This is of certain beneficial to organizations in terms of the gain in financial return and corporate image. Nonetheless, the increased customer satisfaction and repurchase intentions are also valuable to the service employees because their self-evaluation and self-efficacy of problem solving are likely to grow with satisfying customers walking out the door. As a result, both the organization and service employees are in a better position due to the service recovery performance, so the long-term goals of service employees could be realized through successful service recovery delivery. Even with depleted resources, employees who see the long-term benefits of service recovery may then exert self-control.

When confronting an upset, angry, or aggressive customer, it takes a split-second for the service employee to decide the proper response. If an employee is willing to yield an immediate self-interest such as rage back to get-even, making an apology by expressing remorse is the most direct service recovery behavior that the employee could carry out right away. Although an apology may not supply tangible compensation to the customers, it has been shown that apology is one of the most effective tools to

increase post-recovery customer loyalty, positive word of mouth (Gelbrich & Roschk, 2011), and repurchase intent (Liao, 2007) through the mediation of post-recovery satisfaction. Wirtz and Mattila (2004) found that making an apology is more useful in the situation of speedy recovery than offering some compensation. In addition, making an apology is a common behavior human beings undertake to resolve conflict (Cunningham, 1999; Govier & Verwoerd, 2002) and seek for forgiveness and reconciliation (Ashy et al., 2010; Eaton, Struthers, & Santelli, 2006). Hence, I proposed that through self-regulation, employees would apologize more on the day when mistreated more in order to pursue long-term goals in the workplace.

H₂: Customer mistreatment is positively related to making an apology.

5.2. Moderating effects of psychological capital

In prior studies of customer mistreatment and service sabotage, researchers usually posited customer mistreatment as a resource-taxing event that consumed regulatory resource (Dorman & Zapf, 2004; Wang et al., 2011), and when regulatory resource was depleted, the mistreated service employee would carry out more service sabotage. While prior literature has considered individual factors such as self-efficacy for emotional regulation (Wang et al., 2011) and positive mood (Chi et al., 2015) to be

psychological resources for employees to confront aversive events and emotions in workplace, I proposed a higher-level construct of psychological capital that can be seen as an overarching measure of human positive psychological resources.

Psychological capital, a psychological resource of human beings, consists of four components. The first one is efficacy, which is the confidence one holds for mobilizing resource and effort to exert self-regulation and achieve challenging goals (Bandura, 1991; Luthans, Yousself, & Avolio, 2007b; Wood & Bandura, 1989). The same skills people actually retrain may not transfer to the same outcomes when their levels of self-efficacy differ (Bandura, 1991; Bandura, 2001; Wood & Bandura, 1989). Specifically, Wang et al. (2011) found that self-efficacy for emotional regulation significantly weakened the effect of customer mistreatment on sabotage against customers. Such finding is coherent with the literature that self-efficacy is a psychological capability for human beings to overcome obstacles and challenges (Bandura, 1991; Luthans et al., 2004; Luthans & Youseff, 2004; Wood & Bandura, 1989).

Hope is the second component of psychological capital. Luthans et al. (2007b) defined that people with hope persevered toward goals and could redirect the pathways to achieve goals if necessary in other to succeed. Therefore, when people with hope encounter adversity, they have the ability to seek alternative ways to persist in chasing their goals. Hope and positive mood have been linked together in many clinical research

studies (Fehring, Miller & Shaw, 1997; Lin, Lai & Ward, 2003), and it is imaginable that positive mood and hope are also highly correlated to, if not assimilated to, each other in the workplace. Chi et al. (2015) found that despite the fact that daily negative mood did hinder daily task performance, daily positive mood undermined this relationship.

The third factor of psychological capital is optimism. Optimistic people are able to externalize aversive events and internalize favorable events in their lives (Luthans & Youssef, 2004; Luthans et al., 2007b). Namely, they believe that negative events are some occasional incidents that are out of their control. In contrast, positive events are permanent and attributable to their personal success. Hence, they are less vulnerable when they face adversity. Chang, Rand and Strunk (2000) found that optimism significantly reduced job burnout and increased efficacy while perceived stress partially mediated the relationships. In other words, optimistic people were less sensitive to stressors, and the risk for them to get burnout at work was lower. This finding was consistent with the notion that optimistic individuals were more capable of adapting aversive events.

The last component of psychological capital is resilience. It is the attribution of human beings to be flexible for bouncing back from difficult circumstances in order to go after their long-term goals. Individuals with high trait psychological resilience

recovered better from daily stress overtime compared to those who had low trait

psychological resilience (Ong, Berjeman, Bisconti, & Wallance, 2006). In workplace

settings, Luthans, Avolio, Avey, and Norman (2007a) found that psychological

resilience was positively related to job performance. Therefore, employees with high

resilience are more able to endure stress and performance well.

Overall, some facets of psychological capital, namely efficacy and hope, have

shown to be able to provide shielding effects on the relationships between aversive

conditions and undesirable outcomes in workplace, such as lower task performance and

service sabotage. It is also conceivable that the other two facets of psychological capital

could contribute similar input. On one hand, optimistic employees are less sensitive to

stress and thus are less likely to be affected by aversive events at workplace. One the

other hand, resilient employees recover from stress faster and perform better at work.

Therefore, employees who preserve psychological capital have the capability and

resiliency to cope with aversive situations, establish long-term goals, and externalize

negative events.

Moreover, according to the self-regulation theories (Baumeister & Vohs, 2007;

Carver & Scheier, 2004; Hofmann & Vohs, 2016; Hofmann et al., 2012), individuals

exert self-regulation when conflict of desires occurs. Referring to the "fight or flight"

model (Cannon, 1929), it is conceivable that employees' short-term desire would be

either to retaliate to "get-even" or to stay away from the negative interpersonal exchange in customer mistreatment context. However, as a service provider, it is inappropriate for the mistreated employees to revenge whereas it is usually unrealistic for service employees to simply walk away and ignore the customers. Thus, self-regulation is needed for them to suppress improper behaviors and ideally to elicit long-term favorable behaviors. Since self-regulation is some strength-like resources (Baumeister et al, 1998; Muraven et al., 1998), individuals who preserve more regulatory resources such as psychological capital are more able to confront adversity.

Therefore, I proposed psychological capital, which is an overarching construct including efficacy, hope, optimism, and resiliency, to attenuate the negative effect of customer mistreatment on service sabotage and amplify the positive effect of customer mistreatment on making an apology.

H₃: Psychological capital weakens the positive relationship between customer mistreatment and service sabotage.

H₄: Psychological capital strengthens the positive relationship between customer mistreatment and making an apology.

5.3. Three-way interaction of personal factors, external climate, and main relationships

Individual resources alone may not provide a complete and holistic solution for organizations to resolve the negative outcomes induced by customer mistreatment. The social cognitive theory of self-regulation suggests that behaviors, personal factors, and environmental factors interact with each other reciprocally (Bandura, 1991; Wood & Bandura, 1989). People are able to pick up behaviors through observational learning, so they are encouraged to do something if someone similar to them is rewarded because of the course of actions. In a similar vein, they cease certain behaviors if they observe the punishment of others due to unfavorable outcomes (Wood & Bandura, 1989). In addition, people's efficacy may also be developed if they see the success of a similar person. For example, a high jump athlete may gain efficacy of crossing a certain height during training if he/she observes another athlete in similar build has done that same.

The social cognitive theory suggests that self-efficacy is a crucial resource that greatly influences humans' psychological well-being and performance. The founder of social cognitive theory, Bandura (1991), and other researchers of the theory contended that if a person has sufficient self-efficacy, such a person may manage to persist toward personal goals even in an environment full of constraints. The importance of self-efficacy also suggests that instead of considering the environmental factors as separate

covariates of self-regulatory efforts, it is more reasonable to consider the interacting

effect of both personal and environmental factors on self-regulation. Therefore, rather

than proposing a 2-way moderating effect of an environmental factor (service climate)

on the focal relationships, I proposed a 3-way interacting effect of the independent

variable (customer mistreatment), personal factor (psychological capital), and

environmental factor (service climate) on the two dependent variables (service sabotage

and making an apology).

Schneider et al. (1998) defined service climate as "employee perceptions of the

practices, procedures, and behaviors that get rewarded, supported, and expected with

regard to customer service and customer service quality. (P. 151)" It has been shown as

a strong predictor of service quality (Liao & Chuang, 2004; Schneider et al., 1998).

This climate is also helpful in alleviating the effect of customer-caused stressors on

service sabotage (Kao et al., 2014) because employees believe service quality is what

really matters and valued by management. Therefore, service climate forms employees'

perception of preferred behaviors in service contexts, so that through observational

learning, employees could develop their own efficacy. As a result, they engage more in

rewarded behaviors and cease punished ones.

Specifically, employees through modeling and social persuasion could pick up

service-oriented behaviors and gain efficacy (Pajares, 2002). Applying the social

cognitive theory of self-regulation (Bandura, 1991), psychological capital, which contains self-efficacy and other psychological capabilities, supplies regulatory resources to employees when they face adversity. Hence, employees with high psychological capital are more able to exert self-control when they face customer mistreatment. Moreover, a well-cultivated service climate provides clear concept of expected behaviors and performance, so it provides the foundational ground for employees' observational learning. When service climate is strong, employees are able to modify their behaviors following the service norm. Therefore, I argue that psychological capital may only alter employees' self-regulatory behaviors when service climate is weak.

Consequently, I propose to include service climate to the model to make a three-way interaction between service climate, psychological capital, and customer mistreatment, which would decrease the occasions of service sabotage and increase the odds of observing apologies when an employee is mistreated.

H₅: *Psychological capital and service climate interact to moderate the positive relationship between customer mistreatment and service sabotage such that psychological capital is expected to moderate the relationship only when service climate is low rather than high.*

H_6: Psychological capital and service climate interact to moderate the positive relationship between customer mistreatment and making an apology such that psychological capital is expected to moderate the relationship only when service climate is low rather than high.

6. Research Methods

6.1. Sample and procedures

I recruited potential participants for this study who, as their primary duty in their full-time job, provided daily face-to-face service to customers (e.g., front-desk service provider, event coordinators, salespersons, etc.) The purpose of this choice was because those employees had more opportunity to serve customers than other employees whose major work obligation was not dealing with customers. Since customer mistreatment is a low base rate behavior to be observed (Wang, et. al, 2011), it is more likely for those employees to report customer mistreatment on a daily basis. Seventy potential respondents were invited through my personal and professional contact information. They were asked to complete two stages of the survey, and the instructions were sent to all participants through instant messaging applications on smart phones like WeChat, Whatsapp, LINE, etc. Upon agreeing to take part in the survey, the participants' preferred contact methods were recorded for later use.

In the first stage of the study, a one-time online survey containing items of between-person level variables (e.g., psychological capital) and demographics were sent to participants via email or instant messaging applications according to their preference. In the second stage, an online daily survey of within-person level variables

requiring participants to answer for 10 consecutive workdays was sent to them in the same way as the first stage. The observation period of 10 consecutive work days was suggested by Wheeler and Reis (1999) and was widely accepted and adopted in experience sampling methodology studies (Chi et al., 2015; Dimotakis, Scott, & Koopman, 2011; Wang et al., 2011; Yue et al., 2016). To ensure participants' anonymity, no identification-related information, such as email addresses, was requested. To match the first-stage survey with the daily surveys, the surveys asked the participants to answer three questions whose responses were combined as the "code" of each participant. The first letter of the participant's last name, the date of birth, and the last digit of their frequently used cell phone number were the components of the individual "codes."

Fifty-four participants accepted the invitation, one of them did not answer the first-stage survey; seven of them only submitted the first-stage survey; and two of them dropped out from the study after finishing the first-stage survey, as well as one or two times of the second-stage survey, so their data was omitted from the final dataset. Consequently, the resulting sample size was forth-four participants. Thus, the final sample resulted in a between-person response rate of 81%. I finally received 418 daily matched surveys out of the maximum number of daily surveys, which was 440, so the within-person response rate was 95%.

The mean age of the respondents was 24.44 (*SD = 3.53*) and ages ranged from 18

to 37. Most of the respondents were female (80%). Seven of them (16%) held a high-

school degree, three of them (7%) held an associate degree, and 34 of them (77%) held

a bachelor degree or above. Therefore, I assumed they were all literate enough to fully

understand the surveys. Meanwhile, 18 respondents (41%) were front-desk service

providers, nine of them (20%) were event coordinators, six (14%) were salespersons,

five (11%) were customer service assistants, four (9%) were insurance agents, and the

remaining two (5%) were flight attendants. Since the two flight attendants may not

serve customers as regular as the other respondents, a post hoc analysis was done after

removing their data from the dataset. However, the results of the post hoc analysis were

consistent with the original ones, so the analytical results with all forth-four sets of data

would be presented. On average, they had worked in their organizations for 1.92 years

(*SD = 1.04*). The participants earned from less than MOP 10,000 to more than MOP

25,000 per month. Sixty-four percent of the participants earned a monthly salary more

than the median monthly employment earnings of Macau in the last quarter of 2016,

which was MOP 15,000 announced by the Statistics and Census Service of Government

of Macao SAR, while the other 36% of them earned less than the median income.

Overall, I believe the sample was large enough given the demographic distributions.

6.2. Measures

Since the surveys were conducted in Chinese, items in English were translated to traditional Chinese following the translation-back translation method. I went through the items and translated them in Chinese. Then a classmate of mine read the Chinese items and tried to translate them back to English. We discussed the discrepancies between our translations, and the supervisor reviewed the unsolved discrepancies to make suggestions.

6.2.1.   Stage-one survey

Psychological capital. I used Luthans et al.'s (2007b) 12-item scale of psychological capital. This is the original psychological capital scale Luthans et al. (2007b) designed to measure the unique, developable and manageable positive organizational behaviors. There were three items for the facet of efficacy, which included the item "I feel confident presenting information to a group of colleagues." Four items, including "if I should find myself in a jam at work, I could think of many ways to get out of it," were used to examine the level of hope. Three items were used to assess respondent's level of resiliency, including the item "I usually take stressful things at work in stride." The last two items evaluated the level of optimism, and one

of them was "I always look on the bright side of things regarding my job." A 7-point level of agreement (1 = strongly disagree to 7 = strongly agree) Likert scale were used. The Cronbach's alpha for psychological capital was 0.88.

Service climate. For rating of service climate, Schneider et al.'s (1998) 7-item global service climate scale was utilized. The global service climate scale was developed in order to assess the organization's overall climate for service. The respondents were asked to answer the items according to the service delivery situation of their organization as a whole, with a 7-point Likert scale, ranging from 1 = poor to 7 = excellent. A sample question of this scale included, "(What is) the overall quality of service provided by your business?" The Cronbach's alpha for service climate was 0.88.

Control variables. Social desirability bias is the phenomenon in which respondents overrate behaviors that socially viewed as "good" and underrate the "bad" ones in self-report responses. Hence, some studies about customer mistreatment and service sabotage (Wang et al., 2011; Chi et al., 2015) suggested a need to control for social desirability in order to rule out the alternative explanation of results. The 13-item Marlowe-Crowne Social Desirability Scale Form C (Reynolds, 1982) was included in

the stage-one survey to control for social desirability during data analysis process. One

example of the scale included, "it is sometimes hard for me to go on with my work if I

am not encouraged." All 13 items were presented in a 7-point level of agreement Likert

scale. The Cronbach's alpha for social desirability was 0.62. The relatively low

reliability of the social desirability scale was consistent with alphas found in previous

studies (Paulhus & Reid, 1991; Wang et al., 2011). In addition, age and gender were

also included as control variables. There were seven age groups used in this study.

Starting from "18 – 22", the following age groups were "23 – 27", "28 – 32", "33 – 37",

"38 – 43", "43 – 48", and "older than 48." Males were coded with "0," and females

were coded with "1."

6.2.2. Stage-two daily surveys

All items for the within-person level variables were asked using a 7-point Likert

scale. The frequencies of occurrence of customer mistreatment, service sabotage and

apologizing were assessed through a range from 1 = not at all to 7 = always.

Customer Mistreatment. I used the 5-item scale of customer mistreatment

adapted by Shao and Skarlicki (2014). Although there were other customer

mistreatment scales, this was the first scale developed for rating customer mistreatment experiences in a face-to-face service context. Shao and Skarlicki (2014) originally created the scale for their study with two samples of service providers in hotels. This scale is still applicable for this study because all items were written in general phrases (nothing specific to hotel setting was indicated). The respondents were asked to recall the worst service encounter of the day and to rate the frequency of certain negative treatments received from the customer. One of the items included, "(the mistreating customer) yelled at you." The Cronbach's alpha of the scale was 0.92.

Service Sabotage. Aside from the customer mistreatment scale, I adopted the 3-item scale of service sabotage developed by Shao and Skarlicki (2014) as well. The scale included the item, "intentionally slowed your service to the guest." Similarly, even though Shao and Skarlicki (2014) developed the scale for their study in hotel setting, the items can be generalized for assessing responses from employees in various industries. Therefore, they were selected for this study. While the items were not target-specific, such was compatible with past studies on service sabotage as researchers were interested to know the general behavior of employees to customers. (Chi et al., 2015, Chi et al., 2013, & Kao et al., 2014). The Cronbach's alpha of those three item was 0.79.

Making an Apology. Three items for assessment of making an apology, including "made an apology for what had happened," were derived from the service recovery performance scale. Liao (2007) established the service recovery performance scale since no previous measurements of service performance evaluated service behaviors specifically. While I aimed at understanding the service employees' behavioral responses when they encounter unpleasant customer interactions, this scale fitted the design of this study. A non-target specific approach was adopted with reference to previous studies on service recovery performance (Ashill, Rod, & Carruthers, 2008; Boshoff & Allen, 2000; Rod & Ashill, 2009). The Cronbach's alpha for making an apology was 0.93.

Appendix 1 has items of all the scales and their Chinese translation.

6.3. Data analysis method

The research model of this study fitted the hierarchical linear model (HLM) structure (Bryk & Raudenbush, 1992). Namely, the within-person level (level-one) variables were nested within the between-person level (level-two) variables. As a result, to analyze the coefficients of the HLM regressions, I used the HLM6.0 software in consideration of its convenient input of multilevel variables.

Following Hofmann and Gavin's (1998) suggestion, the within-person level variables were group-mean centered when they were included into the testing models, and the between-person level variables were grand-mean centered to distinguish the within-person and cross-level interactions. I also included the group-mean centered customer mistreatment as a between-person level variable in all models. This step helped to control for the between-person level effects of customer mistreatment on the two outcomes (Wang et al., 2011). As a result, the remaining effects were exclusively the within-person level effects. The equations of H_1 to H_4 are shown below. Variables in bold were grand-mean centered, while variables in bold italic were group-mean centered when being entered into HLM.

H_1 Level 1 model: *Service Sabotage* $= \beta_{00} + \beta_{10} *$ ***Customer Mistreatment*** $+ r$

H_1 Level 2 model: $\beta_{00} = \gamma_{00} + u_0$

$\beta_{10} = \gamma_{10} + u_1$

H_2 Level 1 model: *Making an Apology* $= \beta_{00} + \beta_{10} *$ ***Customer Mistreatment*** $+ r$

H_2 Level 2 model: $\beta_{00} = \gamma_{00} + u_0$

$\beta_{10} = \gamma_{10} + u_1$

H_3 Level 1 model: *Service Sabotage* $= \beta_{00} + \beta_{10} *$ ***Customer Mistreatment*** $+ r$

H_3 Level 2 model: $\beta_{00} = \gamma_{00} + \gamma_{01} *$ **Psychological Capital** $+ u_0$

$\beta_{10} = \gamma_{10} + \gamma_{11} *$ **Psychological Capital** $+ u_1$

H_4 Level 1 model: *Making an Apology* $= \beta_{00} + \beta_{10} *$ *Customer Mistreatment* $+ r$

H_4 Level 2 model: $\beta_{00} = \gamma_{00} + \gamma_{01} *$ **Psychological Capital** $+ u_0$

$\beta_{10} = \gamma_{10} + \gamma_{11} *$ **Psychological Capital** $+ u_1$

To test the 3-way cross-level interactions, the between-person level variables were first grand-mean centered and multiplied in the SPSS program. Then between-person level variables were grand-mean centered and inserted into the testing models as usual to create the 2-way interaction terms, and the product of the between-person level variables were inserted into the model without centering to create the 3-way interaction terms. The equations of H_5 and H_6 are similar to the other equations, grand-mean centered variables are in bold, while group-mean centered variables are in bold italic.

H_5 Level 1 model: *Service Sabotage* $= \beta_{00} + \beta_{10} *$ *Customer Mistreatment* $+ r$

H_5 Level 2 model: $\beta_{00} = \gamma_{00} + \gamma_{01} *$ **Service Climate** $+ \gamma_{02} *$ **Psychological Capital** $+ \gamma_{03}$

Service Climate * Psychological Capital $+ u_0$

$\beta_{10} = \gamma_{10} + \gamma_{11} *$ **Service Climate** $+ \gamma_{12} *$ **Psychological Capital** $+ \gamma_{13}$

Service Climate * Psychological Capital $+ u_1$

H_6 Level 1 model: *Making an Apology* $= \beta_{00} + \beta_{10} *$ *Customer Mistreatment* $+ r$

H_6 Level 2 model: $\beta_{00} = \gamma_{00} + \gamma_{01} *$ **Service Climate** $+ \gamma_{02} *$ **Psychological Capital** $+ \gamma_{03}$

Service Climate * Psychological Capital $+ u_0$

$\beta_{10} = \gamma_{10} + \gamma_{11} *$ **Service Climate** $+ \gamma_{12} *$ **Psychological Capital** $+ \gamma_{13}$

Service Climate * Psychological Capital $+ u_1$

In HLM Model 1 and Model 5, only the dependent variables and control variables were included. Daily customer mistreatment was added in Model 2 and Model 6 to test the main relationships on the within-person level. In Model 3 and Model 7, the moderating effects of psychological capital were tested, so the interaction terms of daily customer mistreatment and individual psychological capital were added. Finally, in Models 4 and 8, the interaction terms of daily customer mistreatment, psychological capital, and service climate were included to examine the three-way interactional effects on service sabotage and making an apology.

A simple slope test was performed for both 2-way and 3-way moderations. For 2-way moderations, two simple slopes of significant moderating effect were plotted. One of the slopes was plotted in a condition with a moderator high in its value. The term of moderator in the equation was replaced with a value of a positive standard deviation of the variable, for all grand-mean centered variables have a zero mean (Dawson, 2014). The other slope was plotted in a "low" condition that psychological capital with a value

of its negative standard deviation was used in the same equation. The significance of each slope was also examined.

There were four slopes plotted for the significant 3-way interaction. In the "high-high" situation, the values of both moderators were one standard deviation above zero. In the "high-low" situation, the value of service climate remained one standard deviation above zero but the value of psychological capital was changed to one standard deviation below zero. The value of service climate was one standard deviation below zero and the value of psychological capital was one standard deviation above zero in the "low-high" situation. Finally, values of both moderators were one standard deviation below zero in the "low-low" situation. The significance of each slope and the differences between each pair of slopes were tested as well following Dawson and Richter's suggestion (2006).

7. Result

7.1. Hypotheses testing

Table 1 demonstrates the means, standard deviations, reliabilities, and between-person and within-person correlations. The three daily variables (customer mistreatment, service sabotage and making an apology) were averaged across days to create the between-person level variables. They were used to calculate the between-level correlations with other between-level variables. Therefore, two sets of correlations of the daily variables are presented in Table 1. The between-person level correlations of all examined variables are displayed below the diagonal of reliabilities while the within-person level correlations of the three daily variables are displayed above the diagonal. The modes of all three daily variables were 1, while the medians were 1.8, 2.3 and 2.0 for customer mistreatment, service sabotage, and making an apology, respectively. Those statistical measures echoed the low base rate claim of Wang et al. (2011). Customer mistreatment still significantly correlated with service sabotage and making an apology on both levels even though the observed frequencies of those behaviors were low, and thus provided initiate support to Hypotheses 1 and 2.

Table 1

Means, Standard Deviations, Correlations, and Reliability Estimates for Study Variables[a]

Variables	M	S.D.	1	2	3	4	5	6	7	8
1 Age	24.44	3.53	-							
2 Gender[b]	0.80	0.41	-0.08	-						
3 Social desirability	4.34	0.55	-0.17	-0.13	**(0.62)**					
4 Psychological capital	4.54	0.72	0.03	-0.10	0.12	**(0.88)**				
5 Service climate	4.45	0.99	-0.03	-0.09	0.16	0.35*	**(0.88)**			
6 Customer Mistreatment	2.13	1.21	-0.02	-0.09	0.18	0.00	0.01	**(0.92)**	0.56**	0.60**
7 Service Sabotage	2.56	1.30	-0.02	0.02	0.09	0.01	-0.11	0.77**	**(0.79)**	0.39**
8 Making an Apology	2.64	1.69	-0.08	0.09	0.24	0.07	-0.01	0.72**	0.60**	**(0.93)**

[a] Cronbach's alphas are presented on the diagonal in parentheses. Correlations below the diagonal represent between-person correlations (n = 44), while correlations above the diagonal represent within-person correlations (n = 418). To calculate the between-subject correlations, the within-person variables (daily customer mistreatment, daily service sabotage, and daily making an apology) were averaged across days.

[b] Gender was coded 0 for men and 1 for women.

* $p < 0.05$, ** $p < 0.01$.

7.1.1. Main effects of daily customer mistreatment on level one variables

The coefficients of all HLM models are presented in Table 2. Random effects were estimated for all testing models, and I controlled for age, gender, between-level mean for daily customer mistreatment and social desirability each time. Referring to Model 2 and Model 6 of Table 2, daily customer mistreatment significantly induced service sabotage ($\gamma = 0.23$, $p < 0.05$) and making an apology ($\gamma = 0.39$, $p < 0.001$). These results showed that when service employees experienced more customer mistreatment on one day, they did not only tend to do more service sabotage, but also apologized more. Therefore, Hypotheses 1 and 2 were both supported.

Table 2

Cross-Level Moderation Models for Customer Mistreatment on Service Sabotage and Making an Apology

Variables	Service Sabotage				Making an Apology			
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8
Control variables:								
Age	-0.01	-0.02	-0.02	-0.02	-0.06	-0.08	-0.10	0.10
Gender	0.22	0.27	0.26	0.23	0.56*	0.45*	0.43	0.49*
Between-level mean for daily customer mistreatment	0.81***	0.81***	0.81***	0.81***	0.99***	0.94***	0.91***	0.94***
Social desirability	-0.08	-0.11	-0.11	-0.07	0.32	0.03	0.27	0.28
Independent variable:								
Customer mistreatment		0.23*	0.24*	0.17		0.39***	0.37***	0.41***
2-way interactions:								
Psychological capital			0.04	0.10			0.14	0.20
Customer mistreatment x Psychological capital			-0.10	-0.20			0.27**	0.23
Service climate				-0.13				-0.06
Customer mistreatment x Service climate				-0.12				0.17
3-way interactions:								
Psychological capital x Service climate				0.00				-0.07
Customer mistreatment x Psychological capital x Service climate				0.27*				-0.11

Level-1 N = 418, Level-2 N=44. * p < 0.05, ** p < 0.01, *** p < 0.001.

7.1.2. Two-way moderating effects of psychological capital

To test Hypotheses 3 and 4, psychological capital was inserted into the HLM program. Hypothesis 3 proposed that psychological capital would buffer the positive relationship between daily customer mistreatment and service sabotage. Nevertheless, an unexpected result was observed, that psychological capital could not moderate the within-person level customer mistreatment-service sabotage relationship (γ = -0.10, *n.s.*). Although the interaction term had a negative effect on sabotage, which was in line with the hypothesis, that effect was not significant, so hypothesis 3 was not supported. A potential reason for the lack of significance will be discussed in Chapter 8.

As shown in Model 7 of Table 2, the interaction term of daily customer mistreatment and between-person level psychological capital had a significant effect (γ = 0.27, p < 0.01) on making an apology, so psychological capital did strengthen the positive relationship between customer mistreatment and making an apology. I plotted the simple slopes (as in Figure 2) of the daily customer mistreatment-apology relationship under the circumstances of high psychological capital (1 S.D. above zero) and low psychological capital (1 S.D. below zero). When psychological capital was high, employees did more apologies (γ = 0.56, *p* < 0.001), whereas the simple slope was not significant when psychological capital was low (γ = 0.17, *n.s.*). In other words, employees who scored higher in psychological capital apologized more when they

received customer mistreatment, while those with low psychological capital reacted

indifferently in terms of apologizing when customers mistreated them. Thus,

Hypothesis 4 was supported.
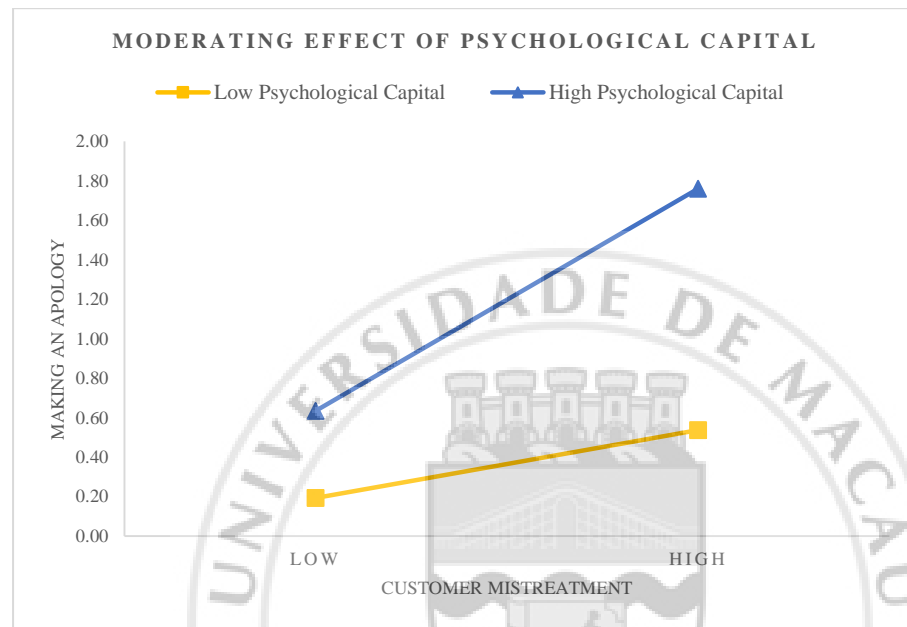
Figure 2. Cross-level two-way interaction of psychological capital on the relationship between customer mistreatment and making an apology.

7.1.3. Three-way moderating effects of daily customer mistreatment, individual psychological capital and service climate

As shown in Model 4 of Table 2, service climate significantly interacted with

psychological capital to moderate the daily customer mistreatment-service sabotage

relationship ($\gamma = 0.27$, $p < 0.05$). This is, the relationship between customer

mistreatment and service sabotage was the most positive when both service climate and

psychological capital were low.

Four simple slopes of the effect of daily customer mistreatment on daily service sabotage were plotted to further verify the three-way interactions. Referring to figure 3a and 3b, when service climate was high (1 S.D. above zero), the simple slopes of both situations were not significant (high psychological capital: $\gamma = 0.10$, *n.s.*; low psychological capital: $\gamma = 0.00$, *n.s.*). There was also no statistical difference between the two slopes ($\gamma = 0.50$, *n.s.*). On the other hand, when service climate was low (1 S.D. below zero), the simple slope was only significant in the situation of low psychological capital ($\gamma = 0.62$, $p < 0.01$) rather than in the situation of high psychological capital ($\gamma = -0.05$, *n.s.*). As tested, the difference between these two simple slopes was also significant ($\gamma = -2.05$, $p < 0.05$). Therefore, Hypothesis 5 was supported.

Hypothesis 6 predicted that service climate would positively moderate the positive effect of interaction between daily customer mistreatment and psychological capital on daily apology. Namely, when service climate is weak, employees with high psychological capital are more likely to make apologies when customers mistreat them. However, results showed that service climate had no additional moderating effect ($\gamma = -0.11$, *n.s.*) on the moderation of psychological capital on the daily customer mistreatment-apology relationship. This was inconsistent with what had been hypothesized, so Hypothesis 6 was not supported. One possible explanation of this outcome will be discussed in Chapter 8.
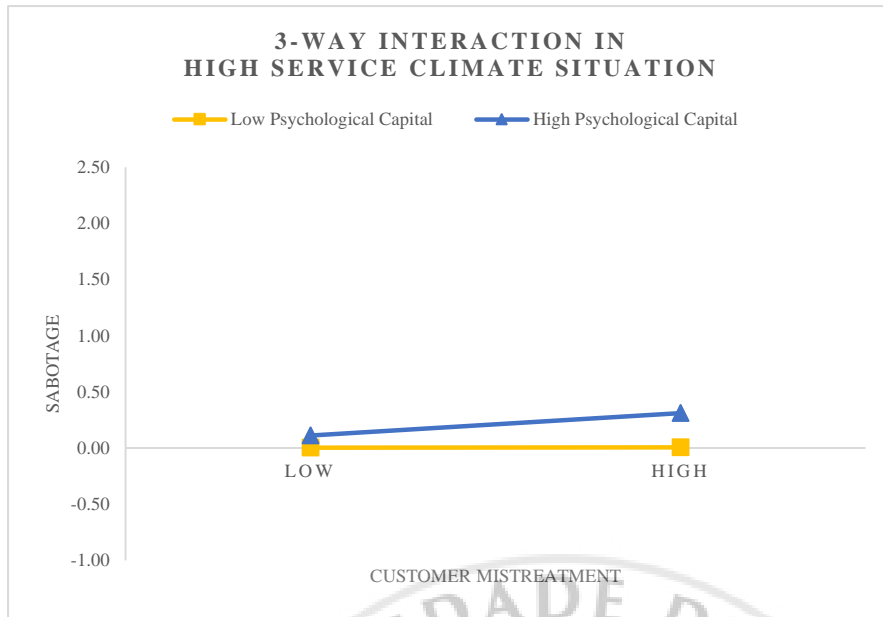
Figure 3a. Three-way interaction on service sabotage when service climate is high.
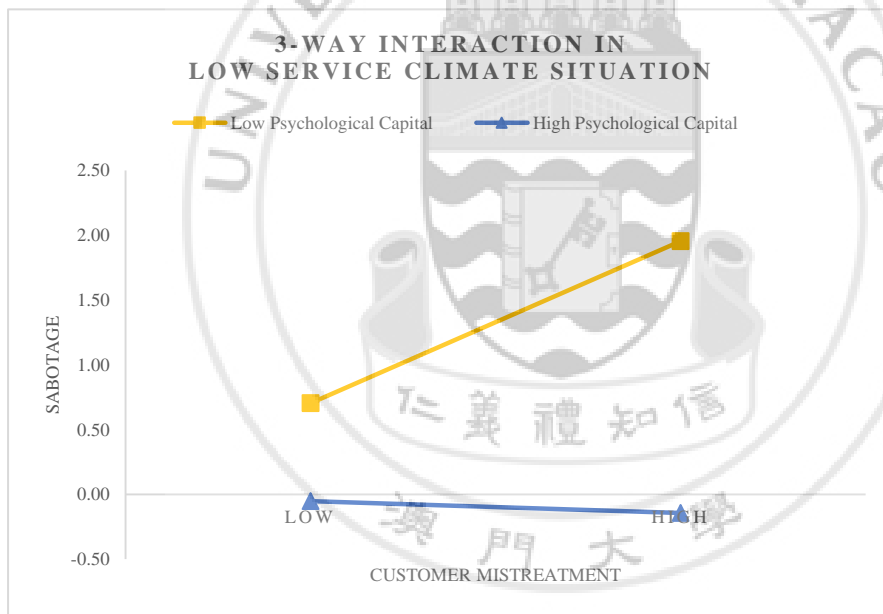
Figure 3b. Three-way interaction on service sabotage when service climate is low.

8. Discussion

8.1. Summary of study

The main objective of this study was to investigate the possibility of observing a positive consequence of customer mistreatment. This was the first study to provide empirical evidence of the positive relationship between customer mistreatment and making an apology on the daily level. To provide a comprehensive view to the literature, I also examined the effect of customer mistreatment on service sabotage and the useful means to encourage the favorable behavior and discourage the unfavorable behavior after an employee has been mistreated.

The results of this study in general supported the research model. Daily customer mistreatment triggered both service sabotage and apologizing behavior as hypothesized. The two-way cross-level moderation of psychological capital on the focal relationship between daily customer mistreatment and daily apology was shown significantly positive, and the three-way cross-level moderation of daily customer mistreatment, psychological capital, and service climate on service sabotage was shown significantly negative. However, psychological capital did not moderate the positive daily customer mistreatment-service sabotage relationship alone, whereas service climate also did not further moderate to the impact of psychological capital on the customer mistreatment-

making an apology relationship.

8.2. Interpretations of results

Hypothesis 1 replicated the claim in the mainstream studies of customer mistreatment literature that employees sabotage after being mistreated by customers (Chi et al., 2013; Shao & Skarlicki, 2014; Wang et al., 2011). The results of this study were consistent with the claim. When being mistreated more on one day, employees sabotaged more on the same day. Meanwhile, as Hypothesis 2 proposed, the results showed that daily customer mistreatment is also positively associated with daily apology. In other words, employees apologized more on the day they received more customer mistreatment. The significance of both Hypotheses 1 and 2 indicates that employees may carry out both unfavorable and favorable behaviors when customers mistreat them.

According to self-regulation theories (Baumeister & Vohs, 2007; Carver & Scheier, 2004; Hofmann & Vohs, 2016; Hofmann et al., 2012), individuals regulate themselves when conflict of desires occurs. In a negative service encounter, while customer mistreatment may be an indicator of service failure, successful service recovery performance may comfort the customer and generate benefits to multiple parties. For

the customer, effective service recovery compensates the lost satisfaction due to service

failure. In addition, it fulfill the customer's expectation of justice and fairness (Groth &

Grandey, 2012; Liao, 2007). For the organization, successful service recovery not only

restores customer's satisfaction, it also increases customer's post-recovery satisfaction

and repurchase intent (Gelbrich & Roschk, 2011). For the employee, adequate service

recovery performance assists the customer, benefits the organizations, and more

importantly, releases him/herself from the negative service encounter. In addition,

successful service recovery delivery may enhance the employees' positive emotions

and efficacy. Therefore, even those behaviors may not be desirable in short-run, some

employees regulate themselves to engage in service recovery behaviors when

customers mistreat them. However, since self-regulation capability is a limited resource

(Baumeister et al., 1998; Muraven et al., 1998), some employees may not be able to

regulate themselves, so they may carry out counterproductive behaviors to "get-even"

due to ego depletion. Individual and contextual differences could explain the distinction

between those two responses to adversity.

Hypothesis 3 proposed that psychological capital would alleviate the positive

customer mistreatment-service sabotage relationship. However, the analytical results

showed that the hypothesis was not supported. The lack of significance maybe due to

the existence of two types of self-control (de Boer, van Hooft, & Bakker, 2011; de

Ridder, de Boer, Lugtig, Bakker, & van Hooft, 2011). According to de Ridder et al. (2011), inhibitory self-control was about the concept that one exerted self-control to stop short-term tempting but long-term unfavorable behaviors. Empirical findings showed that inhibitory self-control had negative correlations with smoking and drinking behaviors (de Boer et al., 2011). In contrast, the concept of initiatory self-control was about starting some behaviors that were not attractive in the short-term but favorable in the long-term such as exercises (de Ridder et al., 2011). It was shown to have significantly positive correlation with hours of study (de Boer et al., 2011).

In related to hypothesis 3, employees with high psychological capital maybe more able to exert inhibitory control when they were mistreated. With high psychological capital, mistreated employees are expected to have more resources to override the short-term tempting behavior of service sabotage in return of their long-term benefits including better customer-employee relationship, or enhanced self-efficacy (of exercising self-control). However, as employees with high psychological capital are also more able to externalize aversive events and are hopeful about various paths of goal attainment, they may not realize the conflict between long-term goals and short-term self-fulfillment as a result of service sabotage. In other words, employees with high psychological capital could be unrealistically optimistic about their situation (Luthans et al., 2007b), or they think that they can still accomplish the long-term

personal goals even if they enjoy the short-term gratification of making sabotage. Hence, when people have the intention to carry out some unfavorable behaviors, the possession of psychological resources may not be sufficient for them to exert stop control. Whereas, external forces are also in need for them to inhibit those behaviors. This may explain why high level of psychological capital could not stop mistreated employees from sabotaging.

Hypothesis 4 proposed psychological capital to be an individual difference, which encouraged more apology when a customer mistreated an employee. This hypothesis was supported by empirical evidence that employees with high psychological capital expressed more remorse. Firstly, this was compatible to the results shown by Avey et al. (2011) in their meta-analysis for testing the outcomes of psychological capital. In their empirical results, employees who had more psychological capital reported more desirable behaviors and better performance.

Secondly, under the self-regulation perspective, people are able to suppress short-term impulses and enact long-term desirable behaviors (Baumeister & Vohs, 2007; Carver & Scheier, 2004; Hofmann & Vohs, 2016). Employees who realize the long-term desire of performing well at work exert self-regulation when they face conflict of desires. However, since customer mistreatment is an aversive event, which consumes resources (Wang et al., 2011), those who preserve a high level of psychological

resources would be less vulnerable to the resources loss. Thus, employees with a high

level of psychological capital are more able to regulate themselves to carry out service

recovery behaviors when they confront difficult customers.

Lastly, the initiatory self-control may also account for this finding. Since making

an apology is aligned with employees long-term goals in that workplace, such as

delivering service successfully, increasing self-evaluation, and building cooperative

customer-employee relationship, employees who have sufficient psychological capital

may initiate more apologies. In such a way that, when individuals have an intention to

engage in some favorable behaviors and the resources to do so, they take actions right

away regardless of the intervention from the outside world.

Hypothesis 5 proposed that customer mistreatment, psychological capital, and

service climate interacted to reduce sabotage. This hypothesis was supported that the

positive mistreatment-sabotage relationship was the greatest under the situation of low

psychological capital and weak service climate. In line with the social cognitive theory

of self-regulation (Bandura, 1991; Wood & Bandura, 1989), individual factors and

situational factors interact to alter people's self-regulatory behaviors. When service

climate was high, the appropriate behaviors could be picked up through observational

learning, so the level of psychological capital might not do much in terms of stimulating

additional inhibitory self-control. In the absence of service climate; however, compared

with employees of high psychological capital, employees who lacked psychological capital were less able to exercise inhibitory self-control. Thus, such group of employees were more likely to sabotage when being mistreated by customers.

Psychological capital was more important in context of weak service climate because the service environment did not value service quality nor facilitate service performance (Schneider, 1998). In this kind of service settings, the "cost" of self-regulation of not doing bad things to customers could be greater than it is in the service context with stronger service climate. If organizations do not appreciate the effort employees contribute to service quality, it makes it harder for employees to regulate themselves when they have the impulse to act against the service standard. Therefore, employees' self-regulatory effort consumes more resources when service climate is weak, and thus the level of resources plays a more important role for self-regulation.

The last hypothesis proposed that including service climate to the moderating effect of psychological capital on the customer mistreatment-making an apology relationship would strengthen the effect. However, the hypothesis was not supported. As previous discussion about findings of Hypothesis 3, starting an initiatory self-control is indeed desirable for an individual over the long term. Therefore, regardless of service climate, efficacious enough employees could initiate more short-term undesirable behaviors in pursuit of their long-term goals without observational learning.

8.3. Theoretical contributions

This study has two contributions. First, it shows that employees were likely to engage in both service sabotage and making an apology after customers mistreated them. Previous studies concentrated on finding support for the customer mistreatment-service sabotage relationship and its buffers. However, there was no research on investigating the possibility for a mistreated employee to have service recovery performance. This study not only replicated the findings that customer mistreatment does induce service sabotage, but makes a further step to provide empirical evidence for the proposition that mistreated employees also apologize more. This shows that mistreated employees may carry out service recovery performance as well as counterproductive behaviors. Those findings lead to the second contribution of this study.

Researchers suggested that certain individual differences, such as personality (Chi et al., 2013), job tenure, and self-efficacy for emotional regulation (Wang et al., 2011), provide buffering effects on the positive relationship between customer mistreatment and service sabotage. However, personality traits are too stable to be altered (Digman, 1990) and job tenure takes time to accumulate. Those two moderators may supply hints for job design and allocation, but organizations may not have the ability to change their employees' personality easily or to skip over time. Therefore, I contend that those two

personal characteristics can only provide indicative meanings, but the contribution of their buffering effect may not be that compelling.

Besides, Wang et al. (2011) selected self-efficacy for emotional regulation as a buffer of the effect of customer mistreatment on service sabotage because self-belief in one's ability was essential for one to succeed. They argued that if an employee held a high enough level of self-efficacy of controlling their emotion, they would be more willing to regulate their negative emotions when they confronted customer mistreatment. In general I agree with this point of view, but this argument neglects the purpose of exerting self-regulation, which involves people self-regulating themselves in pursuit of long-term goals over a short-term self-interest (Baumeister & Vohs, 2007).

Therefore, the second contribution of this study is to provide a holistic solution to the customer mistreatment literature. Psychological capital is a second-order construct. In addition to efficacy, it also includes hope, optimism, and resiliency. While efficacy and resiliency are common resources that assist people to fight against aversive situations, hope allows people to visualize long-term goals, and optimism reinforces one's self-efficacy by internalizing success and externalizing failure. Thus, people who have a higher level of psychological capital not only possess the ability to exert self-control, but also the ability to vision the positive outcomes of self-control. Those abilities help service employees to exercise initiatory self-control to engage in long-

term favorable and short-term unattractive behaviors when they need to. Moreover, as suggested by the social cognitive theory, service climate and psychological capital interacted to decrease the level service sabotage, and this finding shows that environmental factors interact with personal factors to modify inhibitory self-control. The findings of the combination of individual and organizational influence on employees' behaviors thus provides a new view to the customer mistreatment literature.

8.4. Managerial implementations

The finding of a favorable outcome of customer mistreatment provides the managers with a brand-new way to handle difficult customers. Referring to previous studies, organizations could only passively wait for the customer mistreatment to happen and hope their employees would not sabotage the mistreating customers so much. However, making an apology was also observed when an employee was mistreated, so the organizations could instead think of how to proactively encourage its employees to do more service recovery performance in order to enhance customer well-being.

As psychological capital could be developed through proactive management (Luthans & Youssef, 2004) and service climate could be cultivated in the workplace

(Schneider et al., 1998), they offer a manageable solution to the problem. Luthans and Youssef (2004) provided effective techniques for organizations to assist their employees in developing each component of psychological capital. By enhancing psychological capital, employees would be more able to apply initiative self-control. In the case of customer mistreatment, increasing service employees' psychological capital could lead to more service recovery performance when the employees encounter mistreating customer. On the other hand, a clear ground of expected and unwanted behaviors alongside with corresponding reinforcement such as reward and punishment bred service climate (Schneider et al., 1998). This climate provides a clear notion for employees to exercise inhibitory self-control over unsuitable behaviors such as service sabotage. While both initiatory and inhibitory self-control are important in organizations because not doing bad things does not mean doing good ones, organizations should exert effort on developing organizational climate as well as helping their employees to build up individual resources.

8.5. Limitations and future research suggestions

There are several limitations in this study. First, making an apology was the only service recovery performance included due to its promptness when confronting upset

customers. However, there are other service recovery behaviors such as compensation, prompt handling, and problem solving, and prior studies showed that a mix of different forms of service recovery performance had distinctive impact on customer well-being and behavioral responses (Gelbrich & Roschk, 2010; Liao, 2007; Wirtz & Mattila, 2004). Future research should investigate the chances of observing other types of service recovery performance and their correlated moderators.

The second limitation of this study is I only included service recovery performance as the potential consequence of customer mistreatment, but I did not include other forms of long-term favorable behaviors. While making an apology is relatively passive, an employee may also engage in more proactive behaviors such as service-oriented organizational citizenship behaviors (Tang & Tang, 2012) and helping towards customers (Bettencourt & Brown, 1997). Therefore, future research would also want to examine the effect of customer mistreatment on employees' service-oriented proactive behaviors.

The last limitation is that although I contend that the lack of significance of Hypotheses 3 and 6 was due to the two types of self-control, I had no measure of them in my study. de Boer et al. (2011) acknowledged that they only took the first step of exploring the difference of inhibitory and initiatory self-control, and they called for further research on the interactions between behaviors, goals, and the two types of self-

control. The findings of this study suggested that inhibitory and initiatory self-control might have distinctive managing mechanisms. When the resource of a service employee was depleted, possession of personal resource increased initiative self-control. However, high level of personal resource alone could not increase inhibitory self-control, and an organizational factor had to join the interplay to reduce long-term undesirable behaviors. Therefore, I assert that while individual resources could engender initiative self-control, addition of environmental interference is crucial for one to actualize inhibitory self-control.

I thus suggest including initiative control and inhibitory control scales (de Ridder et al., 2011) in future studies to examine the correlations between those two types of control and both favorable and unfavorable behaviors. The results would provide a clearer picture of whether those two types of self-control do affect different behaviors and what helps to enhance them.

In summary, this study provides several sound directions of future study. The first direction is to investigate whether employees would engage in other forms of service recovery performance when they experience customer mistreatment and other ego-depleting events. The next direction is to figure out whether employees would do more proactive behaviors in addition to pure recovery. The final direction is to examine the correlations between two types of self-control and employees' behaviors.

8.6. Conclusion

Customer mistreatment is a major challenge to organizations that service employees confront in daily operations. The purpose of this study was to find out the behavioral responses of service employees when customers mistreated them. Results showed that customer mistreatment significantly induced both service sabotage and making an apology. Thus, the assertion of mistreated employees would engage in service recovery performance was supported. The results of this study also demonstrated two significant cross-level interactions. Employees with a higher level of psychological capital did more service recovery performance compared to those who had lower level of the same resource. Further, employees who possessed a lower level of psychological capital in the workplace with a lower service climate sabotaged the most. Those findings provided support to the social cognitive perspective that organizational factors and personal attributions interplay to modify employees' behaviors. Therefore, an organization which could cultivate the best service climate and facilitate their employees' development on their psychological resource can benefit from the time and effort invested by acquiring a squad of service providers who can see the long-term advantages of exerting initiatory and inhibitory self-control.

9. Reference

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10. Appendix

10.1.　　Appendix 1: Items translation into Chinese

Psychological Capital

Luthans, F., Youssef, C. M., & Avolio, B. J. (2007). *Psychological capital: Developing the human competitive edge.* Oxford: Oxford University Press.

1.	I feel confident in representing my work area in meetings with management.	我相信我能代表自己的工作小組與管理層開會。
2.	I feel confident contributing to discussions about the company's strategy.	我相信自己能夠對公司策略的討論有貢獻。
3.	I feel confident presenting information to a group of colleagues.	我自信能夠向一群同事陳述資訊。
4.	If I should find myself in a jam at work, I could think of many ways to get out of it.	如果我發現自己在工作中陷入了困境，我能想出很多辦法來擺脫出來。
5.	Right now I see myself as being pretty successful at work.	眼前，我認為自己在工作上相當成功。
6.	I can think of many ways to reach my current work goals.	我能想出很多辦法來實現我目前的工作目標。
7.	At this time, I am meeting the work goals that I have set for myself.	目前，我正在實現我為自己設定的工作目標。
8.	I can be "on my own" so to speak, at work if I have to.	在工作中如果有必要，我也能獨立應戰。
9.	I usually take stressful things at work in stride.	我通常對工作中的壓力能泰然處之。
10.	I can get through difficult times at work because I have experienced difficulty before.	因為以前經歷過很多磨難，所以我現在能挺過工作上的困難時期。
11.	I always look on the bright side of things regarding my job.	對自己工作上的事，我總是看到光明的一面。
12.	I am optimistic about what will happen to me in the future as it pertains to work.	對我的工作未來會發生什麼，我是樂觀的。

Service Climate

Schneider, B., White, S. S., & Paul, M. C. (1998). Linking service climate and customer perceptions of service quality: Tests of a causal model. *Journal of Applied Psychology*, *83*(2), 150-163.

1.	The job knowledge and skills of employees in your business to deliver superior quality work and service?	在提供優質服務上，員工具有的知識及技能水平。
2.	Efforts to measure and track the quality of the work and service in your business?	公司測量工作及服務質量的力度。
3.	Recognition and rewards employees receive for the delivery of superior work and service?	公司對於提供優質服務的員工所給予的認可及獎勵。
4.	The overall quality of service provided by your business?	公司整體的服務質量。
5.	The leadership shown by management in your business in supporting the service quality effort?	公司管理層對提供優質服務所給予的支持。
6.	The effectiveness of our communications efforts to both employees and customers?	公司與員工及顧客間的溝通效率。
7.	The tools, technology, and other resources provided to employees to support the delivery of superior quality work and service?	公司為提供優質服務所給予員工在設備、技術、等資源上的支援。

Social desirability

Reynolds, W. M. (1982). Development of reliable and valid short forms of the Marlowe-Crowne Social Desirability Scale. *Journal of Clinical Psychology*, *38*(1), 119-125.

1.	It is sometimes hard for me to go on with my work if I am not encouraged.	如果沒有人鼓勵，有時候我很難繼續我的工作。
2.	I sometimes feel resentful when I don't get my way.	有時候如果我不能做想做的事，我會感到憤慨。
3.	On a few occasions, I have given up doing something because I thought too little of my ability.	在一些情況下，我曾因為不相信自己的能力而放棄去做一些事情。
4.	There have been times when I felt like rebelling against people in authority even though I knew they were right.	我曾想要反抗那些權威人士，即便我知道他們說的是對的。
5.	No matter who I'm talking to, I'm always a good listener.	無論跟誰對話，我都是一個好的聆聽者。
6.	There have been occasions when I took advantage of someone.	我曾試過利用別人。
7.	I'm always willing to admit it when I make a mistake.	當我犯錯，我總願意承認自己的錯誤。
8.	I sometimes try to get even rather than forgive and forget.	我有時寧願嘗試與對方扯平也不要原諒對方。
9.	I am always courteous, even to people who are disagreeable.	我總是有禮貌的，即使面對我不認可的人。
10.	I have never been irked when people expressed ideas very different from my own.	當別人表達與我不同的意見時，我從沒感到憤怒。
11.	There have been times when I was quite jealous of the good fortune of others.	我曾妒忌別人的好運。
12.	I am sometimes irritated by people who ask favors of me.	別人找我幫忙，我有時會感到不耐煩。
13.	I have never deliberately said something that hurt someone's feelings.	我從沒故意說一些話去傷害別人的感受。

Customer Mistreatment

Shao, R., & Skarlicki, D. P. (2014). Service employees' reactions to mistreatment by customers: A comparison between North America and East Asia. *Personnel Psychology, 67*(1), 23-59.

1.	Said inappropriate things.	對你說些不恰當的話。
2.	Yelled at you.	對你大吵大鬧。
3.	Refused to provide information (e.g., photo ID) necessary for you to do your job.	拒絕提供所需資料(例如：附有相片的證件)，因而妨礙你的工作。
4.	Used inappropriate gesture/body language.	使用不當手勢或肢體語言。
5.	Criticized you in front of your colleagues or supervisors.	在你的同事或上司面前批評你。

Service Sabotage

Same as above.

1.	Intentionally slowed your service to the guest (who mistreated you).	故意拖長對客人的服務時間。
2.	Intentionally withheld some information from the guest (who mistreated you).	故意不告訴客人對他有用的服務資訊。
3.	Got even with the guest (who mistreated you).	找方法與客人扯平。

Making an Apology

Liao, H. (2007). Do it right this time: the role of employee service recovery performance in customer-perceived justice and customer loyalty after service failures. *Journal of Applied Psychology*, *92*(2), 475-489.

1.	Made an apology to you for what had happened.	為發生的問題向客人道歉。
2.	Apologized for the inconvenience the problem had brought to you.	為發生的問題向客人道歉。
3.	Expressed regret for the mistake the company had made.	對公司所犯的錯誤表示歉意。

本次為第一部分 - 基本問卷，需時約 10-15 分鐘。

此問卷以不記名方式進行，你提供的答案會絕對保密，並於統計分析後銷毀，

你的公司或上司絕不會看到其中資料，請放心填寫，謝謝。

如有任何查詢，請聯絡本人

姓名：Phoenix Chan

電郵地址：mb44521@umac.mo

電話：8822-4731 或 6633-1004

* 注意每一條問題皆為必答題，請於提交問卷前悉數回答。

第一部分：以下是**你對自己相關情況**的描述，當中沒有對錯之分，請選擇最能反映你想法的數字。 (1 = 非常不同意，7 = 非常同意)	非常不同意←--→非常同意						
Q1. 我能體會他人的感受。	1	2	3	4	5	6	7
Q2. 我對別人的問題<u>不</u>感興趣。	1	2	3	4	5	6	7
Q3. 我能察覺到別人的情緒。	1	2	3	4	5	6	7
Q4. 我對旁人**不是**太有興趣。	1	2	3	4	5	6	7
Q5. 我對日常事務會即刻辦妥。	1	2	3	4	5	6	7
Q6. 我經常忘記把東西放回合適的位置。	1	2	3	4	5	6	7
Q7. 我喜歡秩序。	1	2	3	4	5	6	7
Q8. 我總把事情弄的很糟。	1	2	3	4	5	6	7
Q9. 我情緒經常波動。	1	2	3	4	5	6	7
Q10. 我大多數時間很放鬆。	1	2	3	4	5	6	7
Q11. 我容易變得沮喪。	1	2	3	4	5	6	7
Q12. 我極少感到哀傷。	1	2	3	4	5	6	7
Q13. 我可以控制我的脾氣並理性地處理難題。	1	2	3	4	5	6	7
Q14. 我有能力控制自己的情緒。	1	2	3	4	5	6	7
Q15. 我憤怒的時候總是可以很快地冷靜下來。	1	2	3	4	5	6	7
Q16. 我能很好的控制自己的情緒。	1	2	3	4	5	6	7

第二部分：以下是**你對自己處事方法**的描述，當中沒有對錯之分，請選擇最能反映你想法的數字。 (1 = 非常不同意，7 = 非常同意)	非常不同意←--→非常同意						
Q17. 我做事有始有終。	1	2	3	4	5	6	7
Q18. 做任何事情之前我通常都會先仔細考慮。	1	2	3	4	5	6	7
Q19. 我善於控制自己做事的節奏以準時完成工作。	1	2	3	4	5	6	7
Q20. 我在着手一項新任務前通常都會先制定計劃。	1	2	3	4	5	6	7
Q21. 別人認為我是一個嚴於律己的人。	1	2	3	4	5	6	7
Q22. 如果有一項任務需要完成，我傾向立即處理它。	1	2	3	4	5	6	7
Q23. 與我共事的人可以依賴我以確保工作的進度。	1	2	3	4	5	6	7
Q24. 我總可以完成工作，是一個生產力高的人。	1	2	3	4	5	6	7
Q25. 我保持一切整潔有序。	1	2	3	4	5	6	7
Q26. 當有一件事需要完成，我比較喜歡馬上開始着手。	1	2	3	4	5	6	7

第三部分：以下是**你對自己的習慣及能力**的描述，當中沒有對錯之分，請選擇最能反映你想法的數字。 (1 = 非常不同意，7 = 非常同意)	非常不同意←---→非常同意						
Q27. 我相信我能代表自己的工作小組與管理層開會。	1	2	3	4	5	6	7
Q28. 我相信自己能夠對公司策略的討論有貢獻。	1	2	3	4	5	6	7
Q29. 我自信能夠向一群同事陳述資訊。	1	2	3	4	5	6	7
Q30. 如果我發現自己在工作中陷入了困境，我能想出很多辦法來擺脫出來。	1	2	3	4	5	6	7
Q31. 眼前，我認為自己在工作上相當成功。	1	2	3	4	5	6	7
Q32. 我能想出很多辦法來實現我目前的工作目標。	1	2	3	4	5	6	7
Q33. 目前，我正在實現我為自己設定的工作目標。	1	2	3	4	5	6	7
Q34. 在工作中如果有必要，我也能獨立應戰。	1	2	3	4	5	6	7
Q35. 我通常對工作中的壓力能泰然處之。	1	2	3	4	5	6	7
Q36. 因為以前經歷過很多磨難，所以我現在能挺過工作上的困難時期。	1	2	3	4	5	6	7
Q37. 對自己工作上的事，我總是看到光明的一面。	1	2	3	4	5	6	7
Q38. 對我的工作未來會發生什麼，我是樂觀的。	1	2	3	4	5	6	7

第四部分：以下是**你對所屬公司想法**的描述，當中沒有對錯之分，請選擇最能反映你想法的數字。 (1 = 非常不同意，7 = 非常同意)	非常不同意←---→非常同意						
Q39. 為了讓公司獲得成功，我願意投入超乎尋常的努力。	1	2	3	4	5	6	7
Q40. 我會告訴我的朋友我們公司是一個工作的好地方。	1	2	3	4	5	6	7
Q41. 為了繼續在公司工作，我願意接受絕大部分種類的任務。	1	2	3	4	5	6	7
Q42. 我認為我與公司的價值觀非常相似。	1	2	3	4	5	6	7
Q43. 當我告訴別人我屬於這家公司時，我會感到自豪。	1	2	3	4	5	6	7
Q44. 這家公司發掘了我在工作表現上的最大潛力。	1	2	3	4	5	6	7
Q45. 我很慶幸當初選擇了在這家公司上班，而不是當時在考慮之列的其他公司。	1	2	3	4	5	6	7
Q46. 我很在意公司的命運。	1	2	3	4	5	6	7
Q47. 對我來說，這家公司是最佳的選擇。	1	2	3	4	5	6	7

第五部分：以下是**你在所屬公司情況**的描述，當中沒有對錯之分，請選擇最能反映你想法的數字。 (1 = 非常不同意，7 = 非常同意)			非常不同意←--→非常同意				
	1	2	3	4	5	6	7
Q48. 公司重視我為它作出的貢獻。	1	2	3	4	5	6	7
Q49. 公司重視我個人的目標及價值觀。	1	2	3	4	5	6	7
Q50. 當我在工作上遇到問題時，公司總能夠提供幫助。	1	2	3	4	5	6	7
Q51. 公司關心我個人各方面的情況 (如工作、家庭及身心健康等)。	1	2	3	4	5	6	7
Q52. 對於我在工作上的成就，公司引以為傲。	1	2	3	4	5	6	7
Q53. 公司儘量使我的工作有趣味。	1	2	3	4	5	6	7
Q54. 只有當我表現的比其他同事好時，我才會認同我個人的成就。	1	2	3	4	5	6	7
Q55. 只有當我的成就比其他同事好時，我的表現才會獲得其他同事的認同。	1	2	3	4	5	6	7
Q56. 我在工作中的地位，仰賴我個人相對於其他人的表現。	1	2	3	4	5	6	7
Q57. 當我表現得比其他同事還好時，我才能夠獲得較高的地位。	1	2	3	4	5	6	7
Q58. 我的同事們工作努力是為了表現比他人好。	1	2	3	4	5	6	7
Q59. 每一個人在工作當中都希望藉由表現得比其他人好來勝過對方。	1	2	3	4	5	6	7

第六部分：每間公司都會為提供高質量的服務給顧客而制定一些服務守則，以下是你對於公司制定的服務守則的一些想法，當中沒有對錯之分，請選擇最能反映你想法的數字。 (1 = 非常不同意，7 = 非常同意)			非常不同意←--→非常同意				
	1	2	3	4	5	6	7
Q60. 在為客戶提供服務時，我**很難**認真對待這些服務守則。	1	2	3	4	5	6	7
Q61. 坦白說，我**不在乎**我是否遵守這些服務守則。	1	2	3	4	5	6	7
Q62. 在為客戶提供服務時，我堅守公司的顧客服務守則。	1	2	3	4	5	6	7
Q63. 在為客戶提供服務時，我很容易就放棄而**不採納**這些服務守則。	1	2	3	4	5	6	7
Q64. 我認為遵從公司制定的那些服務守則是好的。	1	2	3	4	5	6	7

第七部分：請評價你的公司處理客戶服務的情況，當中沒有對錯之分，請選擇最能反映你想法的數字。(1 = 非常糟糕，7 = 非常棒)	非常糟糕←---→非常棒						
Q65. 在提供優質服務上，員工具有的知識及技能水平。	1	2	3	4	5	6	7
Q66. 公司測量工作及服務質量的力度。	1	2	3	4	5	6	7
Q67. 公司對於提供優質服務的員工所給予的認可及獎勵。	1	2	3	4	5	6	7
Q68. 公司整體的服務質量。	1	2	3	4	5	6	7
Q69. 公司管理層對提供優質服務所給予的支持。	1	2	3	4	5	6	7
Q70. 公司與員工及顧客間的溝通效率。	1	2	3	4	5	6	7
Q71. 公司為提供優質服務所給予員工在設備、技術、等資源上的支援。	1	2	3	4	5	6	7

第八部分：以下是**你對工作動力來源**的描述，當中沒有對錯之分，請選擇最能反映你想法的數字。(1 = 非常不同意，7 = 非常同意)	非常不同意←---→非常同意						
Q72. 我常常想去完成工作。	1	2	3	4	5	6	7
Q73. 我集中注意力去完成我的工作。	1	2	3	4	5	6	7
Q74. 我設定個人目標去完成許多的工作。	1	2	3	4	5	6	7
Q75. 我努力把我的工作完成。	1	2	3	4	5	6	7
Q76. 我投入大量的精力來完成我的工作任務。	1	2	3	4	5	6	7
Q77. 我從不放棄設法完成我的工作。	1	2	3	4	5	6	7
Q78. 我用很多精力來完成工作任務。	1	2	3	4	5	6	7
Q79. 我集中注意力去成為辦公室裡最佳的員工。	1	2	3	4	5	6	7
Q80. 我的工作目標是要比其他人工作表現得更好。	1	2	3	4	5	6	7
Q81. 我從不放棄嘗試做到比別人有更高的水準。	1	2	3	4	5	6	7
Q82. 我總是嘗試成為最佳表現者。	1	2	3	4	5	6	7
Q83. 可能成為最成功的員工令我振奮。	1	2	3	4	5	6	7
Q84. 要表現得比其他同事好的渴望激發著我。	1	2	3	4	5	6	7
Q85. 去思考怎樣能成為表現最佳的員工是一件令我興奮的事情。	1	2	3	4	5	6	7
Q86. 我花很多時間去思索我的同事是否喜歡我。	1	2	3	4	5	6	7
Q87. 我努力去建立自己是平易近人的名聲。	1	2	3	4	5	6	7
Q88. 我渴望要當個合群的團隊成員。	1	2	3	4	5	6	7
Q89. 想像怎樣能令人愛戴我是一件值得興奮的事。	1	2	3	4	5	6	7

第九部分：以下是**你對自己相關觀點**的描述，當中沒有對錯之分，請選擇最能反映你想法的數字。(1 = 非常不同意，7 = 非常同意)		非常不同意←---→非常同意						
Q90. 如果**沒有**人鼓勵，有時候我**很難**繼續我的工作。	1	2	3	4	5	6	7
Q91. 有時候如果我**不能**做想做的事，我會感到憤慨。	1	2	3	4	5	6	7
Q92. 在一些情況下，我曾因為**不相信**自己的能力而放棄去做一些事情。	1	2	3	4	5	6	7
Q93. 我曾想要反抗那些權威人士，即便我知道他們說的是對的。	1	2	3	4	5	6	7
Q94. 無論跟誰對話，我都是一個好的聆聽者。	1	2	3	4	5	6	7
Q95. 我曾試過利用別人。	1	2	3	4	5	6	7
Q96. 當我犯錯，我總願意承認自己的錯誤。	1	2	3	4	5	6	7
Q97. 我有時寧願嘗試與對方扯平也**不要**原諒對方。	1	2	3	4	5	6	7
Q98. 我總是有禮貌的，即使面對我不認可的人。	1	2	3	4	5	6	7
Q99. 當別人表達與我不同的意見時，我從沒感到憤怒。	1	2	3	4	5	6	7
Q100. 我曾妒忌別人的好運。	1	2	3	4	5	6	7
Q101. 別人找我幫忙，我有時會感到**不耐煩**。	1	2	3	4	5	6	7
Q102. 我從**沒**故意說一些話去傷害別人的感受。	1	2	3	4	5	6	7

最後，請各位協助提供一些資料以便於稍後順利進行問卷。謝謝。								
Q103. 你須要輪班工作嗎? *		☐ 須要			☐ 不須要			
Q104. 你須要通宵工作嗎? *		☐ 須要			☐ 不須要			
Q105. 你一般在甚麼時間比較方便填寫適用於每天下班後的問卷? *		☐ 08:00 – 11:59			☐ 12:00 – 17:59			
		☐ 18:00 – 20:59			☐ 21:00 – 00:00			
Q106. 你每天有多少機會接觸客戶? * (1=極少，7=非常多)	1	2	3	4	5	6	7	

Q107. 你的年齡(週歲)是? *						
☐ 18 - 22	☐ 23 - 27	☐ 28 – 32	☐ 33 - 37	☐ 38 - 42	☐ 43 - 47	☐ > 48

Q108. 你的性別是? *	☐ 男	☐ 女
Q109. 你是否澳門人? *	☐ 是	☐ 否

Q110. 你的學歷是? *				
☐ 小學	☐ 初中	☐ 高中	☐ 大專	☐ 大學或以上

Q111. 你的職業是? *		
☐ 售貨員	☐ 前檯接待員	☐ 保險從業員
☐ 活動協調員	☐ 客戶服務主任	☐ 其他：

Q112. 你在這間公司已經任職? *				
□ <= 6 個月	□ 7 – 12 個月	□ 13 – 24 個月	□ 25 – 36 個月	□ >= 37 個月
Q113. 你每月的薪金是 (澳門幣)? *				
□ < 10,000	□ 10,000 – 14,999	□ 15,000 – 19,999	□ 20,000 – 24,999	□ >25,000

每一天的問卷須被配對以完成本項研究，因此請回答以下數條問題以提供資料作配對用途，請確保每次填寫一致以避免資料遺失。該資料僅供問卷配對之用，並不會被用於識別你的身分，請放心填寫。	
你姓氏的第一個英文字母是* 例：C (Chan)	Answer:
你在哪一日出生* 例：13 (1 月 13 日)	Answer:
你手提電話號碼的最後一個數字是* 例：7 (6123-4567)	Answer:

最後，請告訴我你想以哪種方式接收每日的問卷? *		
□ 電郵。	□ 行動裝置上的通訊軟件。(如 Whatsapp, LINE, WeChat 等)	□ 兩者皆收到。

~ 完 ~
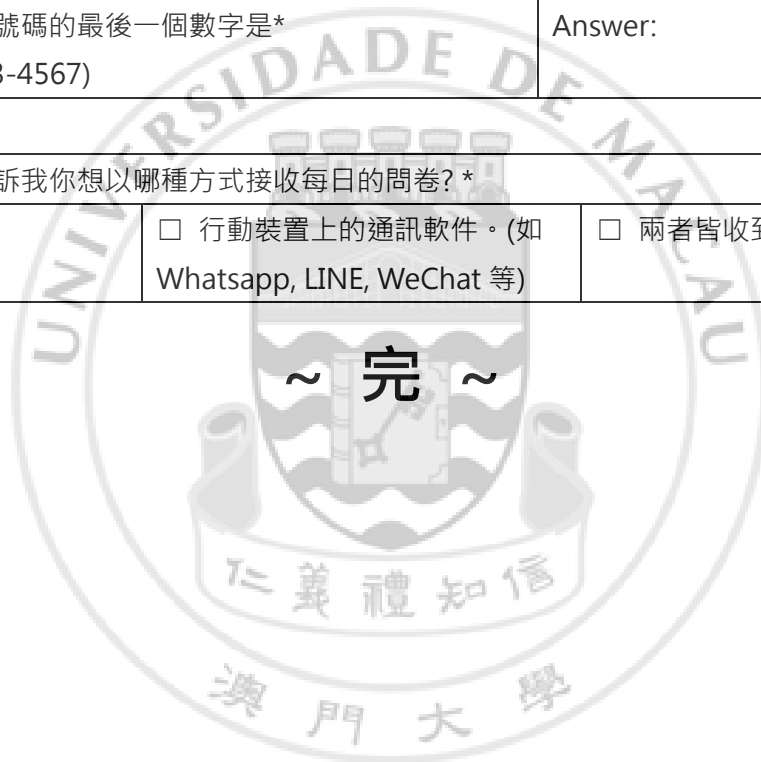
10.3. Appendix 3: Daily survey

本次為第二部分問卷 – 第一天，適用於問卷週期的第一個工作天。需時約 5-10 分鐘。

此問卷以不記名方式進行，你提供的答案會絕對保密，並於統計分析後銷毀，你的公司或上司絕不會看到其中資料，請放心填寫，謝謝。

如有任何查詢，請聯絡本人
姓名：Phoenix Chan
電郵地址：mb44521@umac.mo
電話：8822-4731 或 6633-1004

* 注意每一條問題皆為必答題，請於提交問卷前悉數回答。

第一部分：每天工作中我們總有可能面對一些態度不好的顧客，回想你今天工作中面對顧客時最糟糕的經歷，你的顧客是否曾作出以下行為？當中沒有對錯之分，請選擇最能代表今天發生的狀況的數字。 (1 = 幾乎沒有，7 = 經常)	幾乎沒有 ←---→ 經常						
Q1. 對你說些不恰當的話。	1	2	3	4	5	6	7
Q2. 對你大吵大鬧。	1	2	3	4	5	6	7
Q3. 拒絕提供所需資料(例如：身份證明文件)，因而妨礙你的工作。	1	2	3	4	5	6	7
Q4. 使用不當手勢或肢體語言。	1	2	3	4	5	6	7
Q5. 在你的同事或上司面前批評你。	1	2	3	4	5	6	7

第二部分：你今天工作面對上司時，你的上司是否曾作出以下行為？當中沒有對錯之分，請選擇最能代表今天發生的狀況的數字。 (1 = 幾乎沒有，7 = 經常)	幾乎沒有 ←---→ 經常						
Q6. 我的主管嘲笑 / 諷刺我。	1	2	3	4	5	6	7
Q7. 我的主管告訴我，我的想法或見解是愚蠢的。	1	2	3	4	5	6	7
Q8. 我的主管在別人面前奚落我。	1	2	3	4	5	6	7
Q9. 我的主管向別人作出對我負面的評價。	1	2	3	4	5	6	7
Q10. 我的主管告訴我，我是無能力的人。	1	2	3	4	5	6	7

第三部分：以下是你今天與客人互動時的描述，當中沒有對錯之分，請選擇最符合今天發生的狀況的數字。(1 = 幾乎沒有，7 = 經常)	幾乎沒有 ←---→ 經常						
Q11. 為發生的問題向客人道歉。	1	2	3	4	5	6	7
Q12. 為服務問題所引致的不便向客人道歉。	1	2	3	4	5	6	7
Q13. 對公司所犯的錯誤表示歉意。	1	2	3	4	5	6	7
Q14. 對客人友善。	1	2	3	4	5	6	7
Q15. 對客人有禮貌。	1	2	3	4	5	6	7
Q16. 對客人表示尊重。	1	2	3	4	5	6	7
Q17. 對客人有耐心。	1	2	3	4	5	6	7
Q18. 對客人的訴求作出快速反應。	1	2	3	4	5	6	7
Q19. 很快地關注到客人的問題。	1	2	3	4	5	6	7
Q20. 迅速地回應客人的抱怨。	1	2	3	4	5	6	7
Q21. 故意拖長對客人的服務時間。	1	2	3	4	5	6	7
Q22. 故意不告訴客人對他有用的服務資訊。	1	2	3	4	5	6	7

Q23. 找方法與客人扯平。	1	2	3	4	5	6	7

第四部分：在今天的工作中，你有**多常做以下的行為**？ 答案沒有對錯之分，請選擇最符合今天狀況的數字。 (1 = 幾乎沒有，7 = 經常)	幾乎沒有 ←---→ 經常						
Q24. 工作時取笑某人。	1	2	3	4	5	6	7
Q25. 工作時咒罵某人。	1	2	3	4	5	6	7
Q26. 工作時對某人無禮。	1	2	3	4	5	6	7
Q27. 比起工作本身，花太多時間幻想或發白日夢。	1	2	3	4	5	6	7
Q28. 工作時，用額外的時間或在許外可範圍外的時間休息。	1	2	3	4	5	6	7
Q29. 在沒有許可的情況下遲到。	1	2	3	4	5	6	7
Q30. 忽視聽從上司的指示。	1	2	3	4	5	6	7
Q31. 故意放慢工作速度。	1	2	3	4	5	6	7
Q32. 投放很少的努力在工作上。	1	2	3	4	5	6	7
Q33. 幫助那些工作量過重的同事。	1	2	3	4	5	6	7
Q34. 在其他同事有需要的時候伸出援手。	1	2	3	4	5	6	7
Q35. 自願幫助其同事達成他們的工作要求。	1	2	3	4	5	6	7
Q36. 自願幫助一些顧客，即使超出了我的工作範圍。	1	2	3	4	5	6	7
Q37. 用自己的方法使顧客感到滿意。	1	2	3	4	5	6	7
Q38. 服務顧客時為對方提供工作責任範圍以外的服務。	1	2	3	4	5	6	7

第五部分：以下是**你對自己今天的工作狀態**的描述，當中沒有對錯之分，請選擇最符合今天發生的狀況的數字。(1 = 非常不同意，7 = 非常同意)	非常不同意←---→非常同意						
Q39. 工作時, 我感到精力充沛。	1	2	3	4	5	6	7
Q40. 我對我的工作充滿熱情。	1	2	3	4	5	6	7
Q41. 我沉浸在我的工作。	1	2	3	4	5	6	7

第六部分：以下是**目前你對自己狀態**的描述，當中沒有對錯之分，請選擇最能反映你想法的數字。 (1 = 非常不同意，7 = 非常同意)	非常不同意←---→非常同意						
Q42. 在這一刻，我感到難以集中精神。	1	2	3	4	5	6	7
Q43. 在這一刻，我感到無力。	1	2	3	4	5	6	7
Q44. 在這一刻，我似乎沒有了意志力。	1	2	3	4	5	6	7
Q45. 在這一刻，我感到愈來愈難保持注意力。	1	2	3	4	5	6	7

Q46. 在這一刻，我感到愈來愈難專注於某件事情。	1	2	3	4	5	6	7
Q47. 今天結束工作後，我感到愈來愈難讓自己放鬆。	1	2	3	4	5	6	7
Q48. 今天當我回到家時，我難以對其他人表現出興趣。	1	2	3	4	5	6	7
Q49. 當工作結束後我感到筋疲力盡。	1	2	3	4	5	6	7
Q50. 今天在我的私人時間裏我感到難以集中精神。	1	2	3	4	5	6	7
Q51. 今天結束工作後，我累得難以投入到其他活動中。	1	2	3	4	5	6	7

第七部分：最後，是關於你昨晚的睡眠狀況，請選擇最能反映你昨晚的經歷與敘述句子相符程度的數字。 (1 = 非常不符，7 = 非常符合)	非常不符 ←---→ 非常符合						
Q52. 你昨晚有困難入睡。	1	2	3	4	5	6	7
Q53. 你昨晚有困難保持睡眠狀態(包括太早起床)。	1	2	3	4	5	6	7
Q54. 你昨晚在睡眠間起床過數次。	1	2	3	4	5	6	7
Q55. 昨晚，雖然你在睡了跟平常差不多長時間，但起床之後感到疲累及困頓。	1	2	3	4	5	6	7
Q56. 你昨晚睡眠總共有多少個小時? (從入睡至醒來)							
□ 少於 2 小時 □ 2.1 至 4 小時 □ 4.1 至 6 小時 □ 6.1 至 8 小時 □ 多於 8 小時							

每一天的問卷須被配對以完成本項研究，因此請回答以下數條問題以提供資料作配對用途，請確保每次填寫一致以避免資料遺失。該資料僅供問卷配對之用，並不會被用於識別你的身分，請放心填寫。	
你姓氏的第一個英文字母是* 例：C (Chan)	Answer:
你在哪一日出生* 例：13 (1 月 13 日)	Answer:
你手提電話號碼的最後一個數字是* 例：7 (6123-4567)	Answer:

~ 完 ~