Customer Incivility and Employees Work Withdrawal in Tourism and Hospitality Establishments: The Mediating Role of Organizational Frustration and Moderator Role of Procedural Injustice

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Article info	Abstract
	The study examines the consequences of customer incivility, organizational frustration, and procedural injustice on frontline employees' work withdrawal intention. An online questionnaire-based survey approach was used to capture the opinion of (274) frontline employees working in five-star hotels in Sharm El-Sheikh city and tourism companies and agencies in Cairo city from May to July 2024. The hypotheses were evaluated by using "Structural Equation Modeling" (SEM) with the "Partial least squares" SmartPLS version 3.0. program. The study was based on four variables derived mainly from valid theoretical studies and background. Hypotheses of the study were tested, and it was revealed that customer incivility positively affects employees' desires to withdraw from their job, which is also severely affected by organizational frustration. It also demonstrated that procedural injustice moderates the correlation between customer incivility and organizational frustration. The study proposes that supervisors in tourism and hotel businesses should help employees avoid submissive reactions to customer incivility, emphasizing respect for business policies and seeking satisfactory solutions. Management should encourage employees to handle customer incivility as a personal and professional development challenge, providing training and resources. Supervisors should acknowledge efforts of employees and appreciate them. Effective communication between employees and managers can facilitate dealing with work conflicts, improve employees' psychology, raise morale, and reduce frustration, enhancing their feelings of belonging and loyalty.

1. Introduction

Human capital is considered one of the main competitive advantages of any service organization. It is an asset that has an increasing role in the success and differentiation of any tourism and hospitality organization from other competitors and this prompts the need for more research in the field of employees' organizational behavior to explore how to develop

employees' performance and reduce negative influences (Liu et al., 2009; Karamchandani & Dubule, 2020; Doğantekin et al., 2022).

Incivility from customers has gained the attention of researchers due to its negative impact on employees' morale and well-being. Customer incivility (CI) is a deviant behavior that violates social norms of mutual respect and courtesy. Examples include insulting comments and contempt for front-line employees (FLEs). Repeated customer incivility can cause pressure on employees, bad psychology experiences, affect their intention to withdraw from work, and increase turnover. It can lead to immediate and momentary negative emotions, affecting customer service performance. Incivility is framed as a form of violation, social fairness, and injustice leading to anger with high levels of frustration and affecting functioning, leading to impulsive behaviors and aggression. Therefore, high management attention is required to address customers' incivility in the workplace and help employees get over this attitude (Li et al., 2021; Chan et al., 2022). Managers' full understanding of the negative reactions of FLEs towards incivility they experience from customers may help them determine appropriate and required training for employees to avoid the negative impact of these behaviors (Lages et al., 2023; Pu et al., 2024).

Many studies emphasized the importance of addressing the causes of employees' frustration and customer incivility. This research addresses this issue in the tourism and hotel sectors that welcome guests who sometimes engage in incivility and sabotage behaviors. Employee responses toward such behaviors remain least understood, especially when they miss support from their superiors and are exposed to procedural injustice and the detrimental effects on employees that result in reactions such as withdrawal from work (Chan et al., 2022; Saei & Liu, 2023; Golverdi et al., 2024; Stapinski& Gamian-Wilk, 2024).

Pu et al. (2024) called for more deep and extensive studies on the effect of customer incivility (CI) on front-line employees (FLEs) in the tourism and hospitality fields, justifying this by the limited studies on the consequences of customer impolite behavior in employees' negative attitudes, emotions, and decisions, such as turnover intention (Cheng et al., 2020; Baker and Kim, 2020). Therefore, the first motivation of our study arises from the need to identify the mediating factors between customer incivility and employee withdrawal. Also, other studies asked for more research to explore how different types of management support, including procedural and emotional support, affect employee well-being (Li et al., 2021; Baker and Kim 2024). Previous studies explained the negative effects of customer incivility on tourism and hospitality employees, including stress, fatigue, and deteriorated emotional state and job satisfaction (Alola et al., 2019; Shahzad et al., 2022; Golverdi et al., 2024).

The study tackled several theories connected to the subject of inquiry. Social exchange theory (SET) by Homans (1958) highlights the impact of social behavior on employee reactions and attitudes explaining employees' perceptions of returns to customer relations that can lead to feelings of injustice, anger, burnout, and frustration. Front Line Employees (FLEs) are more vulnerable to incivility from customers, affecting their performance, engagement, and withdrawal reaction (Boukis et al., 2020; Doğantekin et al., 2022; Pu et al., 2024; Manshoor et al., 2023). Cognitive appraisal theory by (Folkman et al., 1986) about using methods to assess the relevance of an environmental encounter to their well-being and how stressors and resources

influence employees' psychological results, such as management. The F-A theory, developed by Berkowitz (1989), suggests that frustration leads to aggression, causing a negative work environment and task inability, resulting in anxiety, depression, job dissatisfaction, and work withdrawal (Stapinski & Gamian-Wilk, 2024). The social interactionist perspective (SIP) (Felson, 1992) emphasizes viewing aggression as an instrumental choice. It examines social contexts, why aggression occurs, and alternative means of social control, aiming to understand why and how to encourage alternative means of control. Organizational justice, presented by Greenberg in (1987), explains how an employee evaluates the company's actions and the following attitude and conduct, which could lead to a shift in mindset and a decline in output. Finally, reinforcement theory by (Villere and Hartman, 1991) suggests that behaviors are influenced by consequences and can be changed through reinforcement, punishment, or extinction. Managers should explain positive feedback and remove negative consequences to reinforce desired behavior, considering rewards, punishments, and motivational states.

This paper discusses customers' bad behavior, such as incivility, and its negative effect on employees, especially when they face a lack of support from their superiors that causes organizational frustration that leads to withdrawing from their work, and the moderating role of procedural injustice in increasing organizational frustration. For our information, no previous research has investigated these assumptions or tested the proposed causal chain of occurring factors. Additionally, the methodological section was applied to the hospitality and tourism sector (hotels and tourism companies) because this sector is known for its difficult and interactive work environment, which may result in these behaviors.

2. Literature Review and Hypothesis development
2.1. Customer incivility and work withdrawal

One of the most important features of the tourism and hospitality industry is the continuous and close interaction between some categories of employees, especially front-line employees and customers (Pu et al., 2024). A previous study pointed out that service industries with high customer interaction, such as the industry of tourism and hospitality, scored higher incivility from customers (Torres, 2016). According to Baker and Kim (2020), employees are expected to prioritize customers and provide exceptional service and although employees strive to maintain a high standard; they may experience and expose harassment, negative behavior, unreasonable complaints, rude, arrogant, or aggressive behavior and incivility from customers (Baker and Kim, 2020; Pu et al., 2024). This explains the importance of the interaction between employees and customers and the reason behind catching the attention of academic scholars for conducting studies concerned with this issue (Chung et al., 2021; Shahzad et al., 2022; Kuriakose and Sreejesh, 2023; Pu et al., 2024).

Customer incivility is a common bad behavior in the service industry, characterized by low-quality interpersonal treatment from customers (Koopmann, et al., 2015). According to social exchange theory, employees have contradictory perceptions of their pay and returns (Boukis et al., 2020). So, some prioritize their salary in contrast, while others prioritize customers' appreciation, which can lead to sentiments of injustice, anger, emotional exhaustion, job burnout, and frustration, all of which can have an impact on proactive service performance, work engagement, turnover intentions, and withdrawal (Boukis et al., 2020; Pu et al., 2024;

Zhang et al., 2024). Employees may face incivility from customers in many forms, ranging from ignoring and disrespect to verbal or physical attacks that affect employees of all roles; however, Front Line Employees (FLEs) are more vulnerable. (Dormann and Zapf, 2004; Manshoor et al., 2023).

Some previous studies searched for the consequences of customer incivility and its effect on employees. They spotted a stressful working environment with customers' continuous grievances and frustrations harming employees and negatively affecting them, especially if the management's philosophy supports customers and gives them all the rights. High stress levels are primarily attributed to incivility, rude or unpleasant customer behavior, leading to employee distress, psychological strain, emotional exhaustion, withdrawal from work, and high turnover rates (Han et al., 2015; Zaki, 2020). Other studies classified employees' responses to customer incivility as psychological, cognitive, and behavioral responses. Psychological responses include role stress, emotional exhaustion, and job dissatisfaction. Cognitive responses include difficulty recalling customer-related information and reduced creative problem-solving abilities. While, behavioral responses include retaliation and withdrawal, which can hinder mental processes and lead to negative exchange spirals. Research also shows that customer incivility towards FLEs results in uncivil behaviors towards co-workers (Boukis et al., 2020). Therefore, this study assumes the following:

H1. Customer incivility positively affects work withdrawal.

2.2. Customer incivility and organizational frustration

Previous research suggests that customer incivility leads to frustration-aggression as increased job demands cause emotional exhaustion in in-service employees. This exhaustion prevents emotional engagement with affiliation and leads to aggression. Customer incivility can cause service disruptions and frustrations for employees, leading to burnout. Exhaustive efforts to maintain service performance can result in emotional exhaustion and mental resource depletion. This frustration-aggression linkage persists as a growing force of frustrating stimuli. Increased job demands and emotional exhaustion from troublesome customers contribute to the depletion of resources and psychological burnout (Chan et al., 2021). Organizational frustration results from situations that hinder employees' ability to perform their assigned tasks effectively and efficiently. It is an emotional state that occurs due to the failure to achieve the individual's personal or public goals or the expected rewards. It can also arise from exposure to injustice, mistreatment, or incivility from others during doing their job commitment (Abu Al Maaty & Fayyad, 2019; Karamchandani, 2020; Zaki, 2020).

Job frustration is considered one of the most important topics of organizational behavior, with a wide interest in academic studies, especially with the increasing concern for the human factor as one of the distinguishing elements among tourism and hospitality organizations (Karamchandani, 2020). With the development that the sector has witnessed globally, it has become common for those working in it to aspire to improve their conditions and achieve their development and goals. Unfortunately, employees experience job frustration if they are unable to achieve their goals or due to exposure to incivility from customers, colleagues, or subordinates (Hady et al., 2020; Karamchandani, 2020).

Some studies have indicated that job frustration is usually out of employee's control and may cause disappointment and badly impact their performance. Other studies emphasized the existence of a strong connection between job frustration and work withdrawal based on bad emotional reactions and anxiety. Job frustration appears in some negative behaviors, most notably the lack of desire to carry out basic responsibilities, conflicts with co-workers, complaints, withdrawal from work, and the attempt to find alternative work (Hady et al., 2020).

Employees may react to job frustration positively by trying to find alternative goals that are appropriate to the job conditions, or they react negatively by deciding to withdraw from their job and completely abandon their goals or adopt aggressive behavior towards their coworkers. All of this would increase disengagement from work, deterioration in job performance, high labor turnover, and a decline in affective commitment (Ntsiful et al., 2018; Abu Al Maaty & Fayyad, 2019). Therefore, this study assumes the following:

H2. Customer incivility positively affects organizational frustration.

2.3. Organizational frustration and work withdrawal.

Frustration is a critical dimension of job burnout, characterized by poor physical and mental exhaustion, emotional exhaustion, low enthusiasm, and a low sense of achievement at work. Incivility of customers, supervisors, and coworkers in the workplace can exacerbate employees' emotional exhaustion, leading to an inability to work demand and emotional exhaustion. This negative impact has been confirmed in hospitality research, particularly in China, where employees perceive customers' incivility as a violation of the "Tolerance" culture and employee rules, which can lead to emotional exhaustion over time (Pu et al., 2024).

Work withdrawal behavior is about leaving the workplace for a portion of the day or permanently, which has a detrimental impact on the organization or employee. Emotional stability, extraversion, team climate, and organizational commitment all have a negative correlation with work withdrawal behavior. Service-oriented leadership styles can also prevent withdrawal behaviors (Wang & Lin, 2022). It is noteworthy to mention that employees may express their frustration feelings through aggressive behavior or passive/withdrawal behavior (Saei& Liu, 2023).

Work frustration is reflected in withdrawal behaviors in the workplace, which can be physical or psychological. Physical withdrawal behaviors include absenteeism, tardiness, leaving the job, internal job transfer, and turnover. Psychologically disengaged individuals are often considered "lazy" or "burnt-out," leading to less productivity and reduced organizational commitment. Employees withdraw from work in stages, starting with stopping being proactive, lateness, not showing up, and eventually, turnover. Supervisors must be attentive to employees' needs and identify stress/burnout to reduce withdrawal behaviors. Effective techniques for reducing withdrawal behaviors can be implemented through company policy and clear job structures within a supportive work environment (Saei& Liu, 2023; Zang et al., 2023). Thus, we predict that:

H3. Organizational frustration positively affects work withdrawal.

2.4. *Organizational frustration as mediator.*

Few studies have examined the mechanism underlying the association between frustration, role stress, and workplace incivility, despite the overwhelming data supporting the relationship (e.g., Hamre et al., 2023). Similarly to aggression, incivility is deviant conduct, but it lacks the same intensity and subtlety of malice (Andersson & Pearson, 1999). According to the frustration-aggression (F-A) hypothesis (Berkowitz, 1989) and the Social Interactionist Perspective (SIP) on aggression (Felson, 1992), role stressors may cause employees to become stressed and frustrated, which may exacerbate the social environment and encourage negative behavior (Stapinski & Gamian-Wilk, 2024).

Role stressors, such as unclear job requirements incivility, and conflicting demands, are organizational factors that cause stress, frustration, and negative emotions in employees. These factors, in line with the Frustration–aggression theory (F-A theory), lead to a workplace unfavorable environment and the inability to perform tasks (Berkowitz, 1989). If not adequately coping with, these stressors can result in psychological, physical, or behavioral strain, leading to anxiety, depression, job dissatisfaction, and work withdrawal. Frustration is connected to negative emotions, particularly anxiety, and tension caused by the inability to perform work duties (Stapinski & Gamian-Wilk, 2024).

The main sources of daily frustration for employees are incivility, lack of respect from others, and abuse of their authority, which leads to unfavorable results. These factors also have a direct negative impact on employees' performance and their withdrawal from their duties and loyalty to the company, especially if management's response to rudeness is sporadic or ineffective. In the eyes of the employees (Torres, et al, 2017; Karamchandani & Dubule, 2020; Stapinski & Gamian-Wilk, 2024). Job Frustration is defined and analyzed as a psychological condition that afflicts employee when they face obstacles that prevent them from achieving their job desires. (Karamchandani, and Dubule, 2020). Job frustration has turned to be a phenomenon resulting from the spread of nepotism and the lack of psychological motivation and moral motives related to work (Zang et al., 2023).

Frustration is a negative construction caused by the accumulation of employee's negative emotions, feelings, disappointments, and stress (Zang et al., 2024). It may lead to different reactions like aggression, anger, withdrawal, a decrease in productivity, carelessness, work evasion, being late for work, frequent leaving during working hours, leaving early, lack of participation in social activities, lack or weakness of initiative and self-retreat, monotony, lack of thinking about self-development and work development, reluctance to sustainable professional development with fake excuses, the feeling of injustice, and loss of hope for career growth, increased turnover (Bavik and Bavil, 2015; Hamre et al., 2023; Zang et al., 2023; Stapinski & Gamian-Wilk, 2024). Job frustration is usually a result of constant exposure to various forms of incivility and disrespect, whether from colleagues at work or customers, limited knowledge of the goals of the organization's mission and vision, absence/lack of moral appreciation, face marginalization, and miscalculation (Stapinski & Gamian-Wilk, 2024). Thus, we posit that:

H4. Organizational frustration mediates the relationship between customer incivility and work withdrawal.

2.5. Procedural injustice as moderator

Serving personnel expect fairness in organizational procedures from their superiors and employers, but procedural injustice can be detrimental and cause psychological strain. Supervisors' policies and unsupportive allocation procedures influence this perception and can lead to frustration and anger, which can lead to aggression. Therefore, addressing procedural injustice is crucial for organizational success. The reinforcement theory of motivation developed by (Villere and Hartman, 1991) suggests that frustration can influence employee retaliation intention. The theory is grounded in behavioral psychology and suggests that human behaviors are influenced by positive or negative reinforcement. It is particularly useful in explaining the moderation of organizational injustice, particularly in situations where procedural injustice may reflect unfairness. In the current study, there is an obvious connection between the reinforcement theory of motivation and the frustration-aggression theory that suggests the strength of aggression is influenced by the amount of frustration. Procedural injustice can reinforce customer incivility, leading to increased employee retaliation intention and their intention to withdraw from work. This upward-spiraling effect of aggression can emerge from frustrating external stimuli such as customer incivility. Also, the organizational justice theory developed by Greenberg in (1987), offers a lens to examine the role of management and superiors in shaping employees' reactions to withdraw from work as a result of their unsatisfaction with the management strategy in dealing with the incivility from customers (Im et al., 2023; Golverdi et al., 2024).

Unfortunately, most managers often advise employees to deal with rude customers and incivility attitudes as part of their job (Zang et al., 2024). According to Hur et al. (2022), such counsel and appeasement do not diminish workplace incivility, but instead encourage it and strengthen the power difference between customers and employees. Customer misconduct, whether deliberate or inadvertent, can affect staff physically and mentally (Baker and Kim, 2020; Balzano et al, 2024). Understanding the negative repercussions of customer incivility and how to mitigate them is crucial for theory and practice. Poor work enthusiasm, bad service quality, and high turnover rates can limit the service industry's development (Li et al., 2021).

Managers play a crucial role in reducing employee distress and preventing negative outcomes. Intervention can alter an employee's perception of stressful situations (Baker and Kim, 2020; Baker and Kim 2024). Organizational politics is a challenging yet essential aspect of life, often leading to employee frustration if it is based on procedural injustice and power imbalance. Work events' frustration disrupts workflow, performance, and goal attainment. Frustrated employees may struggle to express their dissatisfaction, leading to increased silence and a desire to withdraw from work (Wang & Lin, 2022; Saei & Liu, 2023; Stapinski& Gamian-Wilk, 2024).

Research shows that negative affective states and perceptions, particularly perceptions of procedural injustice, can predict employees' intentions to leave their employment organization (Minibas-Poussard et al.,2023; Golverdi et al., 2024). Implementing unfair policies, procedures, and practices can promote such injustice and contribute to turnover intentions. Procedural injustice, where employees feel their voice isn't heard or are biased toward customers' opinions, can lead to negative attitudes toward organizational change (Nalla & Nam,2021; Stapinski&

Gamian-Wilk, 2024). Prior studies suggest that procedural justice can reduce negative employee evaluations of organizational and negative attitudes such as withdrawal and sabotage. It encourages membership identification and strengthens the emotional bond with the organization. Employees who perceive procedural justice are more likely to behave in ways that benefit the organization, reciprocating fair treatment (De Clercq et al., 2021; Minibas-Poussard et al.,2023; Singh, 2023; Golverdi et al., 2024). Thus, we anticipate that:

H5. Procedural Injustice moderates the relationship between customer incivility and organizational frustration

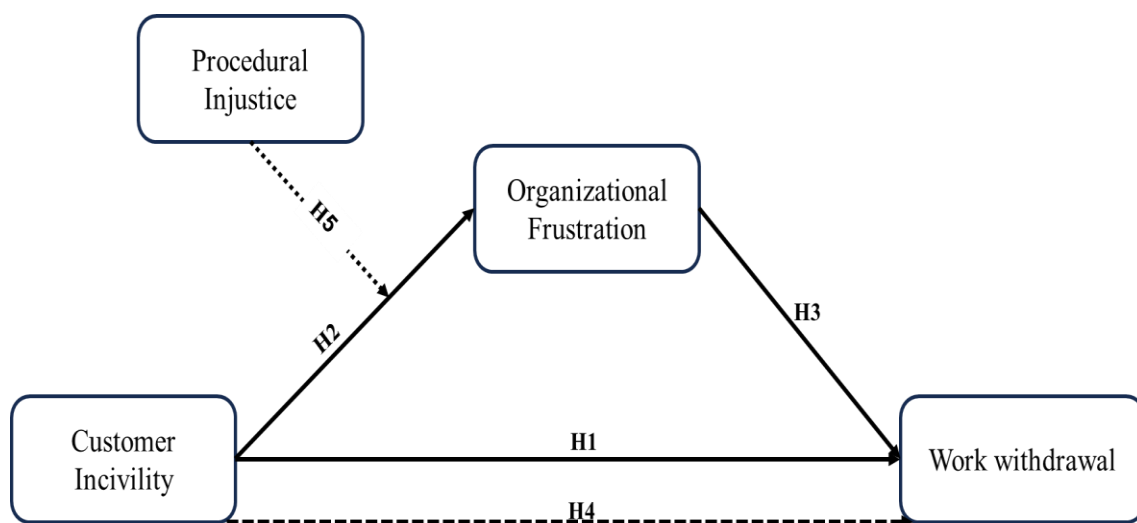Accordingly, the study model can be presented as follows:

Figure 1. The study model

4. Materials and Methods

4.1. Measurement development

A questionnaire was developed to test the hypotheses of the study, and the measures of the study were extracted from previous literature. Customer incivility (CI) was evaluated using 5-items derived from Pu et al. (2022). Work withdrawal (WW) was operationalized using the six-items six-item scale suggested by Hanisch and Hulin, (1990). Click or tap here to enter text. The organizational frustration (OF) was evaluated using the 3-item scale proposed by Peters et al. (1980). Finally, procedural injustice (PI) was operationalized using the 4-items4-item scale suggested by Tan et al. (2020). All measurement items are available in appendix (1). A Likert scale of 5 points was used where one refers to "strongly disagree" and five means "strongly agree."

4.2. Participants and data collection process

The questionnaires were directed at the employees of five-star hotels in Sharm El-Sheikh (168) and tourism companies and agencies (106) in the Cairo city during the period of May to July 2024 using the convenience sample technique. The convenience sampling method was used because the population size could not be accurately determined. The research team shared the online questionnaires with hotel and tourism companies and agencies managers to help us in collecting data. 17 of the 291 gathered questionnaires were discarded because they lacked sufficient responses. As a result, 274 questionnaires were found to be valid. Participants were informed that once they responded to the questionnaire, they signed an informed consent and could either take part in the survey or skip it. All respondents were assured that the results of their participation in the survey would be kept private.

5. Data Analysis

This study operated and employed "Structural Equation Modeling" (SEM) with the "Partial least squares" (PLS) approach to evaluate the justified hypotheses with SmartPLS version 3.0. program. The developed model was evaluated with a two-step sequential methodology endorsed by (Leguina, 2015).

5.1. Assessment of Outer Measurement Model

The study looked at discriminant and convergent validity, internal consistency, and composite reliability to evaluate the outer model. Cronbach's alpha (α) and composite reliability (CR) are presented in Table 1; they range from 0.885 to 0.912 and 0.912 to 0.934, respectively, which indicate proper reliability.

Table 1. Outer model evaluation statistics.

Variables	Loading	VIF	α	C_R	AVE
Customer incivility (CI)			0.912	0.934	0.740
CI_1	0.848	2.591			
CI_2	0.853	2.627			
CI_3	0.881	3.072			
CI_4	0.848	3.386			
CI_5	0.871	3.371			
Work withdrawal (WW)			0.885	0.912	0.635
WW_1	0.838	2.820			
WW_2	0.858	3.216			
WW_3	0.827	2.661			
WW_4	0.753	1.863			
WW_5	0.749	2.545			
WW_6	0.750	2.412			
Organizational Frustration (OF)			0.876	0.923	0.801
OF_1	0.887	2.287			
OF_2	0.889	2.355			
OF_3	0.908	2.492			
Procedural injustice (PI)			0.886	0.918	0.736
PI_1	0.844	2.288			
PI_2	0.816	2.322			
PI_3	0.894	2.409			

Variables	Loading	VIF	α	C_R	AVE
PI_4	0.876	2.138			

Second, all standardized factor loading (SFL) scores were greater than 0.60 (Henseler et al., 2009), indicating that the factors had satisfactory reliability. The average variance extracted (AVE) scores were greater than the threshold value of 0.50, evidence for proper convergent validity. (Henseler et al., 2009). Finally, three criteria were checked to test the discriminant validity: cross-loading, Fornell-Larcker criterion, and Heterotrait–Monotriat ratio of correlation (HTMT) (Leguina, 2015). Outer-factor loading for each latent observed variable (bolded) was greater than cross-loading in Table 2.

Table 2. Cross-loading results.

	CI	WW	OF	PI
CI_1	**0.848**	0.621	0.516	-0.135
CI_2	**0.853**	0.540	0.496	-0.202
CI_3	**0.881**	0.545	0.471	-0.102
CI_4	**0.848**	0.509	0.377	-0.135
CI_5	**0.871**	0.556	0.370	-0.150
WW_1	0.635	**0.838**	0.564	-0.029
WW_2	0.654	**0.858**	0.603	0.000
WW_3	0.505	**0.827**	0.574	0.104
WW_4	0.468	**0.753**	0.544	0.024
WW_5	0.387	**0.749**	0.540	0.068
WW_6	0.393	**0.750**	0.533	0.027
OF_1	0.441	0.636	**0.887**	0.153
OF_2	0.447	0.612	**0.889**	0.167
OF_3	0.515	0.637	**0.908**	0.240
PI_1	-0.195	-0.021	0.149	**0.844**
PI_2	-0.272	-0.091	0.094	**0.816**
PI_3	-0.100	0.064	0.216	**0.894**
PI_4	-0.103	0.093	0.211	**0.876**

Table 3 demonstrates that the bolded scores of the square root of AVEs on the diagonal line exceed the correlation coefficient between the research variables, which supports discriminant validity (Henseler et al., 2009). Also, some studies examined the Heterotrait–Monotriat ratio of correlation (HTMT) test to confirm the discriminant validity. Table 4 also shows that the discriminant validity is appropriate because all HTMT values are <0.90 (Leguina, 2015). Accordingly, the results demonstrated that the structure model has sufficient discriminant validity. In this way, the results from the outer measurement model were adequate to move forward with the structural model evaluation.

Table 3. Discriminant validity criteria (Fornell-Larcker Criterion)

	CI	OF	PI	WW
Customer Incivility	**0.860**			
Organizational Frustration	0.524	**0.895**		
Procedural Injustice	-0.168	0.210	**0.858**	
Work withdrawal	0.647	0.702	0.037	**0.797**

Table 4. Discriminant validity criteria (HTMT)

	CI	OF	PI	WW
Customer Incivility				
Organizational Frustration	0.578			
Procedural Injustice	0.215	0.218		
Work withdrawal	0.704	0.798	0.102	

5.2. Assessment of the Structural Model

After testing and guaranteeing that the employed scale has adequate convergent and discriminant validity, the structural model was evaluated regarding the structure inner model's predictive and explanatory power. (Hair et al., 2016). The VIF values for all the observed variables vary from 1.863 to 3.371 (Table 1). These numbers are lower than the recommended threshold of 5.0, which shows that there is no multicollinearity in the structural inner model. Chin (1998) suggested a minimum R^2 value of 0.10 for adequate GoF. As shown in Table 5, the R^2 values for the work withdrawal ($R^2 = 0.601$) and organizational frustration ($R^2 = 0.445$) are adequate. Additionally, the Stone-Geisser Q^2 evaluation demonstrated that the Work withdrawal and organizational frustration variables values were higher than zero (Table 5), indicating a proper predictive power of the structural inner model. (Hair et al., 2014).

Table 5. Model GoF.

Endogenous Latent Construct	(R^2)	(Q^2)
Work withdrawal	0.601	0.355
Organizational frustration	0.445	0.333

Finally, the direct, indirect, and moderating effects were examined using the bootstrapping option in the SmartPLS program to evaluate the study hypotheses. All direct, indirect, and moderating assumptions were assessed through the path coefficient (β), significance p-values, and the related t-value (Table 6).

Customer incivility positively impacted work withdrawal (β = 0.385, t= 7.017, p < 0.000), and organizational frustration (β = 0.578, t= 11.202, and p < 0.000), confirming H1 and H2. Similarly, organizational frustration positively affected work withdrawal (β = 0.500, t= 8.476, and p < 0.000), indicating that H3 is accepted. As for the mediation effect, organizational frustration successfully mediated the linkage between customer incivility and work withdrawal (β = 0.289, t= 7.806, and *p* < 0.000), thus H4 is sustained. Also, according to results in Table 6 and Figure 3, procedural injustice, as a moderator, strengthens the positive impact of customer Incivility on organizational frustration, indicating that H5 is confirmed.

Table 6. The structural inner model's findings.

		Beta (β)	T-Value	p Values	Results
H1	Customer Incivility → Work withdrawal	0.385	7.017	0.000	Supported
H2	Customer Incivility → Organizational Frustration	0.578	11.202	0.000	Supported
H3	Organizational Frustration → Work withdrawal	0.500	8.476	0.000	Supported
Mediating Effect					
H4	Customer Incivility → Organizational Frustration → Work withdrawal	0.289	7.806	0.000	Supported
Moderating Effect					
H5	Customer incivility × Procedural injustice → Organizational frustration	0.226	3.929	0.000	Supported
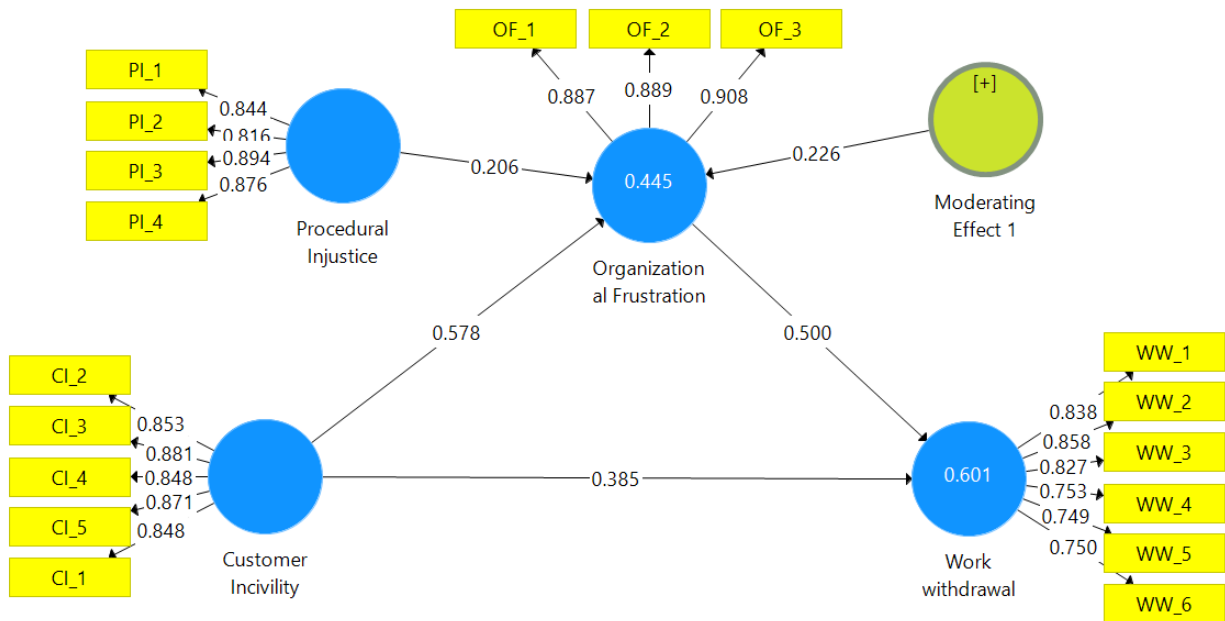
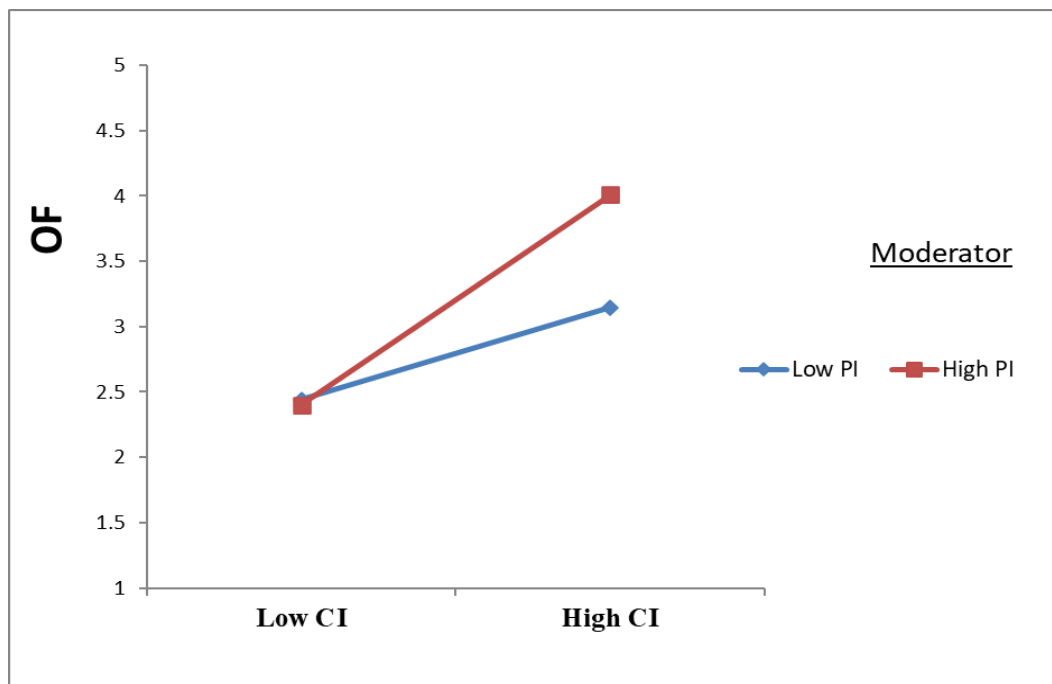**Figure 2. The inner and outer model results.**

Figure 3. The moderating effect of procedural injustice on customer incivility towards organizational frustration.

6. Discussion and Implications

For years, great value was given to the direct and continuous interaction between frontline employees and customers. And while service businesses have long prioritized the client experience in their business plans, employee experiences have recently begun to get equal consideration. Incivility phenomena are well known in tourism and hospitality businesses in many forms and sources. One of those sources is the customer, who is considered the main target for any service business. Facing incivility from customers can hinder service delivery and create a dysfunctional environment. That explains the serious need to address this behavior and the growing attention to implementing new strategies and support from high-level management to decrease the prevalence of such behavior. According to a recent study, dealing assertively with customers' incivility benefits and has a significant positive impact on service staff (Lages et al., 2023).

The primary goal of our recent study is to examine the effect of customer incivility on employees and the mediating role of organizational frustration in this relationship. We found that incivility from customers was associated with employees' withdrawal from work. Furthermore, work withdrawal was associated with procedural injustice. Accordingly, we found that organizational frustration mediated the relationship between customer incivility and work withdrawal, and procedural injustice moderated the connection between customer incivility and withdrawal from work. The results of the current study of the mentioned relationships are consistent with the pattern of findings reported in prior studies conducted by (Wang & Lin, 2022; Zhang et al., 2023; Stapinski& Gamian-Wilk, 2024; Zhang et al., 2024).

6.1. Theoretical Implications

The research's first contribution is dedicated to the literature on customer behavior in the tourism and hotel sector by examining the effects of customer incivility on employees. The results support the study's initial hypothesis, which states that there is a positive correlation between customer incivility (CI) and employee work withdrawal (WW). The continuous interaction between customers and frontline employees in the service business may witness some undesirable behaviors from customers as incivility. Employees may face harassment, negative behavior, unreasonable complaints, rudeness, arrogance, or aggressive behavior from customers. So, they have perceptions about how their superiors will support them, leading to feelings of injustice, anger, emotional exhaustion, job burnout, and frustration (Wang, 2022; Zhang et al., 2024). Front-line employees (FLEs) are more vulnerable to incivility, leading to a stressful working environment and high stress levels. Employees respond to customer incivility with psychological, cognitive, and behavioral responses, including role stress, emotional exhaustion, job dissatisfaction, difficulty recalling customer-related information, and retaliation and withdrawal (Lages et al., 2023).

The second contribution of the study dedicated to organizational behavior. The findings corroborate the second hypothesis of the study that, customer incivility positively affects organizational frustration which is a critical aspect of organizational behavior, particularly in the tourism and hospitality sector (Hady et al., 2020; Kuriakose et al., 2023). There are many causes and obstacles to workplace frustration. Employees can become frustrated if they receive poor treatment at work and don't get what they need (Hamre et al., 2023). Disturbing behavior or attitude consistently showing a lack of respect or courtesy causes suffocation at the workplace, creates severe irritation, and ultimately creates frustration (Stapinski & Gamian-Wilk, 2024).

It arises from situations that hinder employees' ability to perform tasks effectively, leading to disappointment and negatively impacting performance (Durrah et al, 2023; Jawahar et al, 2023). Studies suggest that job frustration is often out of an employee's control and can lead to work withdrawal and leaving due to negative emotional reactions (Jawahar et al, 2023; Kuriakose et al, 2023; Gojny-Zbierowska, 2024). Employees may react positively to job frustration by finding alternative goals or negatively by withdrawing from their jobs or adopting aggressive behavior towards coworkers. This can lead to increased disengagement, deterioration in performance, high labor turnover, and a decline in affective commitment (Durrah et al., 2023; Gojny-Zbierowska, 2024).

In terms of the third hypothesis, the study's findings were consistent with previous research on the positive correlation between organizational frustration and work withdrawal. Supervisor/ organizational support is crucial for Frontline Employees (FLEs) in the tourism and hospitality industry. It is a defense against customers' rudeness, providing a visible deterrent and boosting employee confidence, especially for new and seasonal workers (Saei& Liu, 2023; Zang et al., 2023). Supervisors provide a wealth of resources that can help FLEs to deal with customer incivility and restore morale and subjective well-being. Job frustration is one dimension of job burnout, characterized by physical and mental exhaustion, emotional exhaustion, low enthusiasm, and a low sense of achievement. Incivility from customers, supervisors, and coworkers can exacerbate this, leading to emotional exhaustion and reduced productivity. Work

withdrawal behavior, which involves leaving the workplace temporarily or permanently, can negatively impact the organization and employees. Factors such as emotional stability, extraversion, team climate, and commitment negatively correlate with withdrawal behavior. Supervisors must be attentive to employees' needs and identify stress/burnout to reduce withdrawal behaviors. Supervisory support can affect FLEs' perceptions of work-family conflicts, service performance, and leader-member exchange perceptions, leading to increased citizenship behaviors. However, some studies report mixed effects (Boukis et al., 2020; Pu et al., 2024).

The results of the study proved the fourth hypothesis that organizational frustration can mediate the relationship between customer incivility and work withdrawal. The study aligns with the views of previous academics who stated that incivility is a form of deviant conduct that can cause employees to become stressed and frustrated, leading to negative emotions and a negative work environment (Saei et al., 2023; Elshaer et al., 2024; Pu et al., 2024). Job frustration is a psychological condition resulting from obstacles that prevent employees from achieving their job desires. These stressors can result in anxiety, depression, and job dissatisfaction (Singh et al., 2023; Pu et al., 2022). It can lead to negative reactions such as aggression, anger, work withdrawal, decreased productivity, carelessness, work evasion, lateness, lack of participation in social activities, lack of initiative, monotony, lack of self-development, reluctance to sustainable professional development, feelings of injustice, loss of hope for career growth, and increased turnover (Hamre et al., 2023; Van Ruysseveldt et al, 2023; Stapinski & Gamian-Wilk, 2024).

Regarding the fifth hypothesis, the results are compatible with other studies such as (Minibas-Poussard et al, 2023; Gojny-Zbierowska, 2024) who claimed that lacking justice in the workplace has negative repercussions on employees' psychology and may push them to make negative decisions about their engagement in the work and about their career. This emphasizes that procedural injustice (PI) can play as a moderator on the relationship between customer incivility and organizational frustration (OF). Encouraging power differences between customers and employees may double the bad effect of mistreatment they get and increase discomfort and anxiety among employees. Managers play a crucial role in reducing employee distress and preventing negative outcomes by implementing some procedural justice (Robertson, 2020; Minibas-Poussard et al., 2023). Intervention can alter an employee's perception of stressful situations. Procedural injustice and power imbalance can lead to employee frustration, which can disrupt workflow, performance, and goal attainment. Research shows that negative affective states and perceptions can predict employees' intentions to leave their employment organization (Singh et al., 2023; Gojny-Zbierowska, 2024). Procedural justice can reduce negative employee evaluations and attitudes, encouraging membership identification and strengthening the emotional bond with the organization.

6.2. Practical implications

Supervisors in tourism and hotel business should look for strategies to direct and help employees avoid submissive and inauthentic reactions to incivility from customers and remind them always that they are not responsible for this attitude, and it is not their fault. Emphasize that employees should respect the business policies while seeking solutions that could be satisfactory to both parties. Management should encourage its employees to deal with customer incivility as a challenge that can promote their personal and professional development. support and provide employees with training, resources, and tools to deal with such problems and go above and beyond it. Supervisors should encourage their employees to bring conflicting situations to their attention and discuss them in the daily brief while recommending solutions. Acknowledge employees' efforts to handle interpersonal situations wisely during exposure to incivility from customers and appreciate their efforts.

Finally, opening continuous communication channels and supporting effective communication between employees and managers helps facilitate dealing with work conflicts, problems, and obstacles such as incivility from some customers. It also helps to improve employees' psychology, raise their morale, and reduce their feelings of frustration. This encourages employees to play an additional role towards the employer, enhancing their feelings of belonging and loyalty to the employer and their work.

Limitations and suggestions for future research

The study has some limitations that must be taken into consideration. First, the study was concerned with exploring the effect of customer incivility (CI) with fully understanding cultural differences in forming customer incivility on frontline employees' Work withdrawal (WW) and investigating its effect on organizational frustration (OF) and its mediating effect on the correlation between customer incivility and Work withdrawal and the moderating effect of procedural injustice (PI) in the Egyptian tourism and hospitality organizations. The study suggests future research exploring strategies and mechanisms management can use to buffer incivility behaviours in the workplace, training programs for employees to handle such behaviours, and strategies to eliminate employees' retaliation intentions. The sample was mainly from front-line employees. Additionally, in order to connect with staff members and explore the research hypotheses, convenience sampling was employed. For a variety of reasons, the researchers employed the convenience sample strategy, despite certain limitations on the extent to which the findings may be applied. In the first place, it is a quick and easy way to obtain the information researchers need without taking up much time (Stratton, 2021), As well as this technique has been widely employed in studies on hospitality (Aboramadan, 2022). Therefore, the study suggests for future research the necessity of using other types such as random or regular samples to collect data to be able to generalize the results.

Appendix 1

All measurement items are available by clicking on the following link https://docs.google.com/document/d/1QkT7DTfit8O6nh8gGthrMaoRy8Py7EWS/edit?usp=sharing&ouid=110085718139795751522&rtpof=true&sd=true.

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فظاظة العملاء وانسحاب الموظفين من العمل في منشئات السياحة والضيافة: الدور الوسيط للإحباط التنظيمي والدورالمعدل للظلم الإجرائي

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قسم الدراسات السياحية، كلية السياحة والفنادق، جامعة ٦ أكتوبر، الجيزة، جمهورية مصر العربية [2]

الملخص باللغة العربية:

تبحث الدراسة في عواقب فظاظة العملاء، والإحباط التنظيمي، والظلم الإجرائي على نية موظفي الخطوط الأمامية في الانسحاب موظفي الخطوط الأمامية من العمل. تم استخدام منهج المسح القائم على الاستبيان عبر الإنترنت للحصول على رأي (٢٧٤) من جهات الاتصال من النزلاء وموظفي الخطوط الأمامية العاملين في فنادق الخمس نجوم بمدينة شرم الشيخ وشركات ووكالات السياحة بمدينة القاهرة في الفترة من مايو إلى يوليو ٢٠٢٤. تم تقييم الفرضيات باستخدام برنامج "نمذجة المعادلات الهيكلية (SEM) "مع "المربعات الصغرى الجزئية SmartPLS "الإصدار ٣.٠. اعتمدت الدراسة على أربعة متغيرات تتبع بشكل رئيسي من دراسات ونظريات سابقة. وتم اختبار فرضيات الدراسة، وتبين أن فظاظة العملاء تؤثر إيجاباً على رغبة الموظفين في الانسحاب من عملهم، الأمر الذي يتأثر أيضاً بشدة بالإحباط التنظيمي. كما أظهرت نتائج الدراسة أيضًا أن الظلم الإجرائي يزيد من تأثير فظاظة العملاء علي الإحباط التنظيمي. تقترح الدراسة قيام المشرفين والمدراء في شركات السياحة والفنادق بمساعدة الموظفين على تجنب ردود الفعل الخاضعة تجاه فظاظة العملاء، مع التأكيد على احترام سياسات العمل والبحث عن حلول مرضية. ينبغي قيام الإدارة بتشجيع الموظفين على التعامل مع فظاظة العملاء كتحدي للتنمية الشخصية والمهنية، وتوفير التدريب والموارد لهم. يجب على المشرفين الاعتراف بجهود الموظفين وتقدير جهودهم. وكذلك الحرص علي التواصل الفعال بين الموظفين والمديرين الذي يمكن أن يسهل التعامل مع صراعات العمل، ويحسن نفسية الموظفين، ويرفع الروح المعنوية لهم، ويقلل من الإحباط لديهم، مما يعزز من مشاعر الانتماء والولاء لديهم تجاه عملهم.

الكلمات الدالة: فظاظة العملاء؛ الانسحاب العمل؛ الإحباط التنظيمي؛ الظلم الإجرائي؛ نمذجة المعادلات الهيكلية.