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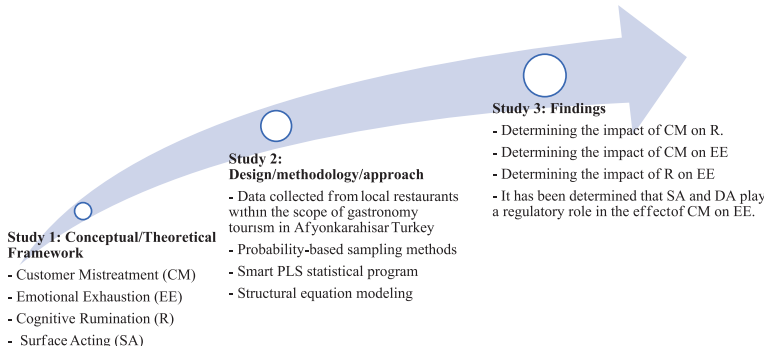# Istanbul Business Research

RESEARCH ARTICLE

Customer Mistreatment of Local Restaurants in the Context of Gastronomy Tourism

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Abstract

This study aims to determine the mediating role of surface acting and deep acting in the effect of emotional exhaustion through customer mistreatment cognitive rumination. The research universe consists of local restaurants within the scope of gastronomy tourism employees in Afyonkarahisar. A total of 396 surveys were gathered through simple random sampling methods from probability-based sampling methods between June 5th and November 20th 2022. The Smart PLS statistical program was utilized to test the hypotheses, and structural equation modelling was used to analyze the data. In this context, it has been found that rumination has a positive effect on emotional exhaustion and that mistreatment towards workers affects cognitive rumination and emotional exhaustion through surface acting and deep acting. However, deep acting does not play a mediating role. It has also been resolved that surface-acting and deep acting mediate the effect of customer mistreatment on emotional exhaustion. Based on the introspection's results, academic and sectoral recommendations have been materialized.

Graphical Abstract

Study 1: Conceptual/Theoretical Framework
- Customer Mistreatment (CM)
- Emotional Exhaustion (EE)
- Cognitive Rumination (R)
- Surface Acting (SA)

Study 2: Design/methodology/approach
- Data collected from local restaurants within the scope of gastronomy tourism in Afyonkarahisar Turkey
- Probability-based sampling methods
- Smart PLS statistical program
- Structural equation modeling

Study 3: Findings
- Determining the impact of CM on R.
- Determining the impact of CM on EE
- Determining the impact of R on EE
- It has been determined that SA and DA play a regulatory role in the effect of CM on EE.

Keywords

Customer Mistreatment, Cognitive Rumination, Emotional Exhaustion, Surface Acting, Deep Acting, Gastronomy

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Introduction

Social interaction between clients and service providers is essential for researchers in marketing and organizational behaviour (Bansal et al., 2004). Authors have tried to understand the effects of adverse treatment, such as poor treatment, condescending language, yelling/scolding, etc., on employees (Skarlicki et al., 2008). Adverse treatment of employees by customers is a critical topic regarding developments in customer relationships (Wang et al., 2011). Such treatment can cause physical and psychological problems for the employee. According to research, those who work in the service sector and have direct communication with customers are more likely to experience adverse treatment from customers, which can have negative consequences such as reduced motivation, decreased performance, and even burnout (Harris & Reynolds, 2003). Disrespect and demeaning, irrational, and aggressive behaviours towards employees can also lead to emotional exhaustion and, in turn, the harmful treatment of customers (Dormann & Zapf, 2004; Grandey et al., 2004; Rupp & Spencer, 2006). Inferior treatment medicine of workers by clients can cause employees to constantly think about these negative behaviours, leading to a loss of motivation and even hostile attitudes toward customers (Nishii et al., 2008).

Cognitive rumination, defined by the American Psychological Association as an obsession with repetitive thoughts that interfere with other forms of mental activity, can negatively impact employees. This can include a loss of motivation, disinterest in work, and a superficial attitude toward customers (Viswesvaran et al., 1998). Rumination can also negatively affect an individual's overall well-being and mental health. Individuals must be aware of and address rumination to maintain a healthy work environment and avoid negative consequences. The effects of negative attitudes and behaviours of customers towards employees can have different results for each employee. Bandura (2001) found that surface-action employees are more tolerant and patient with negative customer attitudes. Bandura and Locke (2003) stated that employees with deep action show more effort to control negative feelings, like anger and disappointment, in response to ill-treatment than those without self-efficacy.

One of the notable contributions of this study is its focus on the local restaurant industry in Turkey, which may provide insights into the experiences of service workers in a specific cultural and geographical context. The gap in the literature that this study addresses, is the lack of research on the mediating role of surface acting and deep acting in the relationship between customer mistreatment, cognitive rumination and emotional exhaustion in the service sector. While previous studies have examined the effects of mistreatment on employee well-being, this study provides a more nuanced understanding of the mechanisms underlying these effects. By identifying the specific roles of surface acting and deep acting in the relationship between mistreatment, rumination and emotional exhaustion, this study provides insights that can inform interventions to support employee well-being in the service sector. This study exa-

mined the bad situations experienced by local restaurant employees in Afyonkarahisar with customers. The effect of emotional exhaustion through cognitive rumination due to customer mistreatment was analyzed through the situational mediating role of surface acting and deep acting. Based on the analysis developments conducted through the survey forms collected in this direction, conclusions were drawn.

Conceptual/Theoretical Framework

Customer Mistreatment

Disrespectful, irrational, and aggressive customer behaviour toward employees can lead to emotional exhaustion and, in courtesy, lousy client behaviour (Zhan et al., 2016). This can prevent employees from showing professional, friendly, and patient treatment to customers (Koopmann et al., 2015). These relationships are essential factors that can damage customer relationships in businesses operating in the service sector (Zhu et al., 2004). Negative feelings like anger, stress and fear can be generated in employees who are subjected to bad behaviour by customers, which can also affect the quality of the service (MacIntyre & Vincze, 2017). To prevent these adverse outcomes, businesses need to establish and enforce clear policies and guidelines for how employees should handle disrespectful or aggressive customer behaviour (Huang et al., 2021). This could include training on de-escalation techniques and supporting employees who have experienced such behaviour (Richmond et al., 2012). Additionally, it is crucial for businesses to communicate with customers about acceptable behaviour and to take appropriate action when necessary (Skarlicki et al., 2008), such as refusing service or removing customers from the premises if necessary. By addressing and addressing inappropriate customer behaviour, businesses can create a more positive and professional environment for employees and customers (Boulstridge & Carrigan, 2000; Harris et al., 2005).

Emotional Exhaustion

Emotional exhaustion is a common phenomenon experienced by many employees (Karl & Peluchette, 2006), particularly those in high-stress jobs or working in environments with demanding workloads and tight deadlines (Shultz et al., 2010). It is characterized by feeling overwhelmed and drained, both physically and emotionally, and can lead to decreased productivity and overall job satisfaction (Kahn, 1993; Nanda & Browne, 1977). Emotional exhaustion often results from prolonged vulnerability to worry (Steinhardt et al., 2011). It can manifest in various ways, including cynicism and detachment, increased irritability and anger, and a lack of motivation and energy (Gaines & Jermier, 1983). It can also lead to physical symptoms such as headaches, insomnia, and weakened immune system function (Moon & Hur, 2011). Several factors can contribute to emotional exhaustion in the workpla-

ce, including high workloads and unrealistic expectations (Karl & Peluchette, 2006). When employees feel overwhelmed by excessive or unrealistic expectations from their supervisors or colleagues, it can lead to emotional exhaustion (Kim et al., 2020). Other factors contributing to emotional exhaustion include a shortage of authority over one's vocation, a need for more support from colleagues or management, and a lack of recognition for one's efforts. Organizations must address these issues to prevent burnout and maintain a healthy work environment for employees lacking control or autonomy (Fernet et al., 2012). Employees may feel they need more control over their work environment or decision-making processes, leading to frustration and frustration powerlessness (Charoensukmongkol, 2022). Ineffective communication and support, a lack of support or communication from supervisors or colleagues, can exacerbate feelings of isolation and increase stress (Mazer et al., 2014). Unclear job responsibilities, when employees are unsure of their responsibilities or how to prioritize tasks, can lead to confusion and a sense of being overwhelmed (Dewi & Ramantha, 2019).

Employees must prioritize self-communication and take breaks to prevent or alleviate emotional exhaustion (Søvold et al., 2021). Alliances must assemble supportive work surroundings, including providing resources and support for employees to manage stress and promote work-life consonance (Kossek et al., 2014). Supervisors and colleagues can also reduce emotional exhaustion by providing clear communication and expectations, offering support and guidance, and understanding team members' challenges (Cho et al., 2016; Kalliath & Kalliath, 2014). In conclusion, emotional exhaustion is a common and serious issue faced by many employees. By prioritizing self-care and creating a supportive work environment, individuals and organizations can work to prevent and alleviate this condition, leading to increased productivity and overall job satisfaction.

Cognitive Rumination

Rumination is repeating thoughts about past events that interfere with other mental activities and can negatively impact our cognitive soundness (Asim et al., 2021; Baranik et al., 2017). It can lead to feelings of avoidance or revenge toward the person displaying negative behaviour, which can damage relationships and decrease motivation (Miller & Roloff, 2014). Rumination has also been linked to adverse mental soundness consequences, such as the advanced threat of depression and difficulty in decision-making and problem-solving (Vandevala et al., 2017). In order to maintain healthy work environments and relationships with others, it is crucial to be aware of the tendency to ruminate and develop strategies to manage and reduce it (Nolen-Hoeksema et al., 2008).

Rumination prevents forgiveness and reconciliation, leading to attributing negative behaviour to other customers (Wang et al., 2018). Rumination can also lead to feelings of avoidance or revenge towards the person displaying negative behaviour (McCullough et al., 2007),

leading to the deterioration of relationships and loss of motivation. In the service industry, rumination can lead to emotional exhaustion behaviours and a surface attitude toward customers among employees (Baranik et al., 2017; Carson & Cupach, 2000; Lavelle et al., 2021). Rumination, an obsession with repetitive thoughts that interfere with other mental activities, can negatively impact an individual's well-being and operating performance. Staff in the service sector need to be aware of and address rumination to keep a positive attitude toward customers and avoid negative consequences (Strizhakova et al., 2012). In addition, rumination is associated with adverse mental health results, as if it increases the risk for depression and anxiety (Kelley et al., 2019). It can also lead to difficulty in decision-making and problem-solving (Berg et al., 2022). It is significant for individuals in the service sector to be aware of their tendency towards rumination (Tuerktorun et al., 2020) and to develop strategies for managing and reducing rumination to maintain productive and healthy work environments and customer relationships (Kemp et al., 2013).

Surface Acting and Deep Acting

Surface acting directs to the behaviour in which employees act as if they have feelings they do not possess, either through their body language or words (Grandey, 2003). Surface acting can be described as how an employee feels and behaves (Gabriel & Diefendorff, 2015). In service businesses, examples of surface acting by employees could include not showing genuine emotions while providing customer service, a fake smile, insincerity, lack of interest, etc. Surface acting not only lowers the quality of the service provided but can also lead to a loss of motivation and counter-productive work behaviour in employees over time. Surface acting can negatively affect employees and customers (Wang & Groth, 2014). For employees, it can lead to burnout and dissatisfaction with their work, as they may feel pressured to put on a facade and hide their genuine emotions (Hu & Shi, 2015). This can result in lower job satisfaction and decreased productivity (Hur et al., 2015). For customers, external theatre can lead to a need for more trust and authenticity in the service they receive, which can ultimately impact on their overall satisfaction with the company (Humphrey et al., 2015). Organizations need to recognize and address surface acting to foster a healthy and positive work environment for their employees and provide the best possible service to their customers (Huyghebaert et al., 2018).

Deep acting is emotional work that tries to change thoughts and feelings to show appropriate feelings for a situation (Zapf, 2002). This can be done through perspective taking, which involves taking the perspective of others and trying to understand their thoughts, feelings, and motivations (Lee et a., 2020). It can also be done by refocusing attention positively and redirecting attention away from negative emotions and towards more positive or neutral thoughts (Torrence & Connelly, 2019; Fisher, 2019). It is often seen as a more authentic and sustainable way to manage emotions than surface acting. It involves simply putting on a facade of emo-

tions without trying to change one's feelings (Totterdell & Holman, 2003). Evidence suggests that deep acting can have several benefits, including improved job performance, increased customer satisfaction, and greater personal well-being (Humphrey et al., 2015). However, it can also be demanding and require additional time and effort, as it involves actively trying to change one's thoughts and feelings (Zapf, 2002). Deep acting involves intentionally and authentically adjusting one's emotions to align with the emotional demands of a particular role or situation (Grandey, 2003). This technique can be helpful for individuals who engage in emotional labour or the effort to communicate particular sentiments as a domain of their employment, as it allows them to regulate their emotions sustainably (Näring et al., 2006).

Hypotheses Development

Customer Mistreatment and Cognitive Rumination Relationship

Research studies have shown that customer mistreatment can adversely affect employees' well-being and employment arrangement through cognitive rumination. Goussinsky (2020) found that mistreatment by customers affected rumination in nurses. Similarly, Baranik et al. (2014) and Baranik et al. (2017) located that cognitive rumination negotiated between client mistreatment and various outcomes for consumer service representatives. Wang et al. (2013) found that rumination about negative customer interactions can lead to negative emotional reactions in in-service employees. Ahmed et al. (2021) uncovered that rumination among retail sales employees indirectly affected counter-productive work behaviour in response to client mistreatment. Organizations should address customer mistreatment and create a positive work environment to prevent these adverse effects on employees. Established on these statements, the subsequent hypothesis can be formulated:

H_1: *Customer mistreatment has a significant positive effect on cognitive rumination.*

Customer Mistreatment and Emotional Exhaustion Relationship

When service employees experience customer mistreatment, it can leave them feeling emotionally drained and overwhelmed. This emotional exhaustion can lead to reduced motivation, poor performance and even burnout. In addition, mistreatment can lead to cognitive rumination, where employees constantly think about negative customer interactions, further exacerbating emotional exhaustion. Hu et al. (2018) found that teams that provided more employee participation opportunities had a less negative relationship with customer mistreatment and emotional exhaustion. Diefendorff et al. (2019) and Greenbaum et al. (2014) saw that client mistreatment significantly affects emotional exhaustion. Van Jaarsveld et al. (2010) found that workplace rudeness is interconnected with customer mistreatment and can lead to emotional exhaustion through job demands.

H_2: *Customer mistreatment has a significant positive effect on emotional exhaustion.*

Cognitive Rumination and Emotional Exhaustion Relationship

Several contemplations include studying the connection between cognitive rumination and emotional exhaustion, with findings supporting a positive correlation. Karing and Beelmann (2018) found that rumination significantly impacted emotional exhaustion. Luo and Bao (2013) found that employees' rumination in a call centre in China positively impacted on emotional exhaustion and service sabotage behaviour. Soenen et al. (2019) found that rumination about vocation moderated the affinity between prevailing righteousness and emotional exhaustion. Wang et al. (2022) found that hindrance stressors positively affected emotional exhaustion, mediated by affective rumination. These reflections indicate that cognitive rumination can result in emotional exhaustion, and organizations should support employees in managing their emotions and reducing rumination.

H_3: *Customer rumination has a significant positive effect on emotional exhaustion.*

Surface Acting and Deep Acting Moderator Effect

The use of deep-acting and surface-acting as emotional regulation strategies can contain a moderating impact on the connection between consumer mistreatment and emotional exhaustion, according to Baranik et al. (2014). Deep acting directs to actively change one's internal sensations to reach the emotional demands of a situation, while surface acting involves using simple strategies to manage emotions in social interactions. Studies such as those by Hari and Chao (2019) control encountered that deep acting corresponds to lower levels of emotional exhaustion, while surface acting is affiliated with higher levels. However, excessive or inauthentic use of these strategies may lead to emotional exhaustion or disconnection from one's emotions. Therefore, associations should live cognizant of the possible consequences and support workers in supervising their feelings regarding customer mistreatment.

H_4: *Surface acting will weaken the relationship between customer mistreatment and rumination. This weakening effect will be stronger for employees with higher levels of surface acting than those with lower levels of surface acting.*

H_5: *Surface acting will weaken the relationship between customer mistreatment and emotional exhaustion. This weakening effect will be stronger for employees with higher levels of surface acting than those with lower levels of surface acting.*

H_6: *Deep acting will weaken the relationship between customer mistreatment and emotional exhaustion. This weakening effect will be stronger for employees with higher levels of deep acting than those with lower levels of deep acting.*

H_7: Deep acting will weaken the relationship between customer mistreatment and rumination. This weakening effect will be stronger for employees with higher levels of deep acting than those with lower levels of deep acting.
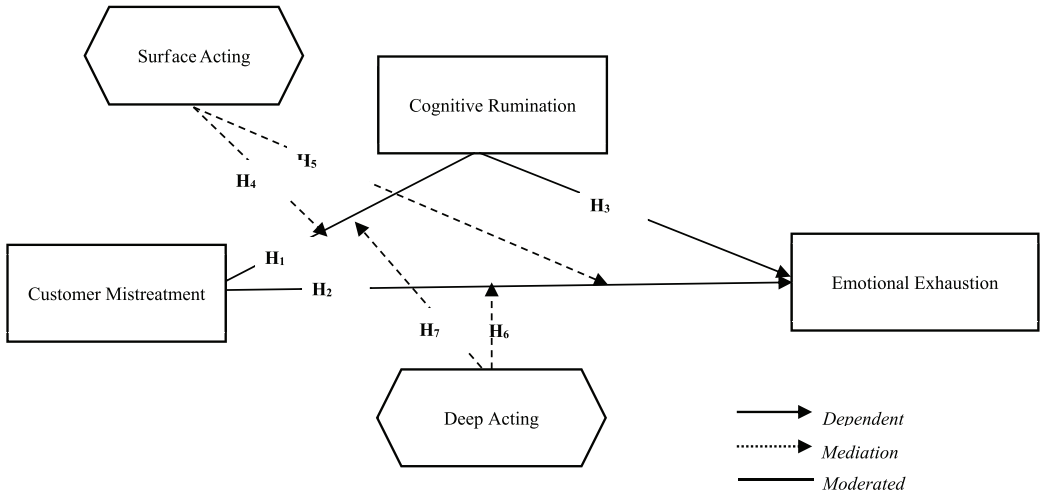

Figure 1. *Research Model Proposal*

Methodology

Study Site: Afyonkarahisar Local Restaurants

Afyonkarahisar is located in a prosperous location in terms of cultural and local food attractions. Different nations established many states in Anatolia, and various civilizations' historical and cultural remains are in Afyonkarahisar. In addition, the culinary culture constitutes the cultural tourism attraction of the province (Özdemir & Kervankıran, 2012: 136). There are restaurants in the province where very delicious products are produced. To this destiny, a survey questionnaire was distributed to local restaurant employees in Afyonkarahisar, using existing scales for the relevant variables.

Research Instrument

The survey questionnaire consists of two coalitions. The first coalition retains categorical inquiries to describe the participants' demographic characteristics. The second section includes statements about customer mistreatment, rumination, emotional exhaustion, surface acting, and deep acting. All objects in the two coalitions were calculated according to a five-point Likert scale ("strongly disagree" to "strongly agree"). In the analysis, the measurement

elements for customer mistreatment were obtained from a scale consisting of 18 statements by Wang et al. (2011), the measurement elements for rumination were obtained from a scale consisting of 6 statements by McCullough et al. (2007), the measurement elements for emotional exhaustion were obtained from a scale consisting of 5 statements by Wharton (1993), and the measurement elements for surface acting and deep acting were obtained from a ranking consisting of 8 statements by Brotheridge et al. (2003).

Sampling and Data Collection

This investigation aspires to define the mediating position of rumination in the effect of customer mistreatment on emotional exhaustion through surface acting and deep acting. The sampling technique was utilized in this study because it is challenging to contact the universe in terms of process, term, place, and cost. The simple random sampling method was chosen from the probability-based sampling methods. The G*POWER 3.1 was employed to determine the sample size (Faul et al., 2007; Ringle et al., 2015). As a consequence of the analysis, it was determined that the smallest sample size should be 98 (Power = 0.80, $f2$ = 0.15, α = 0.05). A sum of 420 surveys was distributed to parties between June 5th and November 20th, 2022, with 396 surveys deemed suitable for analysis. The aim of the study is not to generalize the universe but to examine the average conditions in order to obtain information on the subject (Yıldırım & Şimşek, 2005). The participants were provided information about the research objectives to guarantee that their responses to the survey were accurate.

Data Analysis

The current study employed a robust statistical method, PLS-SEM, the SmartPLS software to analyze the collected data. The PLS-SEM method was implemented in two stages, and firstly, the measurement model was utilized to assess the dependability and reality of the scales employed in the analysis. Secondly, the structural model examined the analysis variables' associations. The analysis included the examination of demographic characteristics, as well as the assessment of various statistical indicators such as reliability, validity, and goodness of fit. Additionally, effect size, discrimination validity, and cross-loading values were considered to deliver a thorough knowledge of the underlying associations between the study variables. These findings were presented in tabular format to aid in interpreting and understanding the results.

Confirmatory Tetrad Analysis (CTA) results are calculated with Confidence Interval (CI) Low and CI Up values for the tetrad values of the indicators. Suppose a "0" exists between the CI Low and CI Up values. In that case, it is understood that the variables show a reflective property. If there is no "0" between them, they show a (±) formative property. In any indicator

group, if there is a "0" between the CI Low and CI Up values, it is sufficient for that scale to be expressed reflectively (Hair et al., 2017: 45). In the CTA performed, it was determined that the CI Low and CI Up values of all variables are "0"; thus, it was concluded that the measurement model variables show reflective properties. The validity and reliability analysis of the variables used in the study was conducted in a way suitable for the reflective structure. The consistent PLS-SEM method was used as the analysis method in the Smart (PLS-SEM) statistical program (see Figure 1).

Table 1
Confirmatory Tetrad Analysis Result

Indicator	t-statistics	p-value	CI Low adj.	CI Up adj.	R/F
1: EE1,EE2,EE3,EE4	2.086	0.037	-0.054	0.558	Reflective
2: EE1,EE2,EE4,EE3	0.552	0.581	-0.260	0.405	
1: DA1,DA2,DA3,DA4	1.456	0.146	-0.119	0.498	Reflective
2: DA1,DA2,DA4,DA3	2.264	0.024	-0.004	0.521	
1: CM10,CM11,CM12,CM13	2.531	0.012	-0.059	0.359	Reflective
2: CM10,CM11,CM13,CM12	3.291	0.001	-0.831	0.031	
1: R1,R2,R3,R4	1.590	0.112	-0.099	0.355	Reflective
2: R1,R2,R4,R3	1.577	0.115	-0.427	0.111	
1: SA1,SA2,SA3,CM1	0.962	0.337	-0.307	0.128	Reflective
2: SA1,SA2,CM1,SA3	0.444	0.658	-0.249	0.168	

DA= Deep Acting, CM= Customer Mistreatment, R= Cognitive Rumination, SA= Surface Acting, EE= Emotional Exhaustion

In the literature (Anwar et al., 2022; Schaarschmidt et al., 2015) of social sciences, surveys used from a single source can potentially create a threat of bias. Therefore, whether the Common Method Bias threatens the interpretation of research results was evaluated. All items were subjected to a principal component factor analysis, and Harman's single factor test was applied (Fuller et al., 2016). It was determined that all items do not explain the 50% variance threshold with a single factor (39.1%) and that the research has no common method bias. The results also confirmed no high correlation between the variables and proved no common method bias, as Bagozzi et al. (1991) suggested.

To determine structures with outer VIF weights equivalent to or more generous than 5, the equality of regression test was carried out as presented by Kock and Lynn (2012) and Hair et al. (2021). According to the relevant results, it was determined that there are no problems of equality of regression in the outer VIF value of all structures and that the values are less than 5 (Hair et al., 2022).

Results

Demographic Findings

Of the participants, 56.6% were female, and 43.4% were male. When the age range of the participants was examined, it was seen that the highest participation was from the age

range of 36-45 years (33.3%), followed by the age range of 26-35 years (23.5%). When the participants' education levels were examined, 47.2% had a bachelor's degree, and 2% had a doctorate. When the income status of the participants was examined, 36.9% had a medium income. In comparison, 6.1% had a very low income (see Table 2).

Table 2
Demographic Findings

Variables	Category	n	%
Gender	Female	224	56.6
	Male	172	43.4
Marital Status	Married	223	56.3
	Single	173	43.7
Age	Ages between 18-25	59	14.9
	Ages between 26-35	93	23.5
	Ages between 36-45	132	33.3
	Ages between 46-55	79	19.9
	Ages between 56-60	28	7.1
	Ages 61 and older	5	1.3
Level of education	Primary Education	15	3.8
	Middle School	25	6.3
	High School	123	31.1
	University	187	47.2
	Master's Degree	38	9.6
	PhD	8	2.0
Perception of Income	Very low	24	6.1
	Low	43	10.9
	Middle	146	36.9
	High	127	32.1
	Very High	56	14.1

Measurement Model Analysis

The scale's reliability was examined employing Cronbach's Alpha and rho_A values. The values lived seen to be in the range of 0.940-0.985, indicating that scales with a value greater than 0.70 have good reliability. Accordingly, it can be said that the reliability of the research is sufficient. (Dijkstra & Henseler, 2015), and rho_A reliability coefficient was found in the range of 0.948-0.987 (Hair et al., 2017). It was concluded that the Cronbach Alpha reliability coefficient is above 0.70 for each scale, and the rho_A reliability values are above 0.70 and good. The indicator loadings were examined for indicator reliability, and it was determined that all scale item loadings were overhead 0.50. According to Fornell and Larcker (1981), if indicator loadings are above 0.50, the scale's convergent validity can be considered acceptable even if more than 50% of the integrated reliability values are due to an error. However, the Average Variance Extracted (AVE) and the integrated reliability (rho_C) values were also examined for scale fit. The AVE value was found to be in the range of 0.779-0.952, with a value of 0.50 or above required (Fornell & Larcker, 1981), and the rho_C value was found to

be in the range of 0.942-0.984, with a value of 0.60 or above required (Bagozzi & Yi, 1988) (see Table 3).

Table 3
Validity and reliability analysis results

Variables and Indicators	λ	$\overline{X}$	S.d	a	rho_A	rho_C	AVE
Customer Mistreatment (CM)*							
Our customers...							
Demand special attention.	0.950	3.220	1.458				
They are more critical than others.	0.944	3.264	1.473				
They want us to do things that they could do on their own.	0.745	2.756	1.144				
Vent their anger on us when their psychology is terrible.	0.948	3.225	1.476				
Please do not consider that we do our job within the rules of the business.	0.926	3.210	1.580				
Complain about us without any reason.	0.721	2.731	1.158				
Make excessive demands.	0.887	3.187	1.420				
Act impatiently.	0.943	3.223	1.499				
Yell at us.	0.749	2.720	1.113	0.985	0.987	0.984	0.779
Please speak to us aggressively.	0.963	3.140	1.515				
Get angry with us over minor issues.	0.933	3.259	1.500				
Argue with us constantly during the service.	0.757	2.697	1.158				
Refuse to listen to us in potentially harmful situations.	0.963	3.176	1.491				
Interrupt us while answering their questions.	0.925	3.256	1.511				
Make requests that we cannot fulfil.	0.755	2.777	1.118				
Make requests that are unrelated to the service offered.	0.979	3.184	1.461				
We need to improve our ability.	0.952	3.282	1.512				
Use condescending language during the service.	0.755	2.764	1.115				

Cognitive Rumination (R)*							
After our customer's mistreatment...							
I cannot stop thinking about what they did to me.	0.977	3.145	1.499				
Even when dealing with other things, I think about how these customers hurt me.	0.934	3.124	1.465				
I cannot stop thinking about the damage they caused me.	0.775	2.736	1.246				
I am increasingly overwhelmed by negative feelings about what they did to me.	0.989	3.225	1.453	0.966	0.972	0.966	0.826
Thoughts and emotions about how they hurt me continue to linger in my mind.	0.975	3.067	1.461				
The behaviour they displayed keeps coming to my mind.	0.775	2.723	1.191				
Emotional Exhaustion (EE)*							
After our customer's mistreatment...							
I sense emotionally exhausted from my employment.	0.888	3.231	1.461				
I suppose exhaustion when I wake up and encounter another day at an appointment.	0.930	3.145	1.617				
Performing with individuals all day is a responsibility for me.	0.708	2.754	1.223	0.940	0.948	0.942	0.766
I sense fatigued from my employment.	0.901	3.127	1.521				
I sense uneasy with my employment.	0.930	3.251	1.533				
Deep Acting (DA)*							
In my dealings with customers...							
I encounter the feelings I must offer clients.	0.961	2.902	1.600				
I handle the feelings I have to conduct toward others.	0.931	2.860	1.581				
I perform challenging to handle the feelings I require to offer clients.	0.969	2.891	1.649	0.978	0.979	0.978	0.919
I create the feeling that I need to offer clients.	0.972	2.961	1.678				
Surface Acting (SA)*							
In my dealings with customers...							
I hesitate to express my true feelings.	0.940	2.850	1.653				
I act as if I have emotions that I do not have.	0.994	2.881	1.701	0.983	0.984	0.983	0.952
I conceal my real emotions about a problem.	0.991	2.821	1.659				

*5-point Likert scale format was used. (1 = strongly disagree, 3 = undecided, 5 = strongly agree,

X̄=Mean, S.d=Standard Deviation, λ=Factor Loads, α=Cronbach Alpha, rho_C=Integral Reliability, AVE= Average Variance Extracted

The Fornell Larcker criterion ($\sqrt{AVE}$) was calculated to determine the discriminant validity of the scales. Upon examining the correlation loadings between variables, it was found that all variables had $\sqrt{AVE}$ values lower than the first stage of discriminant validity (Fornell & Larcker, 1981) (see Table 4).

Table 4
Fornell Larcker Criterion and HTMT Ratio Result

Variables	√AVE					HTMT				
	DA	CM	R	SA	EE	DA	CM	R	SA	EE
DA	**0.958**					-				
CM	-0.728	**0.883**				0.722	-			
R	-0.565	0.537	**0.909**			0.562	0.527	-		
SA	0.182	-0.151	-0.202	**0.976**		0.182	0.145	0.200	-	
EE	-0.808	0.845	0.722	-0.172	**0.875**	0.806	0.842	0.721	0.167	-

DA= Deep Acting, CM= Customer Mistreatment, R= Cognitive Rumination, SA= Surface Acting, EE= Emotional Exhaustion
Note: Values in bold are the square root results of the average variance extracted (√AVE)

The Heterotrait Monotrait Ratio (HTMT) values' second stage of discriminant validity was also examined. HTMT coefficients encompass the average correlations of all statements related to the same variables and the geometric means of correlations of statements related to identical variables (Henseler et al., 2015). Upon examining the HTMT results, it was found that all values were below 0.85, indicating that the average correlation values of the variables are below 0.85, thus demonstrating discriminant validity (Voorhees et al., 2016) (see Table 4).

Table 5
Results of Cross-Loading Values

Indicators	EE	DA	CM	R	SA
EE1	**0.888**	-0.668	0.746	0.690	-0.202
EE2	**0.930**	-0.788	0.760	0.652	-0.202
EE3	**0.708**	-0.564	0.627	0.513	-0.012
EE4	**0.901**	-0.704	0.766	0.670	-0.156
EE5	**0.930**	-0.790	0.788	0.626	-0.155
DA1	-0.782	**0.961**	-0.700	-0.535	0.191
DA2	-0.757	**0.931**	-0.665	-0.520	0.170
DA3	-0.785	**0.969**	-0.726	-0.543	0.151
DA4	-0.772	**0.972**	-0.698	-0.568	0.186
CM1	0.797	-0.638	0.950	0.520	-0.159
CM2	0.794	-0.753	**0.944**	0.513	-0.149
CM3	0.652	-0.551	**0.745**	0.365	-0.085
CM4	0.785	-0.627	**0.948**	0.533	-0.158
CM5	0.783	-0.746	**0.926**	0.497	-0.186
CM6	0.641	-0.549	**0.721**	0.338	-0.063
CM7	0.733	-0.567	**0.887**	0.502	-0.197
CM8	0.799	-0.743	**0.943**	0.502	-0.136
CM9	0.661	-0.555	**0.749**	0.359	-0.041
CM10	0.807	-0.643	**0.963**	0.527	-0.179
CM11	0.782	-0.750	**0.933**	0.509	-0.148
CM12	0.649	-0.542	**0.757**	0.391	-0.088
CM13	0.781	-0.639	**0.963**	0.568	-0.181
CM14	0.791	-0.744	**0.925**	0.483	-0.152
CM15	0.655	-0.533	**0.755**	0.379	-0.029
CM16	0.802	-0.640	**0.979**	0.564	-0.155

Table 5
Results of Cross-Loading Values

Indicators	EE	DA	CM	R	SA
CM17	0.808	-0.753	**0.952**	0.506	-0.163
CM18	0.651	-0.524	**0.755**	0.385	-0.047
R1	0.704	-0.541	0.526	**0.977**	-0.234
R2	0.666	-0.536	0.502	**0.934**	-0.195
R3	0.567	-0.441	0.405	**0.775**	-0.155
R4	0.719	-0.551	0.535	**0.989**	-0.198
R5	0.683	-0.564	0.543	**0.975**	-0.182
R6	0.588	-0.433	0.397	**0.775**	-0.127
SA1	-0.168	0.176	-0.147	-0.185	**0.940**
SA2	-0.164	0.175	-0.142	-0.207	**0.994**
SA3	-0.173	0.183	-0.151	-0.199	**0.991**

DA= Deep Acting, CM= Customer Mistreatment, R= Cognitive Rumination, SA= Surface Acting, EE= Emotional Exhaustion

The study examined the cross-loading values and measurement elements of each structure. It is expected that the correlation loadings between the statements of each scale will be higher than the other correlation loadings for discriminant validity. A cross-loading value more significant than 0.70 is expected (Hair et al., 2019; Ghozali & Latan, 2015) (see Table 5). The cross-loading values in the research were found to be more significant than 0.70, and discriminant validity was ensured.

Table 6
Fit Measures of The Research Model

	Saturated Model	Critical Value	Reference
SRMR	0.066	0.08	Hu & Bentler, 1999
d_ULS	2.922	0.05	Henseler et al., 2015
d_G	4.623	0,05	
X^2	8.277.527	-	Dijkstra & Henseler, 2015
NFI	0.678	0.80	Lohmöller, 1989
rms Theta	0.212	0,12	Henseler et al., 2009
GoF	0,726	0,36	Tenenhaus et al., 2005

The chi-square (X^2) value of the research model was 8.277.527. The standardized root means square residual (SRMR) value, which is an absolute measure of the average size of the differences between observed and expected correlations, was 0.066 ($\leq$0.08) (Hu & Bentler, 1999). The normed fit index (NFI) value was calculated as 0.678 ($\leq$0.80) (Byrne, 1994). The d_ULS and d_G were also determined as 2.922 and 4.623, respectively. They were observed to be higher than the original values of the complete fit criteria (Dijkstra & Henseler, 2015). The research model's fit goodness values, the rmsTheta criteria, are higher than 0.12 (0.212) (Henseler et al., 2009). The GoF value was also higher than 0.36 (0.726) (Tenenhaus et al., 2005). As a result, it has been determined that the fit goodness values of the research model are acceptable (see Table 6).

Structural Model Analysis

When the variance inflation factor (InnerVIF) values are examined during the structural equation modelling process of the research model, it is understood that the values are below 5, and there is no linearity problem (Henseler et al., 2009). The effect size coefficient, f^2, is used to evaluate the size of the effect between variables (Wong, 2013), and the expected value for this coefficient is $0.02 \leq f^2 \leq 0.35$ (Sarstedt et al., 2017). In this study, the f^2 value was between 0.003 and 0.505. The model's determination coefficient (R^2) shows how much an external structure can explain an internal structure. The R^2 value is expected to be between 0 and 1. Weights between 0.75 and 0.50 indicate a high to medium explanation rate, while weights between 0.25 and 0 show a low explanation rate (Sarstedt et al., 2017). The R^2 value for the model indicates that rumination is explained at a level of 3.8%. In comparison, productive counter behaviour is explained at 8.6%.

The PLS analysis method was utilized in the research, and blindfolding analysis was carried out to calculate (Q^2). The t-values were calculated by taking 5000 subsamples through resampling (bootstrapping) to evaluate the effectiveness of the PLSc path coefficients. The prediction power coefficients (Q^2) calculated for endogenous variables should be greater than zero (Hair et al., 2017). In this context, it was resolved that the research model could predict the "rumination and emotional exhaustion" variables (see Table 7).

Tablo 7
Structural Model Analysis Results

	InnerVIF		f^2		R^2	Q^2
	R	E	R	EE		
DA	2.338	2.505	0.071	0.292		
CM	2.435	2.585	0.062	0.505		
R		1.614		0.467	0.381	0.295
SA	1.055	1.074	0.018	0.003		
EE					0.860	0.646

DA= Deep Acting, CM= Customer Mistreatment, R= Cognitive Rumination, SA= Surface Acting, EE= Emotional Exhaustion,

To examine the average size of the error for endogenous variables and to reveal the differences between them, the absolute error value (MAE) (PLSPredict) was analyzed. According to the consequences of the PLSPredict analysis, when the MAE weights of the dependent variables, PLS-MAE and LV-MAE, are compared, the LV-MAE values should have a higher ratio than the PLS-MAE values, and the PLS and LV Q^2 predict values should be taller than 0 (Hair et al., 2017). In this analysis, when the PLS-MAE and LV-MAE values of the dependent variables were compared, it was found that the LV-MAE values had a higher ratio than the PLS-MAE values and that the PLS and LV Q^2 prediction values were higher than 0. Therefore, it was concluded that the prediction power of the relevant dependent variables was sufficient.

Tablo 8
Structural Equation Model Results

HYPOTHESIS		ß	X̄	S.D.	t	p	R
H1	CM -> R	0.305	0.320	0.103	2.972	0.003**	√
H2	CM -> EE	0.427	0.436	0.064	6.721	0.000***	√
H3	R -> EE	0.325	0.319	0.054	6.018	0.000***	√
H4	CM*SA -> R	0.098	0.097	0.049	1.995	0.047*	√
H5	CM*SA -> EE	-0.045	-0.042	0.023	1.959	0.05*	√
H6	CM*DA -> EE	0.091	0.084	0.046	1.976	0.049*	√
H7	CM*DA -> R	-0.117	-0.129	0.092	1.274	0.203	X

DA= Deep Acting, CM= Customer Mistreatment, R= Cognitive Rumination, SA= Surface Acting, EE= Emotional Exhaustion, **p>0,05*p>0,01**, p>0,001*** ß=Beta, X̄=Mean, S.S.= Standard Deviation, R=Result

According to the path analysis results, it was determined that affective customer mistreatment has a significant positive effect on cognitive rumination (ß=0.305, p<0.05) and emotional exhaustion (ß=0.427, p<0.05). Therefore, hypotheses H_1 and H_2 are supported. Cognitive rumination has a significant positive effect on emotional exhaustion (ß=0.325, p<0.05). Accordingly, hypothesis H_3 is supported (see Table 8). The research model results are shown in Figure 2.

Table 9
Structural Equation Model Indirect Effect Results

	ß	X̄	S.D.	t	p
CM -> R -> EE	0.099	0.101	0.034	2.880	0.004**
CM -> EE	0.099	0.101	0.034	2.880	0.004**

CM= Customer Mistreatment, R= Cognitive Rumination, EE= Emotional Exhaustion, **p>0,05*p>0,01**, p>0,001*** ß=Beta, X̄=Mean, S.S.= Standard Deviation, R=Result,

Baron and Kenny (1986) state that exogenous variables must significantly affect endogenous variables for a mediation effect. When a mediating variable is contained in the sample, it is vital to ensure that the endogenous variables have a significant effect on the mediating variables and that the mediating variables have a significant effect on the endogenous variables. When examining the values in Table 9, it was found that the cognitive rumination (ß= 0,099, p>0,05) shows a moderated effect on the customer mistreatment variable on emotional exhaustion.

Surface acting will weaken the relationship between customer mistreatment and rumination. This weakening effect will be stronger for employees with higher levels of surface acting than those with lower levels of surface acting (ß=0,098, p<0.05). Therefore, the H_4 hypothesis is supported. The graphic created through Smart PLS showing the significant moderating effect is displayed in Figure 2.
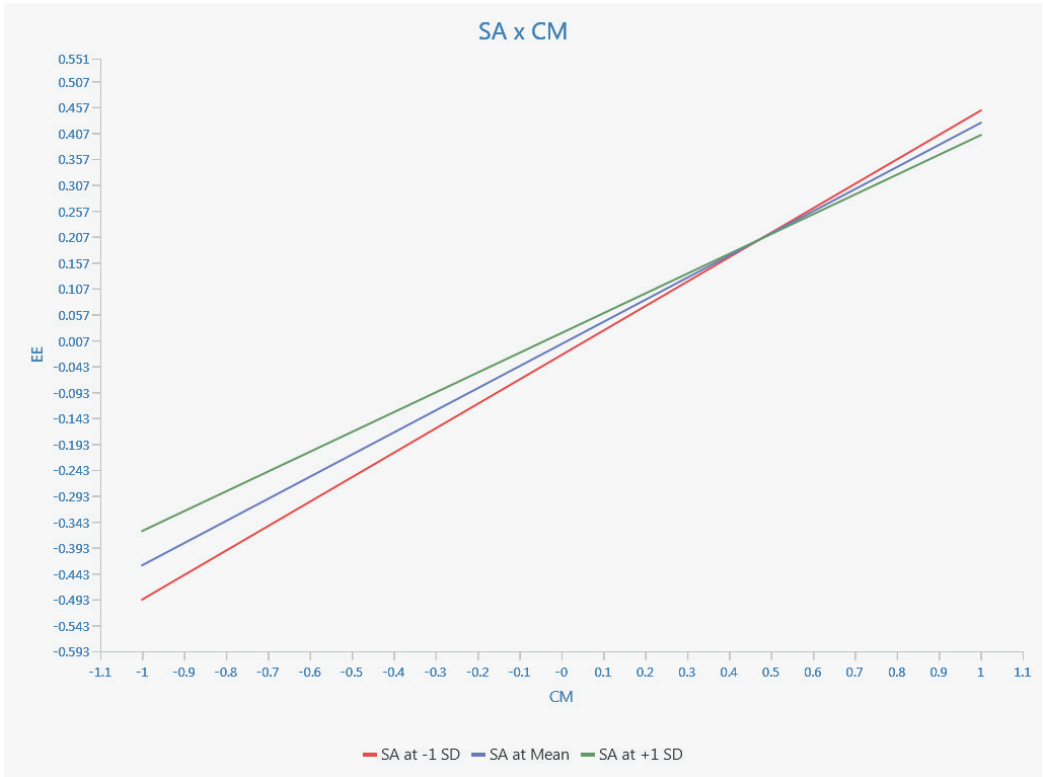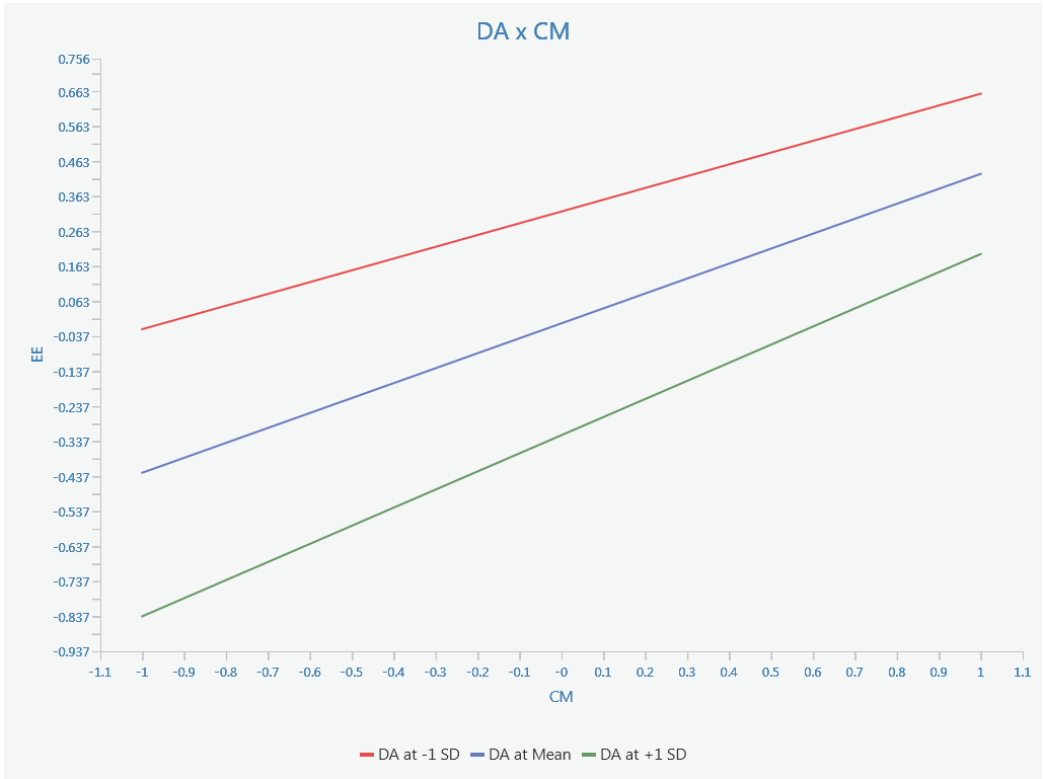
Figure 2. H_4 Slope Graph

Surface acting will weaken the relationship between customer mistreatment and emotional exhaustion. This weakening effect will be stronger for employees with higher levels of surface acting than those with lower levels of surface acting (ß=-0,056, p<0.05). Therefore, the H_5 hypothesis is supported. The graphic created through SmartPLS showing the significant moderating effect is displayed in Figure 3.

Figure 3. H_5 Slope Graph

Deep acting will weaken the relationship between customer mistreatment and emotional exhaustion. This weakening effect will be stronger for employees with higher levels of deep acting than those with lower levels of deep acting (ß=0.091, p<0.05). Therefore, hypothesis H_6 is supported. The graph showing the significant moderating effect created through Smart PLS is displayed in Figure 4.

Figure 4. H_6 Slope Graph

Deep acting will weaken the relationship between customer mistreatment and rumination. This weakening effect will be stronger for employees with higher levels of deep acting than those with lower levels of deep acting (ß=-0.117, p>0.05). Consequently, hypothesis H_7 is not supported. The graph showing the insignificant moderating effect created through Smart PLS is displayed in Figure 5.
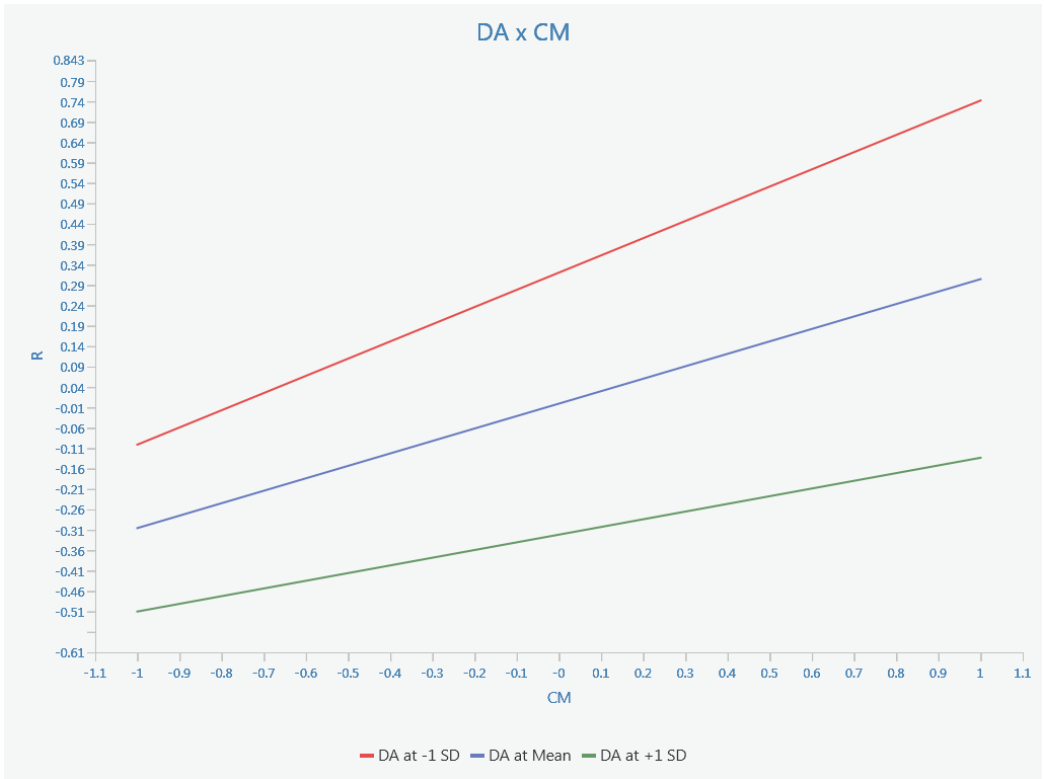
Figure 5. H$_7$ Slope Graph
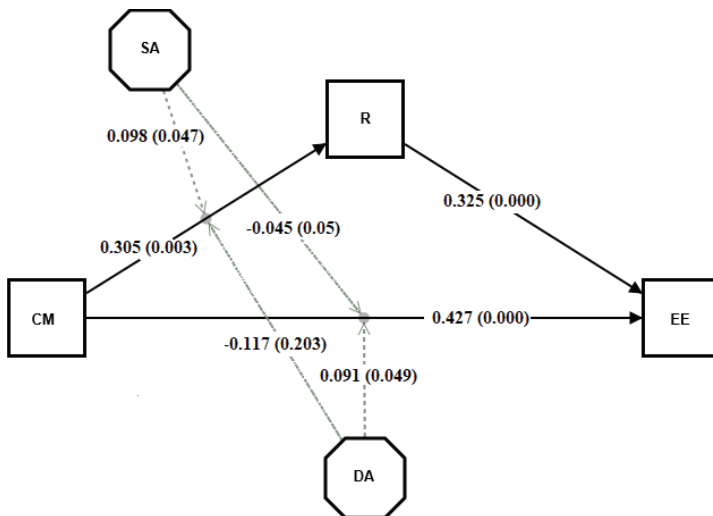
Figure 5. Research Model Results

Conclusion and Implications

Research shows customer mistreatment directly and positively affects cognitive rumination and emotional exhaustion. Specifically, when customers are mistreated, they tend to engage in rumination and experience emotional exhaustion. Furthermore, the results suggest that cognitive rumination has an immediate and significant positive effect on emotional exhaustion. Individuals who ruminate about a negative experience are also likely to experience emotional exhaustion. The results of the path analysis support hypotheses H1, H2 and H3, which state that affective customer mistreatment leads to cognitive rumination and emotional exhaustion and that cognitive rumination leads to emotional exhaustion. These findings are consistent with previous research (Ahmed et al., 2021; Baranik et al., 2014; Baranik et al., 2017; Diefendorff et al., 2019; Goussinsky, 2020; Greenbaum et al., 2014; Hu et al., 2018; Luo & Bao, 2013; Karing & Beelmann, 2018; Soenen et al., 2019; Van Jaarsveld et al., 2010; Wang et al., 2013; Wang et al., 2022).

Based on the information provided, the study suggests that surface and deep acting influence the relationship between customer mistreatment, rumination and emotional exhaustion among employees. The study also suggests that the relationship between customer mistreatment and rumination may be weaker for employees who engage in higher levels of surface acting than those who engage in lower levels of surface acting. Furthermore, the study suggests that the effect of customer mistreatment on emotional exhaustion via rumination may also be weaker for employees who engage in high levels of surface acting than for employees who engage in low levels of surface acting. In addition, the research suggests that deep acting weakens the indirect effect of emotional exhaustion on employees exposed to customer mistreatment and rumination. This effect may be more pronounced for employees with higher levels of deep acting than those with lower levels of deep acting. The research also suggests deep acting may weaken the relationship between customer mistreatment and employee rumination. This relationship is weaker for employees with higher levels of deep acting than those with lower levels of deep acting.

Theoretical and Practical Implications

The study has theoretical and practical implications for organizations in the service sector. The findings support the Job Demands-Resources model by showing that customer mistreatment can lead to burnout through rumination and emotional exhaustion. The study also contributes to emotion regulation theories by highlighting the moderating effects of surface acting and deep acting on negative outcomes of customer mistreatment. In addition, the study sheds light on the mediating role of rumination in the relationship between customer mistreatment and emotional exhaustion.

Organizations should implement training programmes to help staff deal with client abuse, including teaching adaptive strategies such as deep acting. To address the root causes of

mistreatment, organizations may need to implement policy changes, provide staff training and empower employees to respond to and report mistreatment. Workplace interventions such as mindfulness programmes and flexible schedules can help employees cope with the aftermath, such as rumination and exhaustion. Employee assistance programmes can provide counselling and mental health resources for those suffering from burnout or other issues related to customer abuse. Selection and screening procedures can also assess applicants' ability to regulate emotions and adapt to demanding customer-facing roles. Regular monitoring of employee well-being can help organizations identify problems before they become serious. Overall, the study highlights the need for organizations to take responsibility for the well-being of their employees by implementing preventative measures and providing resources for dealing with customer mistreatment.

Limitations and Recommendations for Future Research

It is suggested that future researchers conduct comparative studies between advanced and developing governments and consider using gender as a potential moderator variable to examine differences in rumination by gender. In addition, it may be advisable to include other moderators in the analysis in addition to deep acting and surface acting, which are currently included as moderators in the effect of Customer Mistreatment on Emotional exhaustion through rumination. For the industry, particularly for employees in service operations, it is suggested that managers organize various training to help employees cope with the stress caused by customer mistreatment and avoid loss of motivation. The studies (Baranik et al., 2014; Grandey, 2003; Green, 2009; Hari & Chao, 2019; Lan et al., 2022; Lavelle et al., 2019) were examined, and it was determined that their results were similar to the results of the relevant research.

Consider a more extensive sampling size; it can improve the study's statistical power and make it more likely to detect significant relationships between variables. Use a more diverse sample; a more diverse sample, including individuals from different age groups, education levels, and cultural backgrounds, could help to improve the generalizability of the conclusions to a broader area range of individuals. Incorporate multiple measures; using multiple measures of the same construct (e.g., self-report surveys and behavioural measures to assess rumination) can supply a better complete and robust performance of the construct. Consider other relevant variables; it may be helpful to consider other variables that could influence the relationship between customer mistreatment, rumination, emotional exhaustion, surface acting, and deep acting. For example, personal characteristics such as emotional intelligence or resilience could affect how individuals respond to customer mistreatment. Replicating the study in different contexts or with different samples can confirm the findings' robustness and generalizability. Importance for training; consider the practical implications of the analysis's findings for organizations and employees.

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