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The role of Emotional Labour and Social Support in the relation between Customer Incivility and Work Engagement

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Resumo

Recentemente, a literatura sobre o trabalho emocional tem crescido significativamente, em grande parte devido à forma como este afeta o bem-estar dos trabalhadores. Este estudo centra-se nos empregados de mesa, que estão frequentemente expostos a maus-tratos por parte dos clientes, obrigando-os a regular as suas emoções para manter uma atitude profissional. O presente estudo pretende, por isso, explorar a relação entre a incivilidade por parte dos clientes e o *engagement* por via do trabalho emocional, focando-se em duas estratégias: *deep acting* (modificação dos sentimentos internos), e *surface acting* (regulação das expressões emocionais). Além disso, este estudo também analisa o impacto do apoio social dos colegas na relação entre a incivilidade por parte dos clientes e o trabalho emocional. A recolha de dados foi feita através de um questionário online a empregados de mesa a trabalhar em Portugal. Com uma amostra de 197 participantes, os resultados não mostraram uma relação significativa entre a incivilidade por parte dos clientes e o *deep acting*. No entanto, foi observada uma associação significativa entre a incivilidade por parte dos clientes e o *surface acting*. Ademais, os resultados revelaram que o *deep acting* não tem um papel mediador na relação entre a incivilidade por parte dos clientes e o *work engagement*, ainda que o *surface acting* tenha. Para além disso, os resultados mostraram que o apoio social dos colegas modera a relação entre a incivilidade por parte dos clientes e o *deep acting*. Contrariamente às expectativas, a relação entre a incivilidade por parte dos clientes e o *surface acting* não enfraquece com níveis elevados de apoio social. Este estudo sublinha a importância do trabalho emocional no sector da restauração, ilustrando diferentes respostas à incivilidade por parte dos clientes e realça o apoio social como um recurso para os empregados de mesa. Os resultados oferecem sugestões para melhorar o bem-estar dos trabalhadores no sector da restauração.

Palavras-chave: trabalho emocional, incivilidade por parte dos clientes, *deep acting*, *surface acting*, apoio social dos colegas, *work engagement*.

Classificação JEL: O15 (Economic Development: Human Resources; Human Development; Income Distribution; Migration), I31 (Welfare, Well-Being, and Poverty: General Welfare; Well-Being)

Abstract

Recently, the literature on emotional labour has grown significantly, largely due to its impact on employee well-being. This study focusses on waitstaff, who are frequently exposed to customers mistreatment, and often need to regulate their emotions to maintain a professional attitude. It aims to explore the relationship between customer incivility and work engagement through emotional labour, focusing on two primary strategies: deep acting, (modifying internal feelings), and surface acting, (regulating outward expression). Additionally, this study also examines how social support from colleagues impacts the relation of customer incivility with emotional labour. Data was collected through a self-report questionnaire distributed online to waitstaff in Portugal. With a sample of 197 participants, no significant relationship was found between customer incivility and deep acting. However, a significant association was observed between customer incivility and surface acting. Furthermore, deep acting did not mediate the relationship between customer incivility and work engagement, while surface acting did. Besides, results showed that social support from colleagues strengthened the association between customer incivility and deep acting. Contrary to expectations, the relationship between customer incivility and surface acting did not weaken at high levels of social support. This study underscores the importance of emotional labour in the restaurant sector, illustrating different responses to customer incivility and emphasising social support as a resource for waitstaff. The results offer suggestions for enhancing employee well-being in the restaurant sector.

Keywords: emotional labour, customer incivility, deep acting, surface acting, social support from colleagues, work engagement.

JEL Classification: O15 (Economic Development: Human Resources; Human Development; Income Distribution; Migration), I31 (Welfare, Well-Being, and Poverty: General Welfare; Well-Being)

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Chapter 4. Discussion

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List of Abbreviations

ESM	Experience Sampling Method
COR	Conservation of Resources Theory
JD-R	Job Demands-Resources

Introduction

The restaurant sector within the hospitality industry is recognized for its demanding nature, involving extended working hours and significant workloads (Xu et al., 2020). This demanding nature often requires individuals to suppress negative emotions and display positive expressions, such as cheerfulness and friendliness, to adhere to service standards or display rules (Choi et al., 2019). This masking of emotions is commonly related to the concept of emotional labour that is defined by Hochschild as the “management of feeling to create a publicly observable facial and bodily display” (1983, p.7). Additionally, in order for individuals to meet hospitality organizations’ rules about showing emotions – (which need a careful balance of hiding inner negative feelings and showing a happy face outside) they start to deplete their emotional resources (He & Hao, 2022), which results in a rapid decline in an individual's overall well-being (Choi et al., 2019).

Furthermore, the interaction between customers and employees is centred around the perspective that the emotional aspect is commonly required, although it may not be in the formal job requirements (Goldberg & Grandey, 2007). In this sense, according to Goldberg and Grandey (2007), exist a “customer sovereignty” that dictates customers should be treated with courtesy and as if they are always right. In parallel, customer have no formal obligation to show good manners or pleasant behaviour. In other words, exist an uneven exchange between customers and service employees, in which customers have more freedom to express anger towards a service employee and this one need to supress felt anger toward customers. These authors indicate that the reason is because customers have numerous options when selecting where to go, and organizations are eager to retain their customers. Hence, they require waitstaff to maintain a friendly and polite approach, even in the face of challenging or disrespectfulness (i.e. incivility) from customers.

Customer Incivility is considered a low-intensity deviant behaviour (Sliter et al., 2012), that can result in perceived insult or harm to service providers, and such behaviour may directly and negatively impact employee effectiveness, potentially leading to an increase in counterproductive behaviours (Hur et al., 2021). Additional, according to Hur et al. (2021) customer incivility is considered detrimental to employee outcomes, since the rules for emotional expression are more explicit for customer interactions, comparing with incivility from coworker for example, leading employees to fake their emotions when interacting with

customers. Therefore, customer incivility tends to increase stress for service employees and emotional exhaustion, since they must interpret the uncivil behaviours while struggling over an adequate response (Sliter et al., 2012).

This highlights the need to further explore the association between customer incivility and waitstaff employee outcomes. Along with, to understand these dynamics we refer to Job Demands-Resources (JD-R) model, considering that according to this theory, employee outcomes are determined by job demands and resources (Demerouti et al., 2001; Schaufeli et al., 2002), and the Conservation of Resources (COR) theory, in which it argued that individuals behave in ways to conserve energy and resources (Hobfoll, 1989). In this regard, Job demands, such as customer incivility, can entail excessive cognitive or emotional effort from service employees, resulting in emotional exhaustion. These job demands deplete service employees' emotional resources and inhibit them to deliver high-quality customer service, affecting their customer-oriented behaviours (Hur et al., 2021; Sliter et al., 2010). Simultaneously, job resources such as support from colleagues are essential for employees, given that it helps reduce the detrimental effect of rude customer encounters (Othman & Nasurdin, 2013) and increase their range of resources necessary for the regulation of emotions (Jolly et al., 2020). Therefore, in the service industries, when service employees suppress their emotions excessively or when emotional expression requirements contradict their feelings, it can deplete personal resources, leading to resource exhaustion and decreased work engagement (Björk et al., 2021). Essentially, work engagement gives employees the energy they need to actively help customers, especially during difficult interactions (Zhu et al., 2019).

Nonetheless, the emotional labour's effect on the well-being of waitstaff remains largely unexplored, even though consistent research evidence indicates that service employees typically face underpayment, excessive workloads, inadequate training, and high levels of stress (Al-Hawari et al., 2020). Hence, there is a notable absence of research focusing on waitstaff regarding emotional labour (Yang & Chen, 2020).

In this context arises the present research work with the objectives to comprehensively analyse the role of emotional labour on waitstaff well-being within the hospitality industry. More specifically, this study focuses on two emotion regulation strategies (deep acting and surface acting) used by employees, and how these strategies align with cases of customer incivility and the effect experienced by employees and its implications for employee work engagement. As well as the role of social support as a resource used to cope with the demand

of customer incivility on emotional labour, ultimately fostering a positive work atmosphere in the hospitality sector. In addition, this study contributes to the literature by examining the implications of customer incivility on emotional labour strategies and how they are managed by the employees, as well as its implication on their work engagement. Accordingly, to enhance understanding of the research question, the next chapter will provide a literature review that contextualizes the study and outlines its key themes (customer incivility, deep acting, surface acting, social support from colleagues and work engagement), that which frame the research hypotheses. Following this, the chapter will detail the method used for conducting the operationalization of variables. The study results will then be presented. Finally, the chapter will discuss the study's main conclusion, limitation, and propose directions for future research, along with its implications for both academic and organizational contexts.

Chapter 1. Theoretical Framework

1.1. Emotional Labour and its Strategies

In the field of sociology, the concept of emotional labour, which involves regulating emotions when interacting with others in a professional capacity, was first introduced by Hochschild in 1983 (Grandey & Gabriel, 2015). This concept was thoroughly explored in Hochschild (1983) influential book, “The Managed Heart”. The author emphasized that emotional labour is a crucial component of employee effectiveness, necessitating workers to control their emotions in order to exhibit socially acceptable behaviours during customer interactions. Hochschild was the first researcher to provide empirical evidence of emotional labour in everyday job positions as well. As a result of this author pioneering research, emotional labour has become an area for further study and scrutiny (He & Hao, 2022).

Furthermore, Hochschild (1983) observed two different strategies used by employees to manage emotions. The first one is through deep acting, where one intentionally modifies feelings to express the required emotion, and through surface acting, where one regulates the emotional expressions. According to Grandey (2000), deep acting, involves changing internal emotions using techniques like cognitive reappraisal or positive thinking. Moreover, deep acting is considered an antecedent-focused regulation that involves adjusting the situation or one's perception prior to experiencing an emotional response, (Gross, 1998) and entails the effort to align one's real emotions with the expected display rules (Ashforth & Humphrey, 1993; Brotheridge & Lee, 2002; Hochschild, 1983). That is to say that deep acting involves a genuine attempt to regulate emotions by matching outward expression and inner emotions with role expectations (Diefendorff et al., 2011). At the same time, an employee may alter where his attention is directed and how they perceive the situation which is considered “deep” because it involves changing internal thoughts and feelings in order to make the outward expression more authentic. In this regard, Grandey (2000), argued that engaging in deep acting through reappraisal or self-talk is referred to as a form of emotional labour done in “good faith” to demonstrate the employee's positive intentions towards the organization. Nevertheless, this author also indicated that the impact of this regulatory process on the individual remains uncertain.

Simultaneously, the other strategy, surface acting, involves employees altering their displayed emotions to meet organization expectations, regardless of how they feel. Moreover, surface acting focuses on changing external behaviours like facial expressions and body

language. Considering the emotion regulations theory from Gross (1998) surface acting is contemplated as response-focused regulation that involves changing the emotional response that has already occurred. In different terms, surface acting involves someone altering how to display their emotions externally without changing how they truly feel inside (Ashforth & Humphrey, 1993; Brotheridge & Lee, 2002; Hochschild, 1983). Thus, surface acting has often been described as a more cynical or insincere approach to emotion management, where employees follow the outward requirements of emotional display without genuinely feeling the emotions they express (Diefendorff et al., 2011).

Additionally, an employee could fake a smile to appear pleasant when they are feeling disinterested or put on a sympathetic attitude to be courteous to an annoying customer, which allows organizations to ensure that customers always feel the expected emotional responses, regardless of the employee's actual feelings (Grandey, 2000). Therefore, Hochschild (1983), noted that surface acting could lead to increased stress for employees. This stress can arise when people are uncomfortable with being insincere, or when consistently pretending to feel differently than they do leads to emotional strain over time.

Also, it is stated in the emotional labour literature that display rules are essential in influencing how employees express their emotions. These guidelines help regulate their feelings to support achieving organizational goals, such as boosting customer satisfaction and fostering team spirit (Diefendorff et al., 2011). Moreover, individuals are considered to be engaging in emotional labour when they control their emotions for payment. Put simply, service employees are required to show specific emotions (such as happiness) and suppress others (like rage) when dealing with customers in order to meet job demands and organizations guidelines (Groth et al., 2009).

Expanding on Hochschild's research from 1983, Grandey and Gabriel (2015) characterized emotional labour as belonging to a specific job type, involving the emotional work or effort required to perform a job, and the interpersonal expressions that result from this effort, where showing positive emotions while hiding negative ones (often referred to as “smiling service”, Grandey & Gabriel, 2015) is expected. In simple terms, there are three separate components involved: emotional requirements, emotion regulation, and emotion performance. Furthermore, Grandey and Gabriel (2015) delve into these three components, with the first one being emotional requirements, that usually includes assessing how employees view the display rules in their jobs, which may differ based on job category and personal traits. The second

component, emotion regulation, is the effort applied by the employee, in attempting to fulfil the socioemotional demands of the job. Ultimately, the third component, emotion performance, occurs when employee expressions align with the emotional requirements of the job (Grandey & Gabriel, 2015). Additionally, initial studies (Wharton, 1993) focused on emotional labour as the outward displays of emotions shown to others, whether authentic or fake. Therefore, researchers frequently concentrate on emotional labour as a category of job that has high customer or emotional demands (Yang & Chen, 2020).

In the field of emotional labour, researchers typically examine emotional events by looking at how employees interact with unfriendly or impolite customers, causing a conflict between their own emotions and the emotions they are expected to display (Grandey & Gabriel, 2015). Employees may depersonalize customers to distance themselves from emotional expenditure at work when organizational demands require a significant amount of effort in expressing or suppressing emotions (Grandey, 2000). In their study, Grandey and Gabriel (2015) observed that employees tend to engage in surface acting rather than deep acting when they feel unfairly treated by customers. Additionally, employees reported using more surface acting and less deep acting on days when customers were less pleasant, based on person-level survey, one experience sampling method (ESM) study, and laboratory experiments with call centre simulations. Therefore, manipulated emotional events, such as customer incivility, quickly decreased positive mood, leading to an increase in surface acting and a slower transition to deep acting (Grandey & Gabriel, 2015).

1.2. Customer Incivility and Emotional Labour

In 1994, Christopher Lovelock introduced the concept of customer incivility by referring to disruptive customers as "jay customers" due to their thoughtless or abusive behaviour. These customers might lodge complaints to make use of service recovery procedures, violate regulations, or behave in a disrespectful manner. Lovelock's (1994) perception has been applied in different service industries, such as hospitality, where many customer service workers have seen or dealt with aggressive customer behaviour. Furthermore, Sliter et al. (2010) define customer incivility as a "low-intensity deviant behaviour, perpetrated by someone in a customer or client role, with ambiguous intent to harm an employee, in violation of social norms of mutual respect and courtesy" (p. 468).

Moreover, as previously noted, incivility involves intentional behaviours with the ambiguous intent to harm (Sliter et al., 2010) thus, the literature fits incivility into two categories: workplace mistreatment and daily hassles. Workplace mistreatment as was defined by Andersson and Pearson (1999) is a “low-intensity deviant behaviour with ambiguous intent to harm the target, in violation of workplace norms for mutual respect” (p. 457), in parallel, daily hassles refer to irritating or distressing occurrences harmful to well-being experienced on a day-to-day basis, such as familial issues, time pressure, or workplace stressors (Sliter et al., 2010). Accordingly, incivility aligns with daily hassles, especially in the service industry where dealing with rude and disrespectful individuals is a frequent occurrence. Additionally, minor incidents like the omission of a “thank you” or a customer talking on a cell phone may seem trivial but can significantly impact a person's well-being over time (Sliter et al., 2010).

Therefore, holding jobs in customer-facing roles can be extremely demanding, particularly with the notable rise in the employees for these positions in recent years. This surge in service-related jobs exposes more employees to the daily stressors and hassles associated with customer service positions (Sliter et al., 2012). Employees who devote time, effort, and energy to meet customers' needs may still experience arrogant, abusive, or uncivil mistreatment during service interactions (Chaudhuri et al., 2023). Also, service employees are vulnerable due to their limited power compared to customers, as the concept of customer service often tips the balance of power in favor of the customer. Organizations rely on customers for their success, giving these individuals a significant amount of power. Thus, customers today understand their influence in the relationship between consumers and providers, acknowledging the many options available and utilizing their influence to request highest service and competitive pricing. As a result, more and more workers in the service industry are experiencing rude behaviour from customers in their everyday interactions (Sliter et al., 2010).

Furthermore, working in service positions that involve regular interactions with people can be highly stressful. This surge in service-related jobs exposes more employees to the daily stressors and hassles associated with customer service positions (Sliter et al., 2012). Thus, an isolated incident of incivility may not seem stressful, but the overall impact of experiencing rudeness repeatedly can have detrimental consequences in the long run (Kern & Grandey, 2009). Additionally, incivility frequency and cumulative effects have earned more attention in organizational research, highlighting their impact on individual outcomes (Sliter et al., 2012). Hence, rude behaviour from customers is recognized as a major cause of emotional exhaustion, which has a detrimental effect on the well-being of employees (Chaudhuri et al., 2023).

To address these challenges and understand their implications comprehensively, this study relies on the Job Demands-Resources (JD-R) model. The JD-R model implies that working conditions can be divided into two main categories: job demands and job resources. “Job demands refer to those physical, social, or organizational aspects of a job that require sustained physical or mental effort and are therefore associated with certain psychological and physiological costs (e. g., exhaustion). Job resources refer to those physical, psychological, social, or organizational aspects of the job that may do any of the following: (a) be functional in achieving work goals; (b) reduce job demands at the associated physiological and psychological costs; (c) stimulate personal growth and development” (Demerouti et al., 2001, p. 501).

Based on the JD-R theory, customer incivility as a job demand can drain the emotional resources of service employees, leading to psychological distress, such as emotional exhaustion, and negatively impacting their ability to deliver effective customer service (Sliter et al., 2010). Customer incivility often results in service employee feeling emotionally drained, leading to fatigue and feelings of helplessness as their emotional reserve are depleted (Sliter et al., 2012). Accordingly, customer incivility exhausts service employees emotionally due to the higher work stress they experience through increased job demands, reducing employees' emotional resources and causing greater exhaustion and reduced job effectiveness. Likewise, employees suffering from emotional exhaustion due to customer incivility are likely to show decreased organizational commitment and job performance (Hur et al., 2021). In addition, Mostafa (2022) asserted that disrespectful, impolite and uncivil conduct of customers towards staff members are seen as violations of societal norms. This form of customer rudeness disturbs the anticipated course of a service exchange, causing disorder and uncertainty in the interaction. Additionally, this author argues that these deviations from predicted behaviours add to the workload for employees, resulting in increased exhaustion and decreased mental and physical resources, in which workers might feel increased levels of anger and reduced levels of joy, making it difficult to follow guidelines on how to appropriately show emotions (Mostafa, 2022).

As previously stated, deep acting entails adjusting internal emotions to meet the organization expectation prior to engaging with customers (Gross, 1998). Yet, it can be difficult to align felt and displayed emotions when faced with incivility, leading to emotional dissonance and harming employee well-being (Mehta, 2021). According to Diefendorff et al. (2019), deep acting does not seem to have a major impact on emotional exhaustion. This effect is mainly seen during pleasant customer interactions, where employees can use deep acting to reciprocate

positive customer behaviour or provide emotional displays as a form of a “gift” (Diefendorff et al., 2019). Conversely, rude customer interactions can impede the effectiveness of deep acting, and result in higher emotional stress (Grandey, 2000). Hence, employees experience higher well-being during positive interactions with customers and decreased well-being during negative ones, which is characterized by emotional exhaustion and reduced vitality. This indicates that deep acting might be more beneficial in situations where employees encounter positive interactions instead of those involving incivility (Grandey, 2003).

Moreover, Grandey (2003) argued that engaging in deep acting requires a substantial amount of mental energy and emotional commitment, resulting in the depletion of resources and eventual emotional exhaustion. While deep acting can help decrease emotional dissonance by matching inner emotions with external behaviour, its efficacy decreases in stressful environments with uncivil customers. To put it differently, when faced with rude customers, the emotional stress can be too much, making it difficult for employees to effectively engage in genuine emotions (Brotheridge & Grandey, 2002). Therefore, genuine emotions make emotional displays more persuasive, yet customer rudeness can interfere with this alignment (Ekman & Friesen, 1982). Assumed the above evidence, we hypothesize that:

Hypothesis 1a: Customer incivility is negatively related to deep acting among waitstaff.

Previous studies (Kern & Grandey, 2009) suggest that customer incivility negatively affects the well-being and job performance of service employee. Most research on workplace incivility utilizes the Conservation of Resources (COR) (Hobfoll, 1989) theory to explore the negative effects of customer rudeness on employees. In accordance with COR theory, individuals try to reduce the overall depletion of their resources when they encounter stressful situations. COR theorists claim (Hobfoll, 2002) that when faced with rude customers, service employees often decrease their output, as difficult customer interactions drain their cognitive and regulatory capacities. This point of view is based on the belief of the COR theory that external stressors exhaust the mental and emotional energies of employees (Jang et al., 2020).

In this regard, Sliter et al. (2010) asserted that service employees who experience rudeness from customers exhibit increased emotional fatigue, which in turn leads to a decline in the quality of service they provide. In addition, in workplaces such as the service industry, there are frequently established norms for displaying emotions, outlining the expected behaviour for expressing emotions. An example is the popular “service with a smile” guideline which requires

employees to always have a positive facial expression when interacting with customers (Grandey et al., 2005). Furthermore, regulations concerning the display of emotions in the workplace specify the appropriate times and approaches for expressing certain feelings. An employee in customer service often utilizes emotional labour to deliver high-quality customer service, especially when dealing with impolite or hostile customers (Sliter et al., 2010).

Therefore, employees who encounters uncivil customers are required to engage in emotional labour to maintain a positive service experience. This encompasses managing their own emotions and maintaining a consistently polite and professional performance in the face of customer rudeness (Shahzad et al., 2023). The extra emotional effort needed to control anger or frustration while remaining courteous can result in significant emotional strain. This ongoing need to regulate emotions is not just a sporadic necessity but turns into a common and demanding aspect of the job, which can greatly affect employees' mental well-being (Shahzad et al., 2023).

According to Sliter et al. (2012), employee who encounter rude customers often respond by engaging in surface acting, meaning they fake their emotions. Therefore, engaging in surface acting leads to emotional dissonance. Which results in discrepancy between external emotions and true feelings (Grandey, 2000). Previous research has examined the hypotheses regarding customer incivility and emotional labour, with one study in particular testing comparable hypotheses. In their study, Kim and Lee (2014) aim to examine the antecedents and outcomes of emotional labour from women sales personnel in the clothing industry. The study results reveal that service employees show more surface acting when they perceive customer incivility, in other words, employees are more inclined to use surface acting than deep acting when facing rude customer behaviours. Therefore, we hypothesize that:

Hypothesis 1b: Customer incivility is positively related to surface acting among waitstaff.

1.3. Emotional Labour as a Mediator between Customer Incivility and Work Engagement

Many organizations have specific expectations regarding the emotions employees are required to display, and the ways and times in which they should display them. These criteria concern to positions that involve extensive engagement with clients, such as customer service positions. Furthermore, individuals may need to suppress genuine emotions at work and display

false emotions through surface acting or attempt to genuinely feel the required emotions through deep acting (Yoo, 2016). According to, Sliter et al. (2010), when service employees facing incivility from customers, they tend to feel more emotionally drained, which results in a decline in the quality of service they deliver. Thus, engaging in positive interactions with polite customers is likely to improve employee well-being, whereas negative experiences like customer incivility can have a detrimental impact, leading to emotional exhaustion and decreased psychological vitality (Grandey, 2000).

Work engagement is a common subject of study when it comes to examining positive aspects of well-being (Yoo, 2016). Schaufeli et al. (2002) defined work engagement as a “positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption” (p.74). Additionally, vigor is observed in individuals who show strong mental resilience, high energy levels, and a readiness to persevere through challenges. Dedication is characterized by a sense of excitement, satisfaction, encouragement and challenge. The final dimension of engagement, absorption, is distinguished by being entirely absorbed and deeply engrossed in their work, lose track of time, and find it hard to detach from it (Schaufeli et al., 2002). According to Kossyva et al. (2023), dedication and vigor are crucial components of work engagement, helping employees effectively handle job demands and obstacles while preserving their mental and physical well-being. Hence, rather than a momentary and specific condition, engagement describes a more enduring and widespread emotional-cognitive state that isn’t directed at any particular object, event, person, or action (Schaufeli et al., 2002).

In this regard, Jang et al. (2020) argue that customer incivility could significantly influence employee work engagement through two important pathways. Customer incivility can increase job demands, resulting in emotional fatigue and mental distress. As a result, employees may become less motivated by their job and less eager to actively participate in their responsibilities (Jang et al., 2020). Additionally, individuals undergo stress when there is a discrepancy between resource acquisition and depletion, as stated by the Conservation of Resources (COR) theory (Hobfoll, 1989). Individuals with limited resources may be more vulnerable to resource exhaustion, resulting in decreased ability to handle job pressures. To avoid more resource depletion, further resources investment is required (Hobfoll, 2002). During stressful events like dealing with rude customers, workers see a risk to their assets and therefore aim to protect what's left by lowering their commitment to their work (Othman & Nasurdin, 2013). Accordingly, employees may be emotionally affected by customer incivility, leading them to engage in behaviours that minimise the loss of resources. Overall, when experiencing emotional

distress from customer incivility, employees preserve their resources by decreasing their work engagement (Othman & Nasurdin, 2013).

In this sense, Côté (2005) emphasises that customers perceive service providers as friendlier when they exhibit a genuine positive behaviour (deep acting). This, as a result, causes customer satisfaction to rise during the interaction as well as may translate into fewer stress-inducing exchanges and more positive effects, fostering energetic engagement with work activities (Grandey et al., 2005). According to some studies, deep acting has a positive effect (Sezen-Gultekin et al., 2021; Yoo & Arnold, 2014) thus, promoting enthusiasm and focus on work is easier when matching the necessary emotions with sincere feelings. Simultaneously, deep acting boosts employees' work motivation and increases work engagement by aligning their emotions and expressions (Côté, 2005).

Furthermore, Metha (2021) argued that engaging in deep acting at work can improve employee well-being by promoting authenticity in the workplace, leading to a decrease in emotional dissonance. Employees who engage in deep acting are less likely to withdraw from difficult situations, leading to increased self-motivation and job satisfaction. Also, leads to the creation of favourable emotions, which enhance employees' personal resources and ultimately enhance their overall well-being (Metha, 2021). Bakker and Demerouti (2008) conducted a study with 805 elementary, secondary, and vocational teachers in Finland, discovering that those who practiced deep acting had abundant personal resources. With these resources, they were able to handle emotional job demands effectively while maintaining their work engagement. Thus, we hypothesised that:

Hypothesis 2a: Deep acting mediates the relationship between customer incivility and work engagement among waitstaff.

Additionally, surface acting, where employees show emotions that don't match their actual feelings, (Grandey, 2000) subsequently decreased work engagement levels (Yoo, 2016). Studies have found that emotional labour can increase emotional fatigue, especially when employees must practice surface acting to fulfil role display requirements (Brotheridge & Grandey, 2002; Johnson & Spector, 2007). Furthermore, Oliveira et al. (2023) suggest in their research on emotional demands and work engagement among Portuguese police officers that employees who are engaged are more inclined to feel positive emotions, take initiative, stay receptive to new experiences, learning, thoughts and actions. These authors propose that emotional labour

requirements can boost work commitment by encouraging self-expression and well-being, enabling individuals to feel proud of their work and experience a sense of achievement. Accordingly, in agreement with Grandey's (2000) perspective, these authors acknowledge that emotional labour demands may result in emotional dissonance, specifically using surface acting strategy. Additionally, relying on surface acting strategy may exhaust personal resources and raise the likelihood of experiencing elevated stress levels.

Furthermore, Diefendorff et al. (2019) indicate that customer incivility and surface acting negatively affect employee well-being. Additionally, how customers are treated, the emotions felt by employees, and how employees regulate their emotions all play a part in determining employee well-being (Grandey, 2000). These authors (Diefendorff et al., 2019) claim that in the context of service industries, the JD-R model frequently posits that if employees in service roles suppress their emotions excessively or if they must display emotions that do not match their true feelings, it may deplete their personal resources disproportionately. This can ultimately lead to exhaustion of resources and a decrease in work engagement (Björk et al., 2021).

According to Seo et al. (2023), previous studies on emotional labour and work engagement (Sezen-Gultekin et al., 2021; Yoo, 2014) typically agree that surface acting negatively affects work engagement. Also, research shows that emotional exhaustion caused by surface acting leads to decreased levels of work engagement in employees (Du & Wang, 2021; Li et al., 2017). In addition, the literature highlights the crucial importance of employees in influencing customers' results. This importance is increased, particularly in services that require employees to be involved in customization, personalization, and delivery. This confirms the fundamental importance of employee engagement in the service sector (Chandni & Rahman, 2020). In this Sense we hypothesize that:

Hypothesis 2b: Surface acting mediates the relationship between customer incivility and work engagement among waitstaff.

1.4. Social Support from Colleagues as a Moderator

According to Karasek and Theorell (1990), social support refers to the extent of beneficial social interaction provided at work by colleagues and supervisors. Furthermore, social support involves how much a person looks for recognition, understanding, respect, and help from different sources like relatives, friends, coworkers, and organizations (Karasek & Theorell, 1990). This means that people could get different types of tangible or psychological help from

their surroundings. However, the effect of social support could differ based on the provider (Othman & Nasurdin, 2013). Support from supervisors, colleagues, and clients in a professional setting is incredibly important and falls under the category of workplace social support. In specific terms, this support may include giving helpful feedback and guidance, offering practical help and knowledge to make tasks easier, and showing understanding and care for employees' requirements (Zhao et al., 2022). Nonetheless, in this study, only social support from colleagues will be considered, since this type of support are closely linked to the daily interactions experienced by employees.

Moreover, House (1981) defines social support into four main categories: (a) Emotional support includes providing empathy and care. (b) Instrumental support involves offering tangible resources to meet individual needs. (c) Informational support provides general information to help address specific demands. (d) Appraisal support offers information to aid in self-evaluation. Different types of social support provide unique resources that may or may not meet the specific needs of an individual (Zhao et al., 2022).

In addition, Jolly et al. (2020) argue that the literature has utilized various definitions of social support, leading to differences in objectivity, dimensionality, and interpretation. According to these authors, the concepts are frequently incoherent, varied, ambiguous, and sometimes conflicting. The theoretical progress in the field of social support is significantly hindered by this conceptual ambiguity (Jolly et al., 2020). Therefore, social support is the opportunity to obtain resources that go beyond what an individual already has. Different definitions of social support include resources given by others, coping aid, resource exchange, and even a personality characteristic (Othman & Nasurdin, 2013). In this study the definition of social support used is the one provided by Karasek et al. (1998), in which social support is defined as the social climate at work, encompassing relationships with supervisors and co-workers (Inggamara et al., 2022).

According to the JD-R model (Demerouti et al., 2001), resources are divided in two categories: external resources, such as social resources, and internal resources like cognitive features. One of the social resources considered is support from colleagues. Hence, the amount and type of job resources provided to employees seem to impact job demands and emotional labour when facing negative emotions (Fouquereau et al., 2019). Employees' views on the social support they receive from their colleagues is a critical factor in emotional regulation within the workplace, thus, when there is a lack of resources in the external environment,

individuals struggle to cope with the adverse effects of environmental demands (Demerouti et al., 2001).

Researchers and practitioners in the field of service management (Banerji & Krishnan, 2000; Fock et al., 2011) highlight the significance of offering social support to employees who interact with customers. Scholars in the service management area also propose that customer-facing employees encounter emotional exhaustion more often compared to other types of employees (Boles et al., 1997; Poddar & Madupalli, 2012). Since customer-facing employees need to act as intermediaries when dealing with customers, service providers must invest additional time and effort in regulating their emotions while providing services (Hwang et al., 2021).

Additionally, in accordance with Zhu et al. (2019), service employees in the hospitality sector must exert considerable effort and pay attention when dealing with impolite customers. Support from colleagues is essential in inspiring employees to navigate difficult circumstances successfully. Uncivil customer interactions can cause doubt for employees, highlighting the need for colleagues' assistance for comfort and safety. Therefore, supportive colleagues are essential in providing employees with the necessary emotional support in handling rude customers and create a secure and encouraging workplace which would increase employees' confidence (Zhu et al., 2019). Moreover, it is crucial to recognize that social support is a beneficial resource in diminishing the impact of customer incivility (Hwang et al., 2021), especially through the support from colleagues which can shape employees' reactions to customer incivility, since according to Joiner (2007) and Karatepe (2012), colleagues can provide important assistance when dealing with difficult customers. For example, coworkers who offer assistance typically exchange their experiences in resolving work-related problems that do not have clear solutions.

Similarly, social support is beneficial as it enables individuals to enhance and improve their current array of resources. Social support helps employees managing stress and preserving or boosting their resources by offering emotional, instrumental, or informational aid. As a result, social support assist reduces the resource depletion and enables resource acquisition, leading to increased well-being and resilience when dealing with challenges (Jolly et al., 2020).

Furthermore, current research has been using the Conservation of Resources (COR; Hobfoll, 1989, 2002) theory more frequently to explore the factors within individuals and organizations that impact emotional labour. Individuals usually aim to protect and obtain

resources that are accessible while steering clear of threats that could diminish these resources. As stated before, resources are divided into external resources, like social support that individuals seek to gain, and internal resources, such as objects, time, knowledge, motivation, personal traits, or inner energy (Othman & Nasurdin, 2013). If people lose internal resources or do not gain external ones, they might feel stressed or emotionally drained, leading them to adapt their emotional labour strategies to preserve resources (Zhao et al., 2022). In other words, Conservation of Resources (COR) theory (Hobfoll, 1989) indicate that people focus on safeguarding their internal resources and rely on help from external resources. Thus, presence of employees' resources could impact their selection of emotional labour strategies (Othman & Nasurdin, 2013).

Additionally, according to the Conservation of Resources (COR) theory, receiving social support at work helps reduce the adverse effects of emotional exhaustion caused by stressful work tasks (Hobfoll, 1989; Othman & Nasurdin, 2013). Several researchers have discovered that social support is a useful tool in assisting employees in managing stress and enhancing their overall mental and physical health (Kaufmann & Beehr, 1986; Sarason et al., 1990). Therefore, social support is an essential source that aids employees in coping with emotional labour (Zhu et al., 2019).

In recent studies about antecedents and outcomes of emotional labour, social support is recognized as a key factor (Xu et al., 2020). Furthermore, in their study, Zhao et al. (2022) stated that organizations frequently aim to offer different types of assistance to support front-line employees in managing stress. However, research has shown a complicated and unpredictable connection between social support and emotional labour strategies (Zhao et al., 2022). Accordingly, these authors also argued that it is crucial to understand the way social support interacts with different emotional labour strategies (surface acting and deep acting) and the factors that moderate this connection.

Prior studies (Lam & Chen, 2012; Xu et al., 2020) indicate that a person's external resources or internal energy can impact how they behave in terms of emotional labour at their job, such as choosing to use deep acting or surface acting strategies. Indeed, employees who feel supported at the workplace could truly sense the emotions anticipated by their organization and could cultivate a genuine aspiration to contribute to their organization. With a few exceptions, studies typically show that social support is linked to higher levels of deep acting (Fouquereau et al., 2019).

High levels of social support provide additional resources and buffer employees against the stress of emotional labour (Nam & Kabutey, 2021). Social support can improve an individual's capacity to handle emotional stress by providing helpful advice, understanding, and practical help. With sufficient social support, employees are more capable of involving themselves in deep acting. This includes the coordination of internal feelings with outward expression guidelines, aided by a supportive atmosphere that assists in better emotional labour management. Studies have shown that receiving social support encourages employees to focus more on deep acting. For example, Lam and Chen (2012) found that service providers in the hospitality industry who had greater levels of social support were more inclined to practice deep acting. Workers with strong social support are able to engage in deep acting because they possess the necessary means to regulate their internal emotions and synchronize them with their outward behaviour (Zhao et al., 2022). Therefore, we hypothesize that:

Hypothesis 3a: Social support from colleagues moderates the relationship between customer incivility and deep acting, such that the higher the social support from colleagues the stronger the association between customer incivility and deep acting among waitstaff.

As was stated before, social support is essential for dealing with emotional demands, as it can help reduce the impact of work-related stressors by providing necessary resources. Furthermore, communication with helpful colleagues can assist workers in developing positive reactions to challenging and intimidating job circumstances (Fouquereau et al., 2019). In most cases, social support is viewed as a benefit for positive employee results, whereas lacking social support is linked to negative effects. Higher levels of social support among employees lead to a decrease in perceived distress from workplace stressors, ultimately reducing the strain caused by these stressors (Kuriakose & Sreejesh, 2023). Likewise, it is assumed that receiving support from colleagues can create a positive work atmosphere, possibly decreasing the need for emotional labour (Fouquereau et al., 2019).

In accordance with Zhu et al. (2019), a supportive group of colleagues also fosters a space for employees to openly talk about their worries and receive understanding. This type of work atmosphere can help employees recharge, allowing them to fully engage with customers even after experiencing uncivil interactions. Also, Joiner (2007) and Karatepe (2012) argued that colleagues can support in facilitating comprehension and acceptance of the fundamental beliefs of their positions, leading to heightened emotional connection and involvement in their job

responsibilities. As a result, hospitality workers who receive strong support from their colleagues are more inclined to be motivated to put effort into managing challenging duties, such as addressing rude customers. The service sector witnesses a growing incidence of employees experiencing uncivil behaviour during their interactions with customers. A workplace that fosters a supportive social atmosphere can serve as a self-regulating break, aiding in stress reduction by giving staff the opportunity to recharge their energy levels (Chaudhuri et al. 2023).

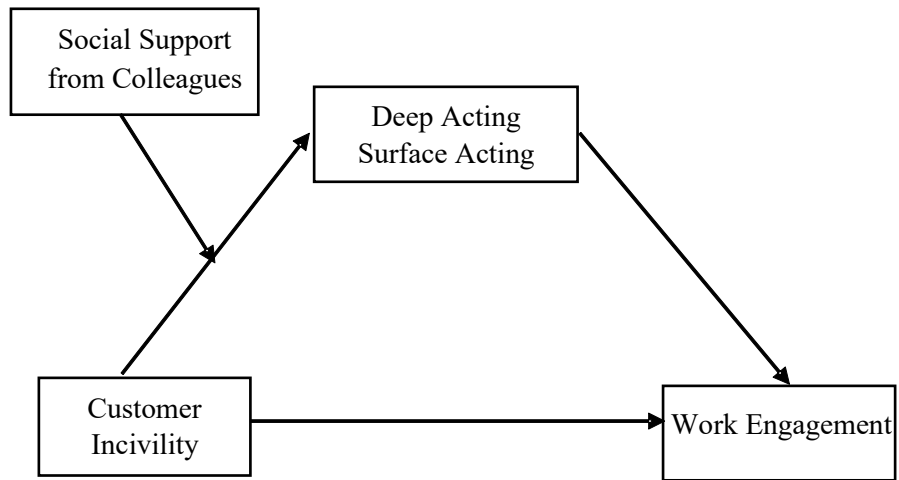
In this regard, Grandey (2000) demonstrated in the investigation, that the expression of emotional labour is greatly impacted by social support. Accordingly, individuals who have little social support tend to opt for surface acting in order to preserve their limited internal energy. Surface acting involves faking emotions rather than genuinely aligning them with one's true feelings, which is a less resource-intensive strategy. Research indicates that without sufficient social support, individuals may rely more on surface acting to effectively cope with emotional labour (Grandey, 2000). Therefore, service employees need to pay attention and put in effort to perform surface acting due to the conflict between their true emotions and actions, resulting in the depletion of their cognitive and energy reserves and eventually causing emotional exhaustion (Grandey, 2003). As was seen in Lam and Chen (2012) study, individuals may choose to pretend to have emotions in order to deal with the absence of support and guidance. Hence, workers who lack social support may resort to surface acting to reduce emotional effort, concentrating on meeting the display rules without changing their authentic emotions. This leads us to our final hypothesis:

Hypothesis 3b: Social support from colleagues moderates the relationship between customer incivility and surface acting, such that the higher the social support from colleagues the weaker the association between customer incivility and surface acting among waitstaff.

Our complete conceptual model can be found in Figure 1.1.

Figure 1.1.

Conceptual Model.



Chapter 2. Method

2.1. Sample and Procedure

An online survey in Qualtrics was used to collect the data. The sample encompasses individuals aged 18 and older, from employees in the restaurant industry in Portugal. Specifically, the focus was on those serving as waitstaff within this sector. This sample was chosen for analysis as a non-probability sampling, specifically convenience sampling, meaning individuals who fit the criteria of a study are identified in any way possible (Emerson, 2015). Thus, in our study, we addressed individuals within our close network, as it became more convenient for contact. The survey was distributed through a link and a QR code.

Prior to undertaking the survey, participants were required to carefully read the study's objectives. Similarly, they reviewed the informed consent and agreed to participate, demonstrating their voluntary participation. Confidentiality and anonymity were guaranteed to all participants. The survey was conducted in Portuguese.

A total of 211 individuals accessed the questionnaire; however, only 197 participants fulfilled all the scales. Amongst them, 55.3% were female, and 2 participants did not want to disclose their sex. The range of age was between 18 to 59 years, in which 41.1% had between 25 to 29 years. Moreover, in the sample, 42.6% of the participants had completed a bachelor's degree, while another 42.6% had finished high school, and 45.7% of the participants were working for more than 5 years in the restaurant industry as waitstaff.

2.2. Variable Measures

2.2.1. Emotional Labour Scale (ELS)

Emotional labour scale is a measure of 14-items and was developed by Brotheridge and Lee (2003). In our study a sub-scale of deep acting with 3 items and a sub-scale of surface acting with 3 items was used. The adaptation of the Emotional labour scale to Portuguese involved the thesis supervisors, in a process of translation and back-translation. This was verified in two stages to compare with the original version, check for possible differences and conduct a final retranslation. Items were assessed on five-point Likert scale from 1 (never) to 5 (always). One example of a deep acting item used was "How frequent you make an effort to actually feel the emotions that you need to display to others", and one surface acting item that was used was "How frequent you pretend to have emotions that you don't really have". In our

study, the Cronbach's alpha of deep acting was $\alpha = 0.77$, and the Cronbach alpha of surface acting was $\alpha = 0.81$, both showing good internal consistency.

2.2.2. Incivility from Customers Scale

Incivility from customers was assessed with 10-item scale developed by Wilson and Holmvall (2013). The adaptation of the Incivility from Customers scale to Portuguese involved the thesis supervisors, in a process of translation and back-translation. This was verified in two stages to compare with the original version, check for possible differences and conduct a final retranslation. Participants respond on a seven-point Likert scale, ranging from 1 (never) to 7 (more than 3 times per day). One example of item used was "In the last 6 months, how often did your customers/clients blamed you for a problem you did not cause". In our study, the Cronbach's alpha was $\alpha = 0.94$, showing good internal consistency.

2.2.3. Social Support from colleagues scale

Social support was measured with 3-item of the Social Support from Colleagues scale from the Portuguese Third Version of the Copenhagen Psychosocial Questionnaire, developed by Cotrim et al. (2022). All items were measured using a five-points Likert scale, from 1 (never) to 5 (always). One example of item used was "How often do you get help and support from your colleagues, if necessary". In our study, the Cronbach's alpha was, $\alpha = .75$, showing good internal consistency.

2.2.4. Work Engagement Scale

Work engagement was assessed with a 9-item scale developed by Schaufeli et al. (2002). We decide to use the scale as a global instead of using the dimensions. We use a Portuguese version developed by Sinval et al. (2018). All items were measured using a five-points Likert scale, from 1 (never) to 5 (always). One example of item used was "When I get up in the morning, I feel like going to work". In our study, the Cronbach's alpha was $\alpha = .95$, showing good internal consistency.

2.3. Control Variables

In our study, the importance of controlling for variables such as sex, age, tenure, education, day off and restaurant capacity, was considered as they could potentially influenced our mediators and outcome variables (Al-Hawari et al., 2019). Nonetheless, we only controlled for the covariates; day off and restaurant capacity, since they demonstrated a significant effect, given their correlation with the predictor, mediators and outcome variables, (customer incivility, deep acting, surface acting and work engagement).

2.4. Data Analysis

A descriptive analysis of the variables of our study and sociodemographic variables was conducted, where mean, standard deviation and correlation was computed. To ensure our hypotheses test we used PROCESS Macro (Hayes, 2022). Regarding mediation, hypotheses 2a and 2b were tested using Model 4, whereas hypotheses 3a and 3b, concerning moderation were tested using Model 1, contemplating the effect of the control variables in both models. Additionally, the predictor and the moderator variables were all centred at the moderation analyses and the indirect effect was measured through a bootstrap estimation based on the calculation of 5,000 bootstrap samples, and confidence intervals at 95%.

Chapter 3. Results

3.1. Descriptive Statistics

The descriptive statistics and the correlations were reported at table 1. Customer incivility was positively and significantly correlated with both deep acting ($r = .15, p < .05$) and surface acting ($r = .30, p < .01$). These findings indicate that when customer incivility is higher, the levels of deep acting and surface acting are higher as well. In addition, customer incivility was negatively and significantly correlated with work engagement ($r = -.35, p < .01$), meaning that when customer incivility is higher, lower levels of work engagement are observed. Regarding the moderator variable social support from colleagues, there was no correlation with the other variables. Additionally, the only control variables that were associated with the variables in our study were day off and restaurant capacity.

Table 3.1.*Means, Standard Deviations and Correlations between the Variables.*

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9
1. Customer Incivility	3.63	1.26									
2. Deep Acting	3.62	0.82	0.15*								
3. Surface Acting	3.61	0.86	0.30**	0.59**							
4. Social Support from Colleagues	3.76	0.67	0.01	0.19**	0.10						
5. Work Engagement	2.84	0.88	-0.35**	-0.29	-0.49**	-0.09					
6. Day Off	1.80	0.42	-0.29**	-0.22**	-0.16*	-0.04	0.16*				
7. Restaurant Capacity	4.12	1.65	-0.17*	-0.18*	-0.17*	-0.10	0.22**	0.30**			
8. Sex	1.57	0.52	0.04	0.07	0.04	0.03	-0.14	-0.19**	-0.07		
9. Age	3.70	1.38	0.07	-0.07	-0.13	0.02	0.14	-0.14*	0.02	-0.12	
10. Tenure	4.20	0.86	0.11	-0.03	-0.02	0.08	0.12	0.03	0.24**	-0.11	0.47**
11. Education	3.17	1.20	-0.12	-0.07	-0.03	-0.08	0.18*	0.26**	-0.00	-0.12	-0.00

*p < .05. **p < .01.

3.2. Hypotheses Testing

As was mentioned above, was used Process Macro (version 4.3) from Hayes (2022), to test our hypotheses. Additionally, the model explains 6.92% of the variability in deep acting ($R^2 = 0.0692$) and 9.82% of the variability in surface acting ($R^2 = 0.0982$).

Hypothesis 1a, was not supported because there was no relationship between customer incivility and deep acting ($B = .07, t = 1.41, p = .16$). However, the results show that hypothesis 1b was supported since there was a significant relationship between customer incivility and surface acting ($B = .17, t = 3.51, p < .001$) meaning that customer incivility was a significant predictor of surface acting.

Hypothesis 2a, the results showed that there was no significant indirect effect of customer incivility on work engagement via deep acting, because the 95% confidence interval included zero (-.05 to .01). Hence the hypothesis 2a was not supported.

Table 3.2.

Regression of Work Engagement on Customer Incivility and Deep Acting.

Variables	Deep Acting		work engagement	
	B	SE	B	SE
Control Variables				
Day Off	-0.30	0.15	-0.03	0.15
Restaurant capacity	-0.06	0.04	0.07	0.04
Total effect				
Constant			3.21***	0.38
Customer Incivility			-0.22***	0.05
Direct effect				
Constant	4.13***	0.36	4.26***	0.47
Customer Incivility	0.07	0.05	-0.20***	0.05
Deep Acting			-0.25***	0.07
Indirect effect of the predictor on the outcome through the mediator				
B	SE	95% Bootstrap IC		
-0.02	0.01	-0.05	0.01	

*p < .05. ***p < .001.

Nonetheless, the results of hypothesis 2b demonstrated a significant indirect negative effect of customer incivility on work engagement via surface acting, since the 95% confidence interval did not include zero (-0.13 to -0.02). So, the hypothesis 2b was supported.

Table 3.3.*Regression of Work Engagement on Customer Incivility and Surface Acting.*

Variables	Surface Acting		Work engagement	
	B	SE	B	SE
Control Variables				
Day Off	-0.1	0.15	0.00	0.14
Restaurant capacity	-0.06	0.04	0.06	0.03
Total effect				
Constant			3.21***	0.38
Customer Incivility			-0.22***	0.05
Direct effect				
Constant	3.41***	0.38	4.62***	0.41
Customer Incivility	0.17***	0.05	-0.15*	0.05
Surface Acting			-0.41***	0.07
Indirect effect of the predictor on the outcome through the mediator				
B	SE	95% Bootstrap IC		
-0.07	0.03	-0.13	-0.02	

*p < .05. ***p < .001.

Concerning the interaction effects, was concluded that social support from colleagues conditioned significantly the relationship between customer incivility and deep acting. ($B = .24, t = 3.52, p < .001$). Nonetheless, the conditional effects just were significant at higher levels of social support from colleagues ($B = .20, t = 3.44, p < .001$). As can be seen at the Figure 3.1 below. These results provide support for hypothesis 3a.

Table 3.4.

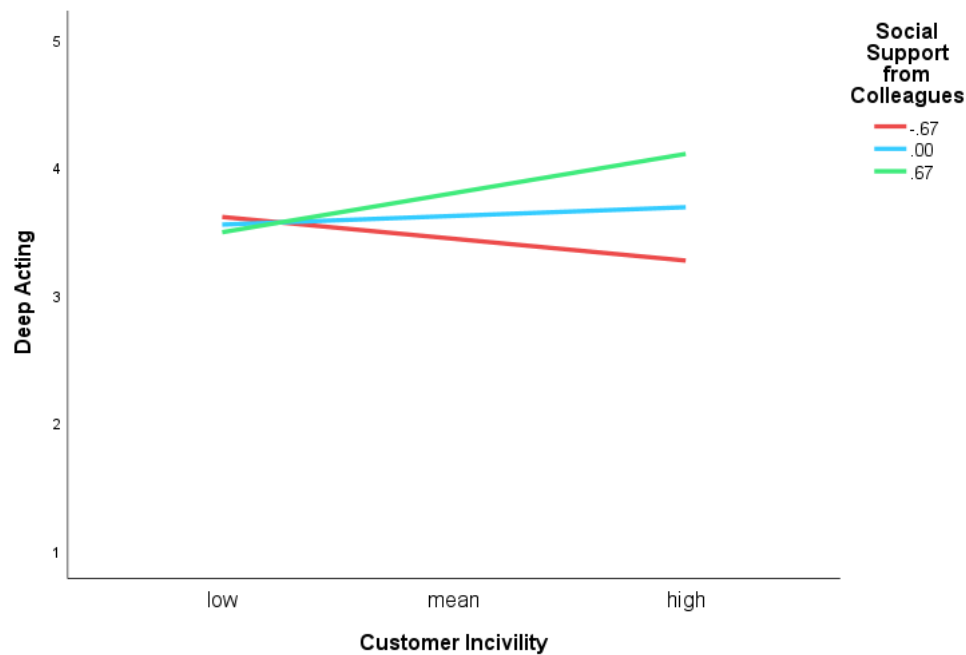
Regression of Deep Acting on Customer Incivility and Social Support from Colleagues.

Predictor variables	Deep acting	
	B	SE
Constant	4.17***	0.26
Customer Incivility (CI)	0.04	0.05
Social Support from Colleagues (SSC)	0.26*	0.08
Interaction		
CI x SSC	0.24***	0.07

* $p < .05$. *** $p < .001$.

Figure 3.1.

The Moderating Effect of Social Support from Colleagues on the Relationship between Customer Incivility and Deep Acting



Regarding hypothesis 3b, the interaction between customer incivility and social support from colleagues on surface acting was significant ($B = .26$, $t = 3.56$, $p < .001$). However, because the relationship between customer incivility and surface acting does not weaken at high levels of social support as we expected, the hypothesis 3b was not supported. Additionally, the

conditional effects are significant at the medium and high levels ($B = .14$, $t = 2.95$, $p = .036$; $B = .32$, $t = 5.08$, $p < .001$). As shown in the Figure 3.2 below.

Table 3.5.

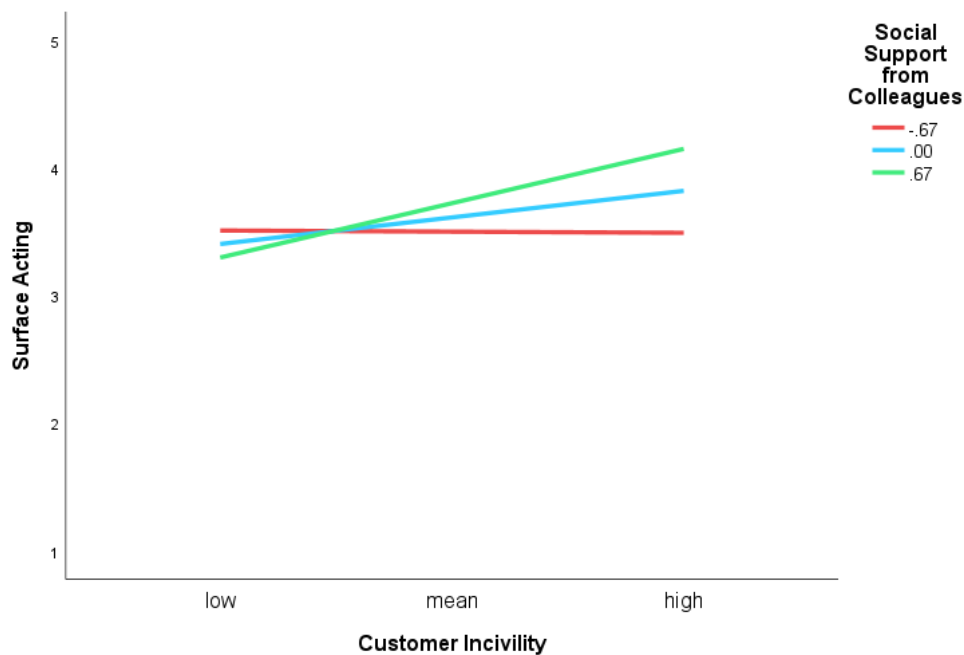
Regression of Surface Acting on Customer Incivility and Social Support from Colleagues.

Predictor variables	Surface acting	
	B	SE
Constant	3.85***	0.28
Customer Incivility (CI)	0.14*	0.05
Social Support from Colleagues (SSC)	0.15	0.09
Interaction CI x SSC	0.26***	0.07

* $p < .05$. *** $p < 0.001$.

Figure 3.2.

The Moderating Effect of Social Support from Colleagues on the Relationship between Customer Incivility and Surface Acting.



Chapter 4. Discussion

The present study focused on exploring the complex relationship between waitstaff's emotional labour in the restaurant sector with the occurrence of customer incivility and the work engagement as a crucial result. Emotional labour, which involves both surface acting and deep acting, is essential in how employees handle their emotions when faced with challenging interactions from customers. Acknowledging that these emotional requests can greatly affect the well-being of employees, was our aim to investigate how customer incivility, an increasing worry in service sectors, influences work commitment through these emotional management strategies. Moreover, the study sought to determine how social support impacts these relationships. Support from colleagues, is seen as an important protection against the harmful impacts of emotional labour and rude customers.

To achieve our goals, our study relays on existing models and theories like the Job Demands-Resources (JD-R) model and the Conservation of Resources (COR) theory. The JD-R model examines how job demands like customer incivility, and job resources like social support, affect deep acting and surface acting. The COR theory offers understanding on how employees seek to preserve their resources, like emotional energy, and how alterations in these resources can impact employee well-being at the work.

4.1. Theoretical Contributions

In line with hypothesis H1a, the results reveal that there was no relationship between customer incivility and deep acting, however, regarding the hypothesis H1b, the results reveal a significant relationship between customer incivility and surface acting. Reflecting on the relationship between customer incivility and deep acting, the strategy deep acting requires individuals to adjust their internal emotions to meet the organization expectation, necessitating a considerable amount of emotional effort. When confronted with customer incivility, employees may choose to avoid this intense emotional effort. During challenging situations, it can be tough or seemingly ineffective to align their inner feelings with what the organization expect, prompting them to opt for less emotionally draining strategy (Diefendorff et al., 2019; Grandey, 2000, 2003; Grandey & Gabriel, 2015). As the COR Theory emphasizes that people typically save their resources, especially when faced with stress. Deep acting requires significant internal resources, including energy and self-discipline. In situations of interacting

with rude customers, employees may decide not to use up their energy by trying to control their emotions. Instead, they may choose easier approaches like pretending to feel a certain way or keeping their emotions at a distance (Hobfoll, 2002; Jang et al., 2020; Mehta, 2021). Therefore, the findings regarding the relationship between customer incivility and surface acting are consistent with earlier studies (Grandey, 2000; Grandey & Gabriel, 2015; Sliter et al., 2010; Sliter et al., 2012). In other words, when employees experience rude behaviour from customers, they choose to hide their true feelings in order to show the emotions expected by the organization and conserve their energy. Additionally, in the study conducted by Kim and Lee (2014), their hypothesis about the expected relationship between surface acting and customer incivility was also confirmed.

Regarding hypotheses H2a and H2b, concerning the mediation role of deep acting at the relationship between customer incivility and work engagement, the results demonstrated that there was no significant indirect effect of customer incivility on work engagement via deep acting, nevertheless the results reveal a significant indirect effect of customer incivility on work engagement via surface acting. As was indicated in Yoo (2016) study, deep acting, which involves aligning true emotions with behaviours, reduces emotional dissonance and could involve less mental strain than surface acting. As well as the studies of Côté (2005) and Grandey et al. (2005), when customers perceive service providers as more friendly when they exhibit a genuine positive behaviour, customer will be more satisfied, therefore translating into fewer stress-inducing situation fostering energetic engagement with work activities. In other words, deep acting may not necessarily result in higher levels of work engagement, especially in situations with high emotional demands, such as customer incivility or when the emotional expression is seen as insincere, and the employees prefer to save their resources (Hobfoll, 2002; Othman & Nasurdin, 2013; Sliter et al., 2010; Sliter et al., 2012). Accordingly, at the study of Jang et al. (2020), customer incivility plays a key role in influence employee work engagement since customer incivility can increase job demands, resulting in emotional fatigue and mental distress. Which was also confirmed by the studies of Brotheridge and Grandey (2002) and Johnson and Spector (2007), where these authors studies have found that emotional labour can increase emotional fatigue, especially when employees engage in surface acting to fulfil role display requirements, which can decrease work engagements (Bakker & Schaufeli, 2003; Björk et al., 2021; Du & Wang, 2021; Li et al., 2017; Mehta, 2021; Seo et al., 2023). As well as these studies, the JD-R model supported that if employees in service roles suppress their emotions excessively there will have a decrease in work engagement (Björk et al., 2021). Thus, as has

been seen, these studies and theory are in line with the results of our study on the effects of customer incivility on work engagements through surface acting.

This study also set out to examine social support from colleagues as moderator. The literature suggests that when employees perceive a lack of resources in the external environment, it was difficult to cope with the adverse effects of environmental demands (Demerouti et al., 2001). Therefore, social support is a very important resource since it enables employees to improve their dispose of resource, as well as helps employees managing stress by reducing resource depletion (Jolly et al., 2020). Scholars also propose that customer-facing employees encounter emotional exhaustion more often compared to other types of employees' jobs, hence in the hospitality sector, service employees are required a considerable effort when dealing with customers incivility. In this sense, support from colleagues is essential in inspiring employees to navigate difficult situations effectively (Boles et al., 1997; Poddar & Madupalli, 2012; Zhu et al., 2019).

Accordingly, concerning the interaction effects, the results of our study showed that social support from colleagues conditioned significantly the relationship between customer incivility and deep acting (H3a). Therefore, at high levels of social support from colleagues, employees tend to engage in deep acting, when exposed to incivility from customers. In this regard our findings align with previous studies that suggest employees who feel supported at their workplace may promote genuine emotions, as well as that service providers in the hospitality industry who had greater levels of social support were more inclined to practice deep acting, because they possess the necessary means to regulate their internal emotions and synchronize them with their outward behaviour. (Lam & Chen, 2012; Xu et al., 2020; Zhao et al., 2022). Similarly, our results also are in line with COR theory (Hobfoll, 1989) since according to this theory when employee receive social support at work it helps reduce the adverse effects of customer incivility, thus, employees are keener in involving themselves in deep acting (Hobfoll, 2002; Nam & Kabutey, 2021; Othman & Nasurdin, 2013). In parallel, the results of our study did not support the hypothesis 3b, because it was expected that at high levels of social support from colleagues the relationship between customer incivility and surface acting would weaken. Contrary to the expectation and the findings of previous studies (Grandey 2000; Lam & Chen, 2012) this result can be explained considering a different perspective, to the extent that employees who do not feel supported at the workplace are more likely to engage in surface acting in order to preserve their resources. Therefore, individuals may rely more on surface acting, which is a less resource-intensive strategy, when encounter customer incivility

(Grandey, 2000, 2003). To put it differently, employees are afraid of losing their limited resources, so they resort to surface acting to safeguard them (Othman & Nasurdin, 2013). Considering that, a supportive group of colleagues may create a work environment where employees could exchange information about their experiences with difficult customers, which helps employees motivated to put effort to deal with rude customers (Zhu et al., 2019). As was seen, social support is essential for dealing with emotional demands, as it can help reduce the impact of work-related stressors, such as customer incivility (Sliter et al., 2010), by providing necessary resources (Kuriakose & Sreejesh, 2023).

4.2. Practical Implications

Besides its meaningful theoretical contributions, this study's findings also have important practical implications. According to Grandey & Gabriel (2015), in general, executing human resource procedures for emotional labour improved commitment to emotional objectives. Subsequently, these management strategies can offer pivotal support and acknowledgment to a frequently underappreciated viewpoint of the labour.

The findings of this study expose important viable suggestions for the management of emotional labour inside the restaurant industry, especially in positions such as waitstaff, where regular interaction with customers is expected. To begin with, the study highlights the basic require for organizations to formally recognize and address the requests of emotional labour as a central component of employee management. Emotional labour, frequently underestimated (Hochschild, 1983), features a significant effect on employees' mental well-being, and in general work engagement.

Given the detrimental impacts of customer incivility on emotional resources, (Grandey & Gabriel, 2015) it is fundamental for management to execute strong human resources practices pointed at supporting employees in overseeing these emotional demands. This may be accomplished through the development of comprehensive training programs that prepare waitstaff with effective emotion regulation strategies, such as deep acting strategy, which empower genuine emotional expression and decrease the dependence on surface acting, which is connected to higher emotional exhaustion (Diefendorff et al., 2029; Grandey, 2000, 2003; Grandey & Gabriel, 2015; Mehta, 2021).

In addition, the study emphasizes the significance of developing a supportive work environment that prioritizes emotional well-being. Giving solid social support approaches,

particularly from colleagues, can essentially buffer the negative impacts of emotional labour (Othman & Nasuridin, 2013). This will incorporate creating a culture where employees feel comfortable sharing their emotional demands and receiving positive feedback, as well as advertising regular mental health resources and counselling services.

In practical terms, these recommendations suggest that organizations should reevaluate their human resources procedures to incorporate emotional labour management as a key component. This might include altering job descriptions to reflect the emotional demands of roles, offering training, and incorporating emotional well-being into performance evaluation. Furthermore, recognizing and rewarding employees (Ashforth & Humphrey, 1993) for successfully managing emotional labour may serve as a motivational tool reduce turnover rates. Also, organizations should implement psychological support and wellness programs, namely, mindfulness, aiming to help employees to cope with the stress caused by customer incivility (Prazak et al., 2012). Another practice that are recommended is conflict management training, in which it help employees managing potential conflict situations (Aggrawal & Magana, 2024). By attend to the practical challenges of emotional labour, organizations can encourage a strong, engaged, and satisfied employees, which is crucial for supporting high levels of service quality within the competitive restaurant industry, especially when dealing with customers incivility.

Therefore, implement practices such as teaching assertive communication techniques and emotional control (Mehta & Vyas, 2020) can assist employees mitigate the effect of customer incivility on their well-being. Organizations can improve employee resilience and promote a better service experience by offering extensive support and recognizing the emotional toll of customer incivility. As was investigated by Christin Porath and colleagues (Porath & Gerbasi, 2015; Porath et al., 2015) civility in the work environment impacts productivity and the functioning of the organization. The authors also showed how it can be beneficial fostering a civil workplace, which can result in higher levels of job satisfaction, enhanced performance, and greater employee retention. They emphasize that maintaining internal civility can create an atmosphere of mutual respect, which in turn can reduce the harm caused by disrespectful interactions, as well as how important is the feedback employees receive and the leadership quality.

4.3. Limitations and Future Directions

This study has highlighted important results and conclusions, however, it is important to point out some limitations, namely the demographic characteristics of the participants and the size of the sample, as they may prevent us from making generalisations within the restaurant industry. The study primarily centred on waitstaff in a particular geographic area, which may completely capture the distinct encounters. Future research should seek to incorporate a more different and representative sample to boost the external validity of the findings.

Another limitation is linked to the cross-sectional design of the study. This design limits the ability to draw causal assumptions from the observed relationships between emotional labour, customer incivility, and work engagement. Whereas the study grants solid evidence of associations, it does not prove a clear cause-and-effect relationship. In addition, it would be beneficial for future studies to carry out longitudinal studies, as these will follow workers over time, which can reveal the direction of these relationships and recognise the possible long-term impacts of customer incivility and emotional labour (Björk et al., 2021; Grandey, 2000) on work engagement. This study relied mainly on self-reported data, which can induce biases such as social desirability and memory (Podsakoff et al., 2003). Therefore, participants may over-report or under-report their experiences with customer incivility and emotional labour, considering the subjectivities of self-assessment. Despite, self-reports are a common and useful instrument in psychological research, future studies could integrate more objective procedures, such as peer assessments, supervisor ratings, or behavioural observations, to complement self-reported data and provide a more robust understanding of emotional labour dynamics (Conway & Lance, 2010).

The present study's centre on the restaurant industry, while important, may inhibit its applicability to other sectors. Emotional labour is a phenomenon that occurs beyond several industries, and the experiences of waitstaff in restaurants might differ substantially from those in healthcare, education, or customer service sectors. This is because in the restaurant industry, waitstaff participate in many short, transactional interactions that focus on immediate customer satisfaction and service effectiveness. Which require a rapid emotional control to manage several and unexpected customer behaviours (Boles et al., 1997; Hwang et al., 2021; Poddar & Madupalli, 2012). On the contrary, healthcare employees have a more profound and more personal interaction when caring for patients who are experiencing stress, pain, or fear, which requires a strong sense of empathy and a large emotional commitment (Kinman & Leggetter, 2016). Teachers, however, engage with students for long periods of time, needing to handle

classroom interactions and address emotional and developmental needs (Wang et al., 2019). In customer service positions, there are frequent and diverse interactions, often focusing on resolving complaints and maintaining a positive attitude (Goldberg & Grandey, 2007).

The complexity of emotional labour is another factor that poses a limitation. Emotional labour implies a wide scope of emotional experiences and coping mechanisms, which may not have been entirely addressed in this study. The focus on specific features of emotional labour, such as surface acting and deep acting, while informative, may have ignored other relevant factors, such as the role of emotional intelligence, individual differences in coping strategies or personality traits (Grandey & Gabriel, 2015). Future research should consider a more inclusive methodology to investigating emotional labour, integrating a broader range of emotional experiences and individual characteristics.

Another important direction for future research is the exploration of emotional labour across different cultural contexts, as well as customer incivility, due to its ambiguity nature (He & Hao, 2022). Given that emotional expression and regulation can differ widely between cultures, it would be significant to examine how cultural norms and values influence the way emotional labour is experienced and managed and its responses to customer incivility. Cross-cultural studies could expose whether the relationships observed in this study hold true in different cultural settings or whether unique displays emerge built on cultural differences in emotional expression and workplace expectations. Future research could also benefit from examining the role of organizational support systems in mitigating the negative outcomes of emotional labour. This involves exploring the efficacy of interventions, such as emotional intelligence training, stress management programs, and the availability of mental health resources (Côté, 2014; Grandey & Gabriel, 2015). Understanding how these interventions impact employees' ability to manage emotional labour and decrease its detrimental consequences could offer applied guidance for organizations that seeks to support their staff more successfully.

Further investigation into social support is necessary to enhance our comprehension of how it can vary in its effects on emotional labour strategies. Based on the findings in our study, it is evident that overall, social support can have a major impact on how employee handle emotional demands. Yet, further exploration is needed in understanding how various types or origins of social support impact the selection and success of emotional labour strategies, like surface acting and deep acting. For example, social support can help reduce the harmful outcomes of

surface acting by giving employees the emotional support necessary to handle the stress of being insincere (Zhao et al., 2022). Simultaneously, having strong support systems may promote authentic emotional expression (deep acting) by establishing a safe and encouraging workplace. Investigating these dynamics may uncover how social support not only reduces the adverse effects of emotional labour but also boosts favourable results like work engagement (Mehta, 2021).

Moreover, exploring the relations between emotional labour and other forms of labour, such as cognitive or physical demands, might propose a more complete view of employee experiences. Research could examine how the combination of these diverse types of demands influences overall job strain and how employees prioritize or manage these demands in their daily work. Such studies could lead to the development of integrated models that better reflect the complexity of modern work environments. Finally, future research should consider the long-term career implications of sustained emotional labour. Investigating how prolonged engagement in emotional labour affects career development, professional growth, could offer valuable insights into the increasing impact of emotional labour over an employee's career. This could also inform organizational policies on employee rotation, role diversification, and career progression strategies that seek to reduce the negative effects of emotional labour over time.

Additionally, in this study, work engagement was explored globally instead of using its dimensions. Thus, future research should consider study the dimensions (vigor, dedication and absorption) separately, in order to observe their effects on customer incivility and emotional labour. As was observed in Seo et al. (2023) research, where was stated that surface acting is a type of emotional labour, which is connected to a high level of vigor in the workplace. At the same time, future research should consider exploring the relationship between customer incivility, emotional labour and the other forms of social support, such as social support from organization and social support from supervisors, since in this study was considered only social support from colleagues.

4.4. Conclusion

The study explores the complex relationship between emotional labour and social support within the context of customer incivility and work engagement, specifically in the restaurant industry. It recognizes customer incivility as a significant stressor that contributes to reduced employee well-being and predictor of emotional labour. It emphasizes the significance of social

support from colleagues as a mitigating feature versus the detrimental implications of customer incivility, thereby supporting a healthier work environment. Despite these discernments, the study recognizes its limitations and suggest the need for further research in other industries and the inclusion of additional variables to increase the comprehension of these dynamics.

Supporting these findings, the study highlights that employees with low levels of perceived social support are more prone to engage in surface acting, at the expense of practicing deep acting, as employees strive to protect their resources. Additionally, the study shows a positive association between customer incivility and surface acting, as suggested by Zhao et al. (2022), emphasizing the strain such interactions place on employees' emotional resources. This study highlights the complex relationship between emotional labour and social support, emphasizing the difficulties employees encounter with uncivil customers and the importance of creating resilient and supportive work environments to foster work engagement. As we move forward, we may continue to explore these dynamics, creating work environments where both well-being and engagement flourish despite challenges.

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Annexes

A) Sociodemographic Characterization of the Sample

		Valid Percent
Sex Total: N = 211 Valid: N = 197	Male	43.7%
	Female	55.3%
	Prefer not to answer	1.0%
Age Total: N = 211 Valid: N = 197	18-20	0.5%
	21-24	13.20%
	25-29	41.1%
	30-34	23.9%
	35-39	13.7%
	40-44	1.5%
	45-49	3.0%
	50-54	2.5%
	55-59	0.5%
Tenure Total: N = 211 Valid: N = 197	< 6 months	0.5%
	6 months to 1 year	2.0%
	1 to 3 years	19.8%
	3 to 5 years	32.2%
	> 5 years	45.7%
Academic Qualification Total: N = 211 Valid: N = 197	Up to the 9th grade	2.0%
	Highschool	42.6%
	Technical or vocational education	4.1%
	Bachelor's degree	42.0%
	Postgraduate	6.6%
	Master's degree	2.4%
	Doctorate	0.5%

B) Questionnaire

Introduction

Caro participante,

Solicitamos a sua colaboração num estudo atualmente conduzido por investigadores do ISCTE - Instituto Universitário de Lisboa, integrado no programa de Mestrado em Gestão de Recursos Humanos e Consultoria Organizacional. O objetivo é analisar a relação entre o trabalho emocional e o bem-estar dos empregados de mesa, bem como o papel do suporte social e das interações com os clientes. Para participar, é necessário ter pelo menos dois meses de experiência como empregado(a) de mesa, ter um supervisor e envolver-se em interações com clientes e colegas. As suas respostas são cruciais para aprofundar o nosso conhecimento sobre o assunto e, quanto maior for o número de participantes, mais sólidos serão os resultados.

O preenchimento do questionário demora cerca de 10 minutos. O questionário está dividido em duas partes e a sua participação é voluntária, portanto, pode desistir a qualquer momento. Não há respostas certas ou erradas; procuramos apenas a sua opinião honesta. As suas respostas são anónimas e confidenciais, destinando-se exclusivamente ao estudo em questão.

Por último, os dados deste Estudo poderão ser utilizados para fins académicos (por exemplo: publicação em revistas ou artigos científicos), contudo a informação apresentada será sempre apresentada de forma agregada.

Agradecemos a sua valiosa participação.

Equipa de investigação:

Professora Doutora Sílvia Silva e Candidata a PhD Francisca Carvalho (Coordenação)

Isael Rodrigues

Para dúvidas ou esclarecimentos: isrrs2@iscte-iul.pt

Ao clicar em "Continuar", indica que compreendeu as condições e com a informação prestada concorda em participar neste estudo.

SOCIAL SUPPORT

As afirmações que se seguem abordam experiências relacionadas com o apoio recebido no local de trabalho, considerando a sua relação com colegas e supervisores. Pedimos-lhe que indique a frequência com que viveu estas interações, numa escala de 1 a 5, onde 1 corresponde a "Nunca" e 5 corresponde a "Sempre".

No seu dia-a-dia de trabalho, com que frequência ...

	1-Nunca	2-Raramente	3-Às vezes	4-Frequentemente	5-Sempre
1. Tem ajuda e apoio dos seus colegas de trabalho, se necessário.	☐	☐	☐	☐	☐
2. Os seus colegas estão receptivos a ouvi-lo/a sobre os seus problemas de trabalho, se necessário.	☐	☐	☐	☐	☐
3. Os seus colegas falam consigo sobre o seu próprio desempenho laboral.	☐	☐	☐	☐	☐
4. A sua chefia direta fala consigo sobre como está a decorrer o seu trabalho.	☐	☐	☐	☐	☐
5. Tem ajuda e apoio da sua chefia direta,	☐	☐	☐	☐	☐

CUSTOMER INCIVILITY

Pedimos agora que pense nas suas interações com clientes e aponte se nos últimos seis meses houve um cliente que...

	1-Nunca	2-Uma ou duas vezes	3-Mensalmente	4-Semanalmente	5Diariamente	6-Duas a três vezes por dia	7-Mais de três vezes por dia
1. Continuou a reclamar apesar de seus esforços para ajudar.	☐	☐	☐	☐	☐	☐	☐
2. Resmungou consigo sobre o serviço lento durante o horário de elevado pico.	☐	☐	☐	☐	☐	☐	☐
3. Fez comentários negativos sobre o seu restaurante.	☐	☐	☐	☐	☐	☐	☐
4. Culpou-o (a) por um problema que você não causou.	☐	☐	☐	☐	☐	☐	☐
5. Usou linguagem pouco adequada para se dirigir a si.	☐	☐	☐	☐	☐	☐	☐
6. Fez gestos (por exemplo, revirar olhos, suspirar) para exprimir a sua impaciência.	☐	☐	☐	☐	☐	☐	☐

EMOTIONAL LABOUR

Solicitamos que reflita agora sobre suas emoções e considere cuidadosamente cada item e indique a frequência com que tem vivido o que é descrito no seu cotidiano profissional. Classifique a frequência numa escala de 1 a 5, onde 1 corresponde a “Nunca” e 5 corresponde a “Sempre”.

No seu dia-a-dia de trabalho, com que frequência ...

	1-Nunca	2-Raramente	3-Às vezes	4-Frequentemente	5-Sempre
1.Demonstra emoções específicas requeridas pelo seu trabalho.	☐	☐	☐	☐	☐
2.Mostra algumas emoções fortes.	☐	☐	☐	☐	☐
3.Faz um esforço para sentir realmente as emoções que precisa de demonstrar aos outros.	☐	☐	☐	☐	☐
4.Adota certas emoções requeridas como parte do seu trabalho.	☐	☐	☐	☐	☐
5.Demonstra muitos diferentes tipos de emoções.	☐	☐	☐	☐	☐
6.Expressa determinadas emoções necessárias para o seu trabalho.	☐	☐	☐	☐	☐
7.Esconde os seus verdadeiros sentimentos sobre uma dada situação.	☐	☐	☐	☐	☐

8.Expressa emoções intensas.	☐	☐	☐	☐	☐
9.Tenta realmente sentir as emoções que precisa de mostrar como parte do seu trabalho.	☐	☐	☐	☐	☐
10.Expressa muitas emoções diferentes.	☐	☐	☐	☐	☐
11.Resiste em expressar os seus sentimentos verdadeiros.	☐	☐	☐	☐	☐
12.Demonstra muitas emoções diferentes quando interage com outros.	☐	☐	☐	☐	☐
13.Finge ter emoções que na realidade não tem.	☐	☐	☐	☐	☐
14.Tenta realmente sentir as emoções que precisa de mostrar.	☐	☐	☐	☐	☐

WORK ENGAGEMENT

Continuando a pensar nas suas vivências pessoais no ambiente de trabalho e suas interações com colegas. Pedimos que indique com que frequência experiencia essas situações, numa escala de 1 a 5, onde 1 corresponde a "Nunca" e 5 corresponde a "Sempre".

	1-Nunca	2-Raramente	3-Às vezes	4-Frequentemente	5-Sempre
1. Sente-se cheio(a) de energia no seu trabalho.	☐	☐	☐	☐	☐
2. Sente-se com força e energia quando está a trabalhar.	☐	☐	☐	☐	☐
3. Está entusiasmado(a) com o seu trabalho.	☐	☐	☐	☐	☐
4. O seu trabalho inspira-te.	☐	☐	☐	☐	☐
5. Quando se levanta de manhã, tem vontade de ir trabalhar.	☐	☐	☐	☐	☐
6. Sente-se feliz quando está a trabalhar intensamente.	☐	☐	☐	☐	☐
7. Sente orgulho no trabalho que faz.	☐	☐	☐	☐	☐
8. Sente-se imerso(a) no seu trabalho.	☐	☐	☐	☐	☐
9. Quando esta a trabalhar, "deixa-se levar" pelo trabalho.	☐	☐	☐	☐	☐

Dados sociodemográficos relativos ao participante

Obrigada pelo seu tempo e cooperação. Por favor, forneça algumas informações pessoais que serão utilizadas para fins estatísticos. Garantimos a confidencialidade e o anonimato das suas respostas. Selecione a opção que melhor se adequa à sua situação atual.

Idade

Por favor, indique a sua Idade?

- ☐ 18-20 anos
 - ☐ 21-24 anos
 - ☐ 25-29 anos
 - ☐ 30-34 anos
 - ☐ 35-39 anos
 - ☐ 40-44 anos
 - ☐ 45-49 anos
 - ☐ 50-54 anos
 - ☐ 55-59 anos
 - ☐ Mais de 60 anos
-

Sexo

Por favor, indique o seu sexo:

- ☐ Masculino
 - ☐ Feminino
 - ☐ Prefiro não responder
-

Estado Civil

Por favor, indique o seu Estado Civil:

- ☐ Solteiro(a)
 - ☐ Casado(a)
 - ☐ União de facto
 - ☐ Divorciado(a)
 - ☐ Viúvo(a)
 - ☐ Outro (especificar) _____
-

Educação

Por favor, indique o seu grau de escolaridade completo?

- ☐ Ensino Básico (9º ano)
- ☐ Ensino Secundário (12º ano)
- ☐ Ensino Técnico ou Profissionalizante (Ensino não superior)
- ☐ Ensino Superior (Licenciatura)
- ☐ Pós-graduação
- ☐ Mestrado
- ☐ Doutoramento

Nacionalidade

Por favor, indique a sua nacionalidade?

Tempo de Serviço

Por favor, indique há quanto tempo trabalha como empregado(a) de mesa?

- ☐ Menos de 6 meses
- ☐ De 6 meses a 1 ano
- ☐ De 1 a 3 anos
- ☐ De 3 a 5 anos
- ☐ Mais de 5 anos

Horário de Trabalho

Por favor, indique quantas horas por semana trabalha habitualmente?

Turno

Por favor, indique qual é o seu turno?

- ☐ Manhã
- ☐ Tarde
- ☐ Noite
- ☐ Repartido

Folga

Por favor, indique quantos dias de folga tem por semana?

- ☐ Uma
 - ☐ Duas
 - ☐ Três
-

Formação e Certificação

Por favor, indique se já fez ou está a fazer alguma formação específica ou certificação relacionada (s) com o seu trabalho como empregado(a) de mesa?

- ☐ Sim
- ☐ Não

Outro rendimento

Por favor, indique se tem outra fonte de rendimento para além do trabalho no restaurante?

- ☐ Se sim, qual? _____
- ☐ Não

Capacidade

Por favor, indique qual é a capacidade aproximada do restaurante onde trabalha em termos de número de mesas ou de lugares sentados?

- ☐ Menos de 15 lugares
 - ☐ 16 a 25 lugares
 - ☐ 26 a 35 lugares
 - ☐ 36 a 45 lugares
 - ☐ 46 a 55 lugares
 - ☐ Mais de 56 lugares
-

Nº de colegas

Por favor, indique quantos colegas estima que fazem parte da equipa do restaurante onde trabalha?

- ☐ Menos de 10 colegas
- ☐ 11 a 20 colegas
- ☐ 21 a 30 colegas
- ☐ 31 a 40 colegas
- ☐ Mais de 50 colegas