

# Pengaruh Customer Incivility terhadap Emotional Exhaustion dan Turnover Intention: Menguji Peran Supervisor Procedural Support dan Emotional Support = The Effect of Customer Incivility on Emotional Exhaustion and Turnover Intention: Testing the Role of Supervisor Procedural Support and Emotional Support

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## Abstrak

Penelitian ini bertujuan untuk menguji kembali pengaruh customer incivility terhadap turnover intention dalam konteks karyawan yang berhubungan dengan pelanggan di sektor perhotelan Indonesia. Dengan conservation of resources theory (COR) dan cognitive appraisal theory (CAT), penelitian ini juga mengeksplor bagaimana peran mediasi dari emotional exhaustion dan moderasi dari supervisor procedural support dan emotional support. Pengumpulan data dilakukan dengan metode survei dan didapatkan 140 responden karyawan yang berhubungan dengan pelanggan di sektor perhotelan Indonesia. Pengolahan data menggunakan analisis model moderated mediation menggunakan SPSS PROCESS. Hasil mengungkap bahwa customer incivility meningkatkan tingkat emotional exhaustion yang dirasakan oleh karyawan. Temuan juga menunjukkan bahwa emotional exhaustion secara penuh memediasi hubungan antara customer incivility dan turnover intention. Temuan tidak mendukung supervisor procedural support memiliki peran moderasi, namun supervisor emotional support terbukti mengurangi dampak dari customer incivility terhadap emotional exhaustion. Tingkat supervisor emotional support yang rendah dapat memicu dampak yang lebih besar dari customer incivility terhadap emotional exhaustion karyawan yang berhubungan dengan pelanggan.

.....This study aims to explore the effect of customer incivility on turnover intention in the context of customer contact employees in the Indonesian hospitality sector. Applying the conservation of resources theory (COR) and cognitive appraisal theory (CAT), this study also investigated the mediating role of emotional exhaustion and the moderating role of supervisory procedural and emotional support. Data were collected using a survey method, with 140 customer contact employees in the Indonesian hospitality sector as respondents. Moderated mediation analysis was tested using SPSS PROCESS. The results confirmed that customer incivility has a positive relationship with customer contact employees emotional exhaustion. The findings also reveal that emotional exhaustion fully mediates the relationship between customer incivility and turnover intention. There is no significant interaction effect of customer incivility and supervisor procedural support on emotional exhaustion. On the other hand, supervisor emotional support reduces the impact of customer incivility on emotional exhaustion. A low level of supervisor emotional support can trigger a greater impact from customer incivility on emotional exhaustion.