

The Impact of Customer Mistreatment on Airport Frontline Employees' Extra-Role Performance and Turnover Intention: The Mediating Role of Rumination

Do Uyen Tam^{1,*}, Doan Thi Kim Thanh²

¹Faculty of Business Administration, Vietnam Aviation Academy, Viet Nam

* Do Uyen Tam / E-mail: tamdo@vaa.edu.vn/ TEL: +84-0931.99.91.12

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ABSTRACT

Frontline staff plays an essential role in the survival of a service company. Among the demands of their job, experiencing customer mistreatment is inevitable in their daily work. This study examines the impact of customer mistreatment (CM) on frontline employees' (FLEs) extra-role performance and turnover intention via the mediating role of rumination. Through a sample of 200 frontline staff working in the airport, the partial least squares structural equation modelling (PLS-SEM) was used to analyze the data. The finding reveals that CM directly impacts employee turnover intention and indirectly affects employees' extra-role performance via rumination. Although much research has investigated the antecedents that predict employees' turnover intention and extra-role performance, little is known about the underlying mechanism in the link between CM – employees' extra-role performance and turnover intention. This study thus fills the gaps in the literature. Implications for theory, practice, and future research are discussed.

KEYWORDS: Customer mistreatment, extra-role performance, rumination, frontline employees, turnover intention

1. INTRODUCTION

Frontline service staff (FLEs) are employees who deal directly with customers through "face-to-face" or voice communication. In the service interaction process, the attitude and behavior of both FLEs and customers directly influence the quality of the service interaction process and satisfaction (Baranik et al., 2017). However, most research in customer service focuses on improving customer satisfaction instead of focusing on the emotions of FLEs. Meanwhile, the emotions and attitudes of FLEs also significantly affect customer satisfaction (Bauer et al., 2012). Service companies also emphasize too much the belief that "the customer is always right," ignoring employees' emotional reactions to mistreatment behaviour from customers (Garcia et al., 2019). The customer in fact, is not always right. Incidents relating to unkind or impolite customer behavior towards FLEs are becoming more common and severe (Lim & Cortina, 2005). CM has been reported to occur with increasing frequency (Park & Kim, 2020). Unkind, aggressive behaviors from customers can cause FLEs' negative emotions, change their work behaviors, decrease service performance, and increase their turnover intention (Grandey et al., 2004). Turnover

intention is a hot research topic because it predicts an individual's perception and evaluation of actual turnover behavior, which is a considerable risk for any service companies (Mobley, 1977). Although in recent years, companies have begun to pay attention to the issue of how to retain FLEs and question of how to reduce employee turnover intention, such as enhancing their salary. However, they seem to neglect another critical external factor, such as CM. This study fills the gaps by examining whether CM impacts employees' turnover intention. This result can add to the line of employee turnover intention research and provide empirical evidence for managers about factors which directly related to employee turnover intention. Thus, organizations may have suitable strategies to reduce its detrimental effects.

In addition, CM can also affect employee performance. Employee performance can be divided into in-role performance and extra-role performance. In-role performance refers to tasks based on job descriptions. For FLEs, in-role behaviors mainly include prescribed tasks related to interactive activities with customer service (Cheng et al., 2020; Riketta, 2002). Meanwhile, the extra-role performance also plays a vital role in the service context (Bettencourt & Brown, 1997). Extra-role performance refers to voluntary behaviors that are

self-initiated, permanent, and ongoing, which go beyond the requirements outlined in the job description (Rank et al., 2007). These voluntary behaviors can improve service, helping to resolve potential customer service issues. Howard & Russell (1996) suggest that the relationship between workplace interpersonal conflicts (e.g., CM) and job performance is an indirect effect rather than a direct impact. Previous studies have examined the relationship between CM and employee performance. However, job performance is mainly measured by general job performance or task performance, leaving the link between CM – extra-role performance remains limited (Rai & Agarwal, 2019; Zhu et al., 2019). This study fills the gap by examining the impact of CM on employees' extra-role performance.

Although previous studies have revealed the association between CM and employees' turnover intention and extra-role performance, the underlying mechanism of this relationship has not yet been fully explored (Hongying et al., 2019; Mulki & Wilkinson, 2017). Thus, understanding the underlying mechanism in such relationships can contribute to theoretical development and provide managers with practical evidence and suggestions to minimize the impact of CM. Based on cognitive rumination theories (Nolen-Hoeksema et al., 2008) and Conservation of resources (COR) theory (Hobfoll, 1989), we argue that the impact of CM on employees' turnover intention and extra-role performance is an indirect effect through rumination. The cognitive rumination theories (Nolen-Hoeksema et al., 2008; Nolen-Hoeksema & Davis, 1999) posits that rumination is a series of conscious thoughts that revolve around a topic and are repeated even without environmental conditions that cause difficulty and require contemplation. Rumination is induced by goal failure from daily stressors, such as customer mistreatment, which can lead to a high level of negative emotions, depression, and resource depletion for individuals (Nolen-Hoeksema & Davis, 1999). This study conceptualizes customer service interaction as FLEs' goal attainment situation and customer mistreatment as their goal failure. Prior research has mainly focused on considering CM as a job characteristic and investigating its effect on work-related outcomes through the mediating role of immediate emotional reactions, such as emotional exhaustion and job anxiety (e.g., Raza et al., 2021; Wang et al., 2022). However, little research has considered CM a goal failure and investigated its effect on employees' attitudes and behaviour (Wang et al., 2013). The authors argue that when experiencing CM, employees tend to perceive that their job goals and self-goals fail and increase their rumination level. A high level of rumination, in turn, relates to their extra-role performance and turnover intention.

Airports are stressful environments for many passengers and getting more stressful during Covid 19. Due to the new regulations to ensure the limited spread of covid 19, the check-in procedure got slower, leading to increased stress for passengers. Check-in staff becomes "punching bags" from passengers who cannot keep their calm. In addition, the severe drop in passenger numbers also caused airlines and ground service companies to reduce the number of check-in staff. Check-in staff is now facing unprecedented challenges, losing

their jobs and experiencing mistreatment from passengers with increasing frequency. Therefore, this study targeted airport frontline as our sample and examined the effect of customer mistreatment on employees, especially passenger mistreatment. Particularly, the current study examines the impact of customer mistreatment on employee turnover intention and extra-role performance via the mediating role of rumination. Figure 1 depicts our proposed research model. In the following sections, the authors first develop our hypotheses, followed by the methodology, research results, and discussion. Finally, the limitation of the study was also demonstrated.

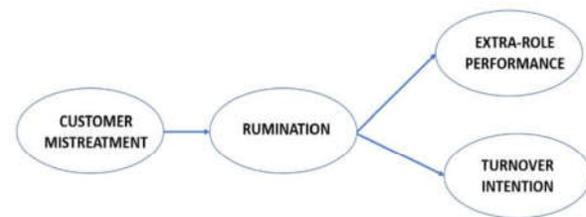


Figure 1. Conceptual model

2. LITERATURE REVIEW

2.1. Customer mistreatment, turnover intention, extra-role performance

Customer mistreatment is mistreatment behavior from customers towards service staff. These behaviors include verbal abuse, unreasonable demands, and disrespect toward service staff (Wang et al., 2011; Wang & Wang, 2017). Rupp & Spencer (2006) posits that mistreatment behaviors from customers can cause negative emotions for service staff and potentially further aggressive situations. The service interaction process between employees and customers is not only an interaction between individuals but also a fulfillment of psychological needs from both sides (Bradley et al., 2010). For example, while customers satisfy their utilitarian and recreational needs through services, employees gain a sense of accomplishment by demonstrating professional competence and achieving goals prescribed by the organization (Dormann & Zapf, 2004). Since then, from the employee's perspective, customer mistreatment represents a failure to achieve goals at work.

Turnover intention refers to an individual's intention to leave an organization or profession voluntarily. Previous studies posit that turnover intention includes a series of processes, thinking about the intention to look for a new job and the intention to leave the current job (Mobley, 1977). The relationship between CM and employees' turnover intention can be explained by the theory of Conservation of resources (COR) (Hobfoll, 1989). According to the COR theory, employees tend to avoid or minimize the loss of resources. CM can be considered a job demand which causes anger and resource depletion of service staff (Koopmann et al., 2015). Employees will find ways to protect resources with different strategies, such as avoiding or seeking help for solutions.

However, if these strategies fail, they may increase their turnover intention as a solution to conserve resources. Previous studies have also shown a positive relationship between CM and employees' turnover intention. Cortina et al. (2001) revealed that experiencing mistreatment behavior in the workplace can lead to employees' turnover intention. Pearson et al. (2001) revealed that half of the employees who have experienced workplace mistreatment have the intention to quit their job. Pearson & Porath (2005) showed that one in eight people in the United States and Canada reported leaving their jobs due to uncivilized working conditions. Yagil (2008) concludes that job dissatisfaction, turnover intention, and absenteeism result from customers' condescending attitudes. Based on existing theoretical and empirical evidence, the authors proposed the following hypothesis:

Hypothesis 1: Customer mistreatment positively impacts employee turnover intention.

According to COR theory, when employees face situations threatening or actual loss of resources (e.g., experiencing CM), they tend to conserve resources. Thus, avoiding taking voluntary actions to help customers (extra-role performance) can be a solution to preserve their resources. These behaviors are not prescribed in the job description, so employees will likely refrain from engaging in voluntary acts. The relationship between workplace interpersonal conflict and employees' performance has been verified in previous studies. Research results by Mulki & Wilkinson (2017) show that CM directly impacts employee job performance. Kaur (2015) revealed a strong correlation between workplace interpersonal conflict and organizational citizenship behavior. Based on these arguments, the authors propose the following hypothesis:

Hypothesis 2: Customer mistreatment negatively impacts employees' extra-role performance.

2.2. The mediating role of rumination

Based on cognitive rumination theories (Nolen-Hoeksema et al., 2008) and Conservation of resources (COR) theory (Hobfoll, 1989), the authors argue that rumination can play a mediating role in the link between CM – turnover intention and extra-role performance. According to cognitive theories of rumination (Nolen-Hoeksema et al., 2008), rumination refers to conscious thinking directed towards failure to pursue a goal over an extended period. It happens when individuals fail to move toward an important goal and ceases when individuals achieve the goal, continue toward it, or give up on it. The factor causing rumination is the experience of failure in one's memory (Rothermund, 2003). CM, as mentioned above, can be considered a goal failure. The failure includes task-related (i.e., failure to succeed in customer-staff interaction) and self-related (i.e., failure to maintain positive views about oneself). During customer-staff interactions, FLEs are required to collaborate with customers, fulfill their requests and solve their problems (Dormann & Zapf, 2004). In addition, during their interactions with customers, FLEs also strive to foster a

sense of belonging and self-fulfillment and maintain a positive view of themselves (Dormann & Zapf, 2004). This type of goal is often innately directed and is associated with individuals' shared desire to be respected and valued (DeShon and Gillespie, 2005). CM often signals low customer satisfaction, deviating from the task goal (Harris & Reynolds, 2003). Furthermore, interpersonal conflict (e.g., CM) itself violates social norms of dignity and sensitivity in interpersonal interactions. Thus, it can also threaten positive self-concept (Skarlicki et al., 2008). As a result, employees will be more likely to reflect on such incidents, which causes them to fail in their goals.

Rumination, subsequently, can increase turnover intention and lower extra-role performance. Rumination refers to predominantly stressful or negative thoughts that are unintended and difficult to get rid of (Martin & Tesser, 1989). Such thoughts are a risk factor for psychological health (Brosschot et al., 2006). According to the COR theory (Hobfoll, 1989), stressed individuals may withdraw from an adverse situation in order to reduce their exposure to harsh situations and conserve their remaining resources (Taris et al., 2001). A high level of rumination caused by CM can lead to a higher stress level for employees and negatively impact their mental health (Perko et al., 2017). Individuals attempt to move from demanding to less stressful condition to maintain their resources (Hobfoll, 1989). Thus, employees tend to increase their turnover intention to escape that stressful working environment and avoid further resource loss. Previous studies have found that job stress indirectly enhances employees' turnover intention via the mediating role of rumination (e.g., Richter et al., 2020; Turkoglu & Dalgic, 2019).

In addition, rumination can distract employees, which in turn can lead to reducing their performance. However, the impact can be more robust for extra-role behavior than task behaviors. This is because extra-role behavior is often not included in the job description or not monitored by supervisors. Therefore, avoiding extra-role behavior when experiencing CM is a safe solution to protect employees' resources. Emotion-centered models (Spector & Fox, 2002) also posits that interpersonal conflict (e.g., CM) elicits emotional and cognitive responses to employees (e.g., rumination), and employees tend to avoid and not engage in stranger-directed extra-role behaviors (e.g., customers). Previous studies have also shown that workplace interpersonal conflicts and extra-role performance are indirectly linked through a mediating mechanism. For example, Sulea et al. (2012) showed that job interpersonal conflict would negatively affect extra-role behavior through the mediating role of work engagement. Cheng et al. (2020) also revealed that incivility from customers negatively affects the extra-role performance of FLEs by increasing negative affectivity. Thus, the authors proposed the following hypotheses:

Hypothesis 3: Rumination mediates the relationship between customer mistreatment and turnover intention.

Hypothesis 4: Rumination mediates the relationship between customer mistreatment and extra-role performance.

3. METHODOLOGY

Participants and Procedures

Study participants were check-in staff working at Tan Son Nhat international airport. The questionnaire was prepared in English and translated into Vietnamese. The authors first conducted a group discussion with ten check-in staff to adjust the questionnaire to ensure its clarity and relevance before the official survey. The authors then contacted the human resources manager of Saigon Ground Services company for permission to collect data. The questionnaire was dispatched to 221 check-in staff. However, 200 questions were retrieved and used for data analysis after omitting these with missing answers. Of the 200 valid questionnaires, 62.5% of those surveyed were men. Most respondents have bachelor's degrees (accounting for 64%). 76% of respondents have an income of between 5 and 15 million VND. For respondents' tenure, 30% of check-in staff have working experience of more than five years, 37.5% have working experience of 3 to 5 years, and the remaining 31% of employees have working experience of fewer than three years.

Measures

Customer mistreatment was assessed with three items developed by Chi et al. (2013) using a 5-point Likert scale with 1 = never to 5 = very often. Sample items include: "Passengers complained about your service performance without reason."

Rumination was measured using nine items developed by Wong et al. (2006) on a 5-point Likert scale with 1 = never to 5 = very often. Sample items include "I could not stop thinking about what passengers did to me."

Turnover intention was assessed with three items developed by Miner et al. (2019) using a 5-point Likert scale with 1 = totally disagree and 5: totally agree. Sample items include: "I often think about quitting this job."

Extra-role performance was assessed with three items developed by Netemeyer et al. (2005) using a 5-point Likert scale with 1 = never to 5 = very often. Sample items include: "How often did you go above and beyond the "call of duty" when serving passengers?"

4. RESULTS

4.1 Measurement Model

The authors first assessed the measurement model, including (a) the reliability, (b) convergence, and (c) discriminant validity of constructs. Cronbach's alpha and composite reliability (CR) are used to assess the constructs' reliability. According to table 1, Cronbach's alpha and CR values of all constructs are greater than 0.7, the reliability of constructs are verified (Hair et al., 2013). Next, factor loading and average extracted variance (AVE) were evaluated for convergent validity. Two indicators, R4 and R6, of the rumination construct have factor loadings less than the

threshold of 0.5 (Table 1). The author omitted these indicators to ensure convergent validity. The AVE values of all constructs are greater than 0.5. In other words, the constructs explained more than 50% of the variance of its indicators. Therefore, the convergent validity of all constructs was verified.

Table 1. Reliability and convergence validity of constructs

Constructs	Indicators	Reliability		Convergence validity	
		Cronbach's Alpha	CR	Loadings	AVE
Customer mistreatment	CM1	0.823	0.893	0.902	0.73
	CM2			0.816	
	CM3			0.854	
Rumination	R1	0.799	0.846	0.695	0.52
	R2			0.652	
	R3			0.633	
	R4			0.459	
	R5			0.662	
	R6			0.417	
	R7			0.596	
	R8			0.679	
	R9			0.726	
Extra-role performance	EX1	0.704	0.814	0.753	0.52
	EX2			0.800	
	EX3			0.579	
	EX4			0.748	
Turnover intention	TI1	0.829	0.898	0.866	0.74
	TI2			0.863	
	TI3			0.860	

Table 2. Heterotrait-Monotrait Ratio (HTMT)

	Extra-role performance	Customer mistreatment	Rumination
Customer mistreatment	0.157		
Rumination	0.363	0.323	
Turnover intention	0.135	0.215	0.088

The Heterotrait-Monotrait Ratio (HTMT) was inspected for the discriminant validity of constructs. Its values should be less than 0.85 to verify the discriminant between constructs. The author also used the "bootstrapping" technique with 5000 samples. If any HTMT confidence interval (significant level 5%) contains the value 1, the construct's discriminant validity

cannot be satisfied. Table 2 shows that all HTMT values are much smaller than the threshold of 0.85. In addition, because the confidence interval of HTMT values did not include value 1, the discriminant validity is confirmed.

4.2 Structural Model

Hypothesis H1 assumes that CM directly affects the employee's turnover intention. Based on Table 3, hypothesis H1 was supported ($\beta = -0.184$, p-value < 5%). In addition, the confidence interval of the coefficient did not contain 0. In other words, the more mistreatment FLEs experience from customers, the more likely they increase their turnover intention. For hypothesis H2, the impact of CM on employees' extra-role performance was not statistically significant (p-value = 0.789). Therefore, hypothesis H2 was rejected. In other words, CM did not directly affect extra-role performance.

Table 3. Coefficient and its confidence intervals				
	Beta	2.5%	97.5%	p-values
Direct effect				
CM-> EX	-0.023	-0.177	0.151	0.789
CM -> RM	0.304***	0.159	0.445	0.000
CM -> TI	-0.184*	-0.362	-0.0002	0.042
RM-> EX	-0.283***	-0.436	-0.140	0.000
RM-> TI	0.035	0.152	0.214	0.716
Indirect effect				
CM ->RM -> EX	-0.086*	-0.165	-0.034	0.012
CM -> RM -> TI	0.011	0.050	0.070	0.731
Note: CM: customer mistreatment; RM: rumination; EX: extra-role performance; TI: turnover intention *, **, ***: significant at 5%, 1%, 0.1%				

H3 and H4 represent the mediation hypothesis. Hypothesis H3 assumes that rumination plays a mediating role in the relationship between CM and employees' turnover intention. Table 3 shows that hypothesis H3 was rejected (p-value = 0.731) with the confidence interval of the coefficient containing the zero value. According to Table 3, hypothesis H4 was supported ($\beta = -0.086$, p-value = 0.012) with the confidence interval did not contain zero. In addition, because hypothesis H2 was rejected, CM did not directly affect employee extra-role performance. It can be concluded that the impact of CM on employee extra-role performance was fully mediated by rumination.

5. DISCUSSION

This study aimed to examine the impact of customer mistreatment on turnover intention and extra-role performance of FLEs. Hypotheses H1 and H2, respectively, test the direct impact of CM on employees' turnover intention and extra-role performance. Hypothesis H3 and H4 test the mediating role of rumination in the relationship between CM and employees' turnover intention and extra-role performance, respectively. The study results indicated that Hypothesis H1 was supported. CM positively impacts the employee's turnover intention. However, hypothesis H2 was rejected. Specifically, there is no direct relationship between CM and employees' extra-role performance. For the mediating role of rumination, hypothesis H3 was rejected. Rumination did not mediate the link between CM – employees' turnover intention. Meanwhile, hypothesis H4 was supported. Specifically, rumination plays a mediating role in the link between CM - employee's extra-role performance.

Thus, CM directly impacts employees' turnover intention rather than an indirect relationship. This result is also consistent with the results of previous studies. For example, Gong et al. (2018) and Hongying et al. (2019) concluded that workplace interpersonal conflicts (customer abuse, customer mistreatment) would directly affect employees' turnover intention. However, this result contradicts the study of Chung et al. (2021) in which, customer incivility does not directly affect the employee's turnover intention. This could be explained that incivility is defined as a mild form of workplace interpersonal conflicts with unintentional mistreatment by the investigator (e.g., customer) (Cortina & Magley, 2001). Frontline staff is usually trained to deal with this impolite behavior from customers. Thus, customer incivility is likely not strong enough to influence employees' turnover intention compared to other types of interpersonal conflicts, such as mistreatment or abuse. Besides, although CM does not directly impact employees' extra-role performance, when these behaviors are combined with a high level of rumination, employees would decrease extra-role behaviours to protect their resources. The indirect effect of deviant customer behavior on extra-role performance is also consistent with previous studies. For example, Sulea et al.(2012) show that workplace interpersonal conflicts will negatively affect extra-role behavior through the mediating role of work engagement. Cheng et al. (2020) also revealed that customer incivility reduces employees' extra-role performance of FLEs by increasing the level of negative affectivity. The results reveal that CM substantially impacts employees' turnover intention more than their extra-role performance. The results show that the impact of CM on employees is a direct relationship. The more often employees experience these behaviors, the higher their turnover intention. Meanwhile, CM did not directly decrease employee extra-role performance. The level of rumination accounted for underlying mechanisms that link CM – employees' extra-role performance.

6. CONCLUSION

6.1. Theoretical Contributions

First, our results demonstrate that CM increases the employees' rumination, thereby reducing extra-role performance while directly increasing their turnover intention. This study adds to the research on customer mistreatment by investigating the underlying mechanisms that link CM - turnover intention and extra-role performance. Second, the concept of CM in previous research has been shaped as a work demand or job characteristic. However, considering this concept as the failure in frontline staff's goals during customer interactions has not received much attention from researchers (Wang et al., 2013). Different approaches to this research concept will lead to different results. For example, when CM is considered a violation of the norm of interpersonal interaction at work, this behavior will result in an immediate emotional response (e.g., anger, guilt, and frustration). When considering CM as a failure in job goals, the results may link to high levels of employees' rumination (Wang et al., 2013). Therefore, our findings complement previous studies on various employee psychological processes resulting from experiencing customer mistreatment and a more comprehensive view of the different outcomes of CM.

In addition, because of the detrimental effect of turnover intention and extra-role performance on service companies, previous studies have attempted to examine its antecedents. This study contributes to the theory and practicals by revealing the associations between CM – employees' turnover intention and extra-role performance.

6.2. Practical Implications

This study has some practical implications for service firms. Research results show that CM affects FLEs' turnover intention and extra-role performance. Suppose CM is an unavoidable issue during the service interaction. In that case, managers need to take practical solutions to minimize its negative impact instead of only focusing on the idea that "the customer is always right." One of the most effective strategies is to organize training courses for employees to improve their skills in dealing with CM. Managers should encourage employees to participate in such training programs. Training will not be practical without the serious involvement of leaders. Leaders must put in the time and effort to ensure every training program has clear, relevant, and achievable goals. Since FLEs are busy serving customers, they may perceive the training as an interruption and pay little attention to it, failing to achieve the purpose of the training course. Therefore, leaders also arrange suitable schedules for FLEs to attend training sessions.

In addition, the aviation industry is characterized by a seasonal increase in passenger numbers, similar to most tourism industries. At this time, the airport becomes overloaded, and conflicts between passengers and staff happen more frequently. Therefore, the management board should also

pay attention to having a plan to hire seasonal staff to assist passengers promptly to minimize conflicts between passengers and staff. Another simple way to reduce stress for FLEs after experiencing CM is to encourage employees to take short breaks during specific work hours. The "quiet space" in the organization should be designed so that employees can meditate, refocus, or calm down without distractions (Heather, 2019). Even for just 15 minutes, employees can be more focused, alert, and refreshed by completely taking a break from work. As a result, they reduce their level of rumination and further decrease their turnover intention and extra-role performance.

6.3. Future Research Directions

The study is not without its limitations. First, this study only investigated mistreatment behavior from customer sources. Further study should combine workplace mistreatment from multiple sources, such as supervisors or coworkers. Second, this study was conducted in the aviation context. Future studies should consider studying the proposed model in different industrial contexts, such as hotels, restaurants, and banks to generalize the research findings. In addition, factors that can add to or mitigate the negative influence of CM on its outcomes, such as employees' personality characteristics, also warrant future research.

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Appendix: Questionnaire					
Items	Never -----→Always				
Passengers...	1	2	3	4	5
1. complained about your service performance without reason					
2. made unreasonable demands that you could not fulfil	1	2	3	4	5
3. spoke aggressively to you	1	2	3	4	5
	Never-----→ all the time				
4. You couldn't stop thinking about what passengers did to me	1	2	3	4	5
5. Thoughts and feelings about how passengers hurt you kept running through my head"	1	2	3	4	5
6. Strong feelings about what passengers did to you kept bubbling up"	1	2	3	4	5
7. Images of the offense kept coming back to you	1	2	3	4	5
8. You brooded about how passengers hurt you	1	2	3	4	5
9. You found it difficult not to think about the hurt that passengers caused you	1	2	3	4	5
10. You found yourself playing the offense over and over in your mind	1	2	3	4	5
11. Even when you were engaged in other tasks, you thought about how passengers hurt you	1	2	3	4	5
12. You couldn't stop thinking about the bad experience your passengers gave you	1	2	3	4	5
	Never -----→Always				
13. How often did you go above and beyond the "call of duty" when serving customers?	1	2	3	4	5
14. How often did you willingly go out of your way to make passengers satisfied?	1	2	3	4	5
15. How often did you voluntarily assist passengers even if it meant going beyond job requirements?	1	2	3	4	5
16. How often did you help passengers with problems beyond what was expected or required?	1	2	3	4	5
	Totally disagree-----→ Totally agree				
17. You often think about quitting this job,"	1	2	3	4	5
18. You are actively looking for another job	1	2	3	4	5
19. You will probably look for a new job during the next year	1	2	3	4	5