
THE RELATIONSHIP AMONG EMOTIONAL LABOR, JAY-CUSTOMER, AND EMOTIONAL EXHAUSTION IN THE FOOD AND BEVERAGE INDUSTRY

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ABSTRACT

The purpose of this study is to explore the relationship between emotional labor, jay-customer, and employee's emotional exhaustion in the food and beverage industry, and their impact to the front line service personnel. In addition, this study also investigates how the jay-customer moderates the effects of emotional labor on employee's emotional exhaustion. For developing an overview in this area, the questionnaires were distributed to 500 front line service personnel, and the effective response (440) rate was 88%. The results demonstrated that jay-customer can moderate the influences of emotional labor to employee's emotional exhaustion. Customers who are rude in behavior cause more emotional exhaustion on employees than other types of jay-customer. Managers in the food and beverage industry could use the findings to further understand jay-customer, On the other hand, the results could be used as a guideline to make more efficiency improvements to prevent employee's emotional exhaustion. The descriptive statistical analysis, factor analysis, reliability analysis, validity analysis, regression analysis and structural equation modeling are used in this study.

Keywords: Emotional Labor, Jay-customers, Emotional Exhaustion

1. INTRODUCTION

Since the Peters and Waterman's book "In Search of Excellence" (1982), points out that a successful organization has to listen to the voice of customer's. Thus, "customer is first" became a paradigm that make business success; "customer always right" became a rule that employee has to keep in mind. However, is customer always right? For the purpose of enhancing service encounters, managers have dedicated considerable effort to controlling, managing, and prescribing the actions of (potentially) dysfunctional customer-contact employees (Webster, 1994; Berry, 1995; Schneider and Bowen, 1995; Robinette et al., 2000; Wiersema, 2001). The theorists of marketing and practitioners also have been devoted considerable attention to customers' perceptions of service quality (Brady and Cronin, 2001), customer satisfaction (Szymanski and Henard, 2001), and customer loyalty (Oliver, 1999).

Nevertheless, it has been proved that not all of the customers are functional and some of them have acted in an unanticipated and dysfunctional way to customer-oriented initiatives in many service industries. According to Zemke and Anderson (1990), they pointed out that more than 30% of the service failure is caused by the customer. Bitner, Booms and Mohr (1994) also argued that 22% of service failure came from "negative customer behavior problems", rather than service personnel. Beldin (2001) identified the concept of customers from hell in his book entitled 'Dealing with the Customer from Hell'. Therefore, it can be an issue that high service quality does not mean to do everything that the customer wants, as much as bringing the expectations of the organization and customer closely into line (Scott, 1999; Grandey, Dickter, & Sin, 2004).

The issue of the jay-customer would affect the productivity of service personnel are always been ignored in the previous researches. Instead of from "service personnel's" point of view, researchers are mostly analyzing this issue from the "customer" perspective. Therefore, this study attempts to explore from "service personnel's" point of view that whether the jay-customer will have significant effects to the front line service personnel, and whether the jay-customers will have significant effects on emotional labor and cause the emotional exhaustion.

2. LITERATURE REVIEW

2.1. Emotional Labor

In today's business, service quality is one of the keys to success. Many organizations have been regarded the customer service oriented as one of the abilities that employee must possess (Wu, 2003). In order to ensure the company's profit, business must have to keep meeting the needs of customers, and building the good relationship with customers. It is critical that the service quality and customer satisfaction is resulting from the customer's subjective judgments through the process of the service encounter with the frontline service personnel. Therefore, the service personnel have to control their own external behavior and emotional expression, to provide customers with good consuming experience that the organization required.

Emotional labor may involve enhancing, pretending, or suppressing emotions to decorate the emotional expression. In generally, emotions are managed in reply to the exhibit rules for the organization or job (Ekman & Friesen, 1975; Goffman, 1959). Several researchers have emphasized that the front line service personnel which exposure to extremely jay-customer would increases the possibility of suffering long term negative feelings, such as humiliation, anxiety or sleeplessness. Additionally, researchers

stressed that the more the front line service personnel encounter the jay-customer, the more likely they are to suffer emotional exhaustion, burnout and to leave their job (Harris & Reynolds, 2003; Grandey et al., 2004). The concept of “emotional labor” has been proposed by Hochschild in his book “Ideology and emotion management” in 1983, and considered the definition of emotional labor is “the management of emotions as part of the work role”.

According to Hochschild (1983) and Wharton (1993), the emotional labors must meet three characteristics: (1) highly frequency of appropriate emotional display, (2) attentiveness to required display rules; (3) organization can supervise or adapt some training to control the emotional activities. Morris & Feldman (1996) defined emotional labor into four perspectives: (1) frequency of emotional display, (2) attentiveness(intensity of emotions, duration of interaction)to required display rule, (3) variety of emotions required to be expressed, (4) emotional dissonance. Harris & Reynolds (2003) claimed that 93% of the service personnel have experienced emotional impacts as a consequence of exposure to jay-customer.

Researchers have conceptualized the emotional labor into two main parts. One is job focused emotional labor, which indicates the level of emotional demands of the occupation. It has been measured as service jobs that are considered to represent people work (Hochschild, 1983; Wharton, 1996), work demands such as interaction with customers very frequently, (Morris & Feldman, 1996, 1997), and express certain emotions to match the job expectations (Schaubroeck& Jones, 2000; Wharton & Erickson, 1995). The other one is employee focused emotional labor, which indicates employee’s experience of managing emotions and expressions to meet work roles. This has been thought as emotional dissonance—when expressions and feelings are different (Abraham, 1998; Morris & Feldman, 1997) and as emotion regulation processes when one attempts to modify expressions to meet work demands (Brotheridge, 1998; Grandey, 2000; Hochschild, 1983; Pugliesi, 1999). That is why that the dimension of emotional labor approaches have received growing attention from the academic field, and leading to multiple approaches of measurement and numerous emotional labor terms. Several studies have investigated the aspects and attribution of emotional labor performed by service personnel in different industries such as flight attendants, theme park staffs, retail store cashiers, nurses, bank workers, institutions of higher education, administrators, and hospitality employees (Lee, Michael, & Wang, 2016; Brotheridge& Lee, 2003; Chu & Murrmann, 2006; Grandey, 2000; Hochschild, 1983; Kim, 2008; Kim et al., 2007; Kruml& Geddes, 2000; Schaubroeck& Jones, 2000; Seymour, 2000).

Based on the previous research has explored the behavior of hospitality service personnel to fill the gap and create a theory of emotional labor, contemporary researches have begun to apply a more efficient, quantitative method to evaluate the dimensions and nature of emotional labor performed by hospitality service personnel(Chu & Murrmann, 2006; Kim, 2008; Seymour, 2000). Hochschild (1983) acknowledged two approaches that service personnel frequently adopt to deal with emotional conflict or dissonance. The first one is surface acting (faking feelings), which is for helping the service personnel to connect with customer expectations and company regulations. The second one is deep acting (modifying feelings), which is for helping the service personnel to accomplish the expectations of the organization. Surface acting and deep acting are considered to produce good and superior results for both employees and consumers (Grandey, Rupp, & Brice, 2015; Kruml & Geddes, 2000; Brotheridge & Lee, 2003; Kim, 2008). In surface acting, the works of the emotional labor refer to the action of presenting a feeling that has not been experienced and could involve both inhibition of felt feelings and pose unfeelt emotions(Hennig-Thurau, Groth, Paul, & Gremler, 2006). On the other hand, they modify both obvious

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features and obscure private feelings in deep acting (Chu & Murrmann, 2006). Chu, Baker, & Murrmann (2012) demonstrated that deep acting would lead to the positive work consequences for service personnel. In addition, most of the previous researches that measured the relationship between emotional labor and the outcomes of service personnel have showed that deep acting would cause more positive results than performed surface acting (Humphrey, Ashforth, & Diefendorff, 2015; Kim, 2008). Therefore, it would be beneficial for business to support employees to manage their emotions, and more importantly, to further adopt the techniques in practical situations.

Table 1 The relevant research related in emotion labor

Scholar	Year	Conclusion / Finding
Lee, Michael,& Wang,	2016	Employee's customer orientation is positively related with job satisfaction and deep acting while negatively related with surface acting.
Humphrey,Ashforth,&Diefendorff	2015	1. Emotional labor may have positive outcomes when organizations grant more autonomy and adopt positive display rules that call for the expression of positive emotions. 2. Unlike surface acting (faking emotions), deep acting does not harm employee well-being, and deep acting is positively related with job satisfaction, organizational commitment, job performance, and customer satisfaction.
Grandey, Rupp, & Brice	2015	Organizations and customers should abandon formalized emotion display expectations and replace such efforts with more humanistic practices that support and value employees, engendering positive climates and an authentically positive workforce
Wu & Cheng	2003	Emotional labor is an effort to pay means the interaction of individuals in their own health and working environment, based on the work required to pay the emotion regulation effort.
Diefendorff & Grosserand	2003	If individuals have detected the discrepancy between emotional displays and display rules, which would intend to use emotion regulation strategies to reduce the discrepancy.
Wu &Zheng	2003	The interaction between job involvement and suppression of negative emotion significantly predicted emotional exhaustion.
Grandey	2000	Emotional labor may result in good organizational performance, but may have consequences for the employees' health, and related to burnout, withdrawal, and negative work attitudes.
Morris & Feldman	1996	The emotional labor construct in terms of four dimensions: frequency of appropriate emotional display, attentiveness to required display rules, variety of emotions to be displayed, and emotional dissonance generated by having to express organizationally desired emotions not genuinely felt.
Ashforth& Humphrey	1993	Emotional labor is the display of expected emotions by service agents during service encounters.

2.2. Jay-Customers

For more than two decades, damaging interactions between consumers and employees in the service setting has been distinguished as a significant aspect of the service encounter. Researchers have typically focused on individual, extreme, or unusual forms of such “inappropriate customer behavior” (Strutton et al., 1994), such as the studies of consumer vandalism (Levy-Leboyer, 1984; DeMore et al., 1988), retaliation (Huefner and Hunt, 1994; 2000), violence (Boyd, 2002; Farrugia, 2002), illegitimate complaining (Jacoby and Jaccard, 1981; Kowalski, 1996), and compulsive consumption (O’Guinn and Faber, 1989; Hirschman, 1992). Marketing and service researchers have been focused on the functional to the detriment of the dysfunctional (Moschis and Cox, 1989; Bitner et al., 1994; Fullerton and Punj, 2003). Popular terms include “Deviant Consumer Behavior” (Moschis and Cox, 1989), “Aberrant Consumer Behavior” (Fullerton and Punj, 1993), “Inappropriate Behavior” (Strutton et al., 1994), “Consumer Misbehavior” (Fullerton and Punj, 1997; Tonglet, 2001), and “Dysfunctional Customer Behavior” (Harris and Reynolds, 2003).

Table 2 the relevant research related in jay-customer

Scholar	Year	Terns refer to Jay-customer
Moschis&Cox	1989	Deviant Consumer Behavior
Zemke&Anderson	1990	Customer from hell
Kuo	2006	
Fullerton &Punj	1993	Aberrant Consumer Behavior
Christopher Lovelock	1994	Jay-customer
Strutton et al.	1994	Inappropriate customer behavior
Bitner et al.	1994	Problem customers
Fullerton &Punj	1997	Consumer Misbehavior
Tonglet	2001	
Harris &Reynolds	2003	Dysfunctional Customer Behavior

One of the earliest concepts of jay-customers came from Zemke and Anderson (1990), who conducted a series of focus group interviews with frontline service personnel from a range of sectors in the service industry, and found that the frontline service personnel often encounter noisy, selfish or rude customers who cause problems, rather than the service or product posing a problem. They also developed a typology consisting of five ‘Customers from Hell’. Bitner et al. (1994) used the phrase “problem customers” to describe those who are not willing to cooperate, violate the rules of the service environment, engage in illegal practices, or harass other customers. In addition, they argued that there are other categories of difficult customer behaviors and added three problem customer behaviors from the perspective of employees. These were drunkenness, breaking company policies or laws, and uncooperative customers. Lovelock (1994) pointed out the term of “Jay-customer” to refer the dysfunctional behavior by customer, and defined jay-customer as those who deliberately act in a thoughtless or in an abusive manner, causing problems for the firm, employees, or other customers. He also divided jay-customer into six categories: the thief, the rule breaker, the belligerent, the family feuders, the vandal, and the deadbeat.

In 2003, Harris and Reynolds claimed the jay-customer is the mostly negative effects for organizations. Additionally, they also categorized eight types of jay-customer: comprising compensation letter writers, undesirable customers, property abusers, service workers, vindictive customers, oral abusers, physical abusers, and sexual predators. Kuo (2006) found that the customers from hell can decrease the service quality, increase job stress, influence employees' emotions, and their turnover intention. He also summarized the "customer from hell" into seven types: never satisfied, arrogant, permissive parents, and rude in behavior, self-righteous, rule violators and time vampires. In this study, the definition of the jay-customer is as follows: during the entire process of service delivery, front line service personnel or operational system does not have any obvious mistakes, but customer's misbehaviors or the negative attitudes to service personnel that emotionally influences the service personnel and cause them not to provide the high service quality.

2.3. Emotional Exhaustion

In order to administer a wide range of human services professionals, Maslach and Jackson (1986) designed a scale to assess various aspects of the burnout syndrome. In measuring the burnout, the scale has been proven that contain both high reliability and validity in various psychometric analyses. Burnout has been constantly linked with physiological and affective outcomes (Burke & Greenglass, 1995; Cherniss, 1992; Lee & Ashforth, 1993; Maslach & Leiter, 1998;), as well as with organizational consequences such as increased turnover, increased intention to leave, negative work attitudes, and reduced levels of performance (Cameron, Horsburgh, & Armstrong-Stassen, 1994; Jackson, Schwab, & Schuler, 1986; Lee & Ashforth, 1996; Wolpin, Burke, & Greenglass, 1991; Wright & Bonett, 1997; Wright & Cropanzano, 1998; Brotheridge & Grandey, 2002). Therefore, it is important to extend the research ability to predict burnout.

In Maslach's original framework, the burnout syndrome indicates three distinct states. The first component, emotional exhaustion- employees feel emotionally "spent", which is a chronic state of emotional and physical depletion. Demerouti, Bakker, Nachreiner, and Schaufeli (2001, p. 499) suggested: "Emotional exhaustion closely resembles traditional stress reactions that are studied in occupational stress research, such as fatigue, job-related depression, psychosomatic complaints, and anxiety". As a result, it is reasonable to conceptualize emotional exhaustion as a type of strain that results from workplace stressors. The second component, depersonalization- display a detached attitude toward others, which is a type of interpersonal distancing and lack of connectedness with one's coworkers and clients. The third component, diminished personal accomplishment- experience a low sense of efficacy at work, refers to a negative evaluation of the self (Cropanzano, Rupp, and Byrne, 2003).

However, emotional exhaustion has emerged as a central variable of the process for understanding the burnout (Baba, Jamal, & Tourigny, 1998; Cordes & Dougherty, 1993; Gaines & Jerimer, 1983; Zohar, 1997). From the Empirical aspect, some research has showed that, compare with other components, emotional exhaustion exhibits stronger relationships than other important outcome variables (Lee & Ashforth, 1993, 1996; Wright & Bonett, 1997). From the conceptual aspect, Shirom (1989) noted that emotional exhaustion could be the best representative of the "core meaning" of burnout (cf., Pines & Aronson, 1988). Furthermore, by emphasizing on emotional exhaustion, scholars would to be more clearly distinguish burnout from related concepts, such as self-efficacy and self-esteem (Shirom, 1989). Through these empirical findings and conceptual frameworks, this study explored the relationship of emotional labor between emotional exhaustion.

Based on the previous researches, emotional exhaustion is a chronic state of emotional and physical depletion. Moreover, it is the first component leads to burnout (Maslach, 1982b). In this study, we used the statement of emotional exhaustion of Saxton, Phillips and Blakeney (1991), Cordes and Dougherty (1993) as a definition, that is emotional exhaustion is a specific stress-related reaction that refers to a state of depleted energy caused by excessive psychological and emotional demands made on people helping other people.

2.4. Research Hypotheses

In this study, the referenced relevant literatures are used as the foundation, and to construct a holistic conceptual framework. Figure 1 depicts the hypothesized relations examined in this investigation.

H₁ : Emotional labor has a significant positive effect on emotional exhaustion.

H_{1a} : Service acting has a significant positive effect on emotional exhaustion.

H_{1b} : Deep acting has a significant positive effect on emotional exhaustion.

H₂: Jay-customer behaviors have a significant moderate influence on the effect of emotional labor to emotional exhaustion.

H₃ : Individual factors have a significant moderate influence on the effect of emotional labor to emotional exhaustion.

H_{3a} : Gender of employee has a significant moderate influence on the effect of emotional labor to emotional exhaustion.

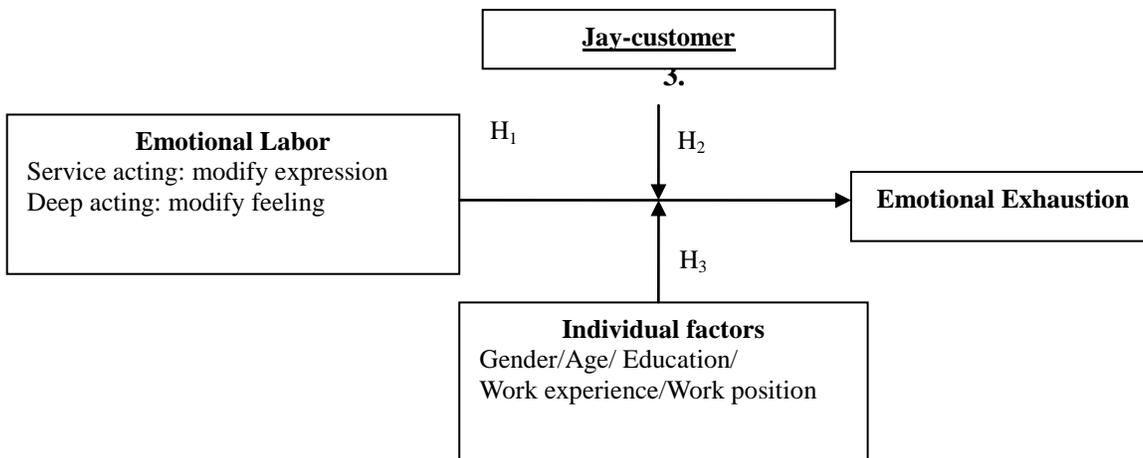
H_{3b} : Age of employee a significant moderate influence on the effect of emotional labor to emotional exhaustion.

H_{3c} : Education of employee has a significant moderate influence on the effect of emotional labor to emotional exhaustion.

H_{3d} : Work experience of employee has a significant moderate influence on the effect of emotional labor to emotional exhaustion.

H_{3e} : Work position of employee has a significant moderate influence on the effect of emotional labor to emotional exhaustion.

Figure 1: Hypothesized Model



3. METHODOLOGY

3.1. Data Collection

The pretest questionnaires were distributed 100 copies, and used the data to perform reliability analysis. For all dimensions, the values of Cronbach α coefficient were all larger than the standard value of 0.7. Therefore, this study used the pretest questionnaire as the formal questionnaire. The convenience sampling was used to collect the questionnaire data consists of frontline service personnel in the food and beverage industry in Tainan and Kaohsiung in Taiwan. 500 copies of the questionnaire were distributed, and 466 copies were collected; there were 26 invalid questionnaires and 440 valid questionnaires; the percentage of valid questionnaires was 88%.

3.2. Measures

The questionnaire included 4 sections of comprising questions about emotional labor, the characteristics of jay-customer, emotional exhaustion, and finally demographic characteristics. Participants rated each item using a 5-point Likert scale anchored by (5) "Strongly Agree", and (1) "Strongly Disagree".

3.2.1. Emotional labor

In this study, the operational definition of emotional labor is "if individuals have detected the discrepancy between emotional displays and display rules, which would intend to use emotion regulation strategies to reduce the discrepancy" (Diefendorff et al. 2005). Table 3 shows the items measured. Total contained 6 items, which are Surface Acting (SA)-4 items, Deep Acting (DA)-2 items.

Table 3 Items measured for Emotional labor

	Item	Source
SA	1. I just pretend to have the emotions that I need to display for my job	Diefendorff et al. 2005
	2. I put on a "show" or "performance" when interacting with customers	
	3. I show feelings to customers that are different from what I feel inside	
	4. I put on a "mask" in order to display the emotions I need for the job	
DA	1. I try to experience the emotions that I have to show to customers.	
	2. I make an effort to actually feel the emotions that I need to display toward others.	

3.2.2. Jay-customer

In this study, the definition of the jay-customer is as follows: during the entire process of service delivery, front line service personnel or operational system does not have any obvious mistakes, but customer's misbehaviors or the negative attitudes to service personnel that emotionally influences the service personnel and cause them not to provide the high service quality.

There are 30 items measured for Jay-customer (Table 4)

Table 4 Items measured for Jay-customer

	Item	Source
1	Customers who are wrong, blame the service personnel	Kuo(2006)
2	Customers who hold themselves in high regard, look down on service personnel	
3	Customers who expect a rapid response to their requests, assume that customer service personnel only have to service them	
4	Customers who are generally in a bad mood, take out on the service personnel	
5	Customers want to see the superintendent for everything	
6	Customers don't want to wait when service personnel are very busy	
7	Customers insist on booking a specific floor or room	
8	Customers are not satisfied with anything	
9	Customers complain about all the equipment or facilities	
10	Customers like to compare everything to other organization	
11	Customers feel free to loudly verbally abuse staff for minor problems	
12	Customers are ill-mannered and make unreasonable demands	
13	Customers threaten employees with their position or rights	
14	Customers abuse employees when unreasonable demands are denied	
15	Customers who are drunk influence an employee's work	
16	Customers sexually harass employees	
17	Customers who don't want to pay for anything make many excuses	
18	Customers ask for a discount for a number of reasons	
19	Customers haggle and beat down the price	
20	Customers don't control their children even when they negatively affect other customers	
21	Customers smoke in non-smoking areas and do not listen to requests to smoke elsewhere	
22	Customers don't wear appropriate clothing when walking around in the organization	
23	Customers insist on bringing their pet into the organization when animals are not permitted	
24	Customers talk loudly and impact on the tranquil atmosphere of the organization	
25	Customers don't follow the rules when using equipment	
26	when bringing inappropriate items (such as dangerous equipment and food)	
27	Customers pretend that they know the superintendent in order to ask for a discount or gift	
28	Customers leave their seats very messy and dirty	
29	Customers steal the decorations or equipment	
30	Customers damage the decorations or equipment	

3.2.3. Emotional exhaustion

The definition of the emotional exhaustion in this study adapted the statement of Maslach and Jackson (1984), which is a specific stress-related reaction that refers to a state of depleted energy caused by excessive psychological and emotional demands made on people helping other people. Since this study

focused on emotional exhaustion, and the variable measured also centralized on the burnout of the service personnel. Table 5 shows the items measured. They were adapted from Aik and Sloane's (1997) emotional exhaustion scale, total items are 7.

Table 5 Items measured for Emotional Exhaustion

Measure variable	Item	Source	
Burnout	1	I consider my work makes me feel emotional exhaustion	Aik & Sloane (1997)
	2	I feel exhausted after worked all day,	
	3	I feel list less when I wake up every morning	
	4	My work makes me feel exhausted	
	5	I feel frustration when facing my work	
	6	I consider myself have worked too hard	
	7	I consider myself have the phenomenon of burnout	

3.2.4. Demographic Information (Table 6)

The items measured for the participants of this study were 5.

Table 6 Demographic Information

Variable	Description
Gender	Male
	Female
Age	21-30
	31-40
	41-50
	Over 50
Education	Below Senior High School
	College
	Above college
Work experience	Under 1 year
	1-2 years
	2-3 years
	Over 3 years
Work position	Waiters or waitress
	Head of waiter
	Supervisor
	Manager

3.3. Procedures

The LISREL (version 8.51) procedure of structural equation modeling (SEM) was used to test the proposed model, and the maximum likelihood method of estimation and the two-stage testing process were adopted. Prior to LISREL analysis, the multi-item constructs were tested by exploratory factor analyzing (EFA) each set of scale items using the principal axis with varimax method provided in SPSS (version 14.0). The underlying factors derived from EFA were represented as indicators to measure a construct. This procedure may help to reduce multi-collinearity or error variance correlations among indicators in the confirmatory factor analysis of the measurement model followed by the structural model.

A number of additional goodness of fit measures is used to assess model fit. These include root-mean-square error of approximation (RMSEA), incremental fit index (IFI), comparative fit index (CFI), normed fit index (NFI), and relative fit index (RFI) (Jöreskog & Sörbom 1996). Acceptable model fits are indicated by GFI and CFI values exceeding .90 and RMSEA values below .08 (Browne & Cudeck 1993).

4. RESULT

The sample demographics of this study were illustrated in Table 7. The multi-item constructs in Table 8 were tested by exploratory factor analyzing (EFA) each set of scale items using the principal axis with varimax method provided in SPSS. The measure scale composite reliabilities (Cronbach's alpha) ranged from 0.74 (Rule violators) to 0.91 (Rude in behavior). Cortina (1993) has indicated that scales possessing a reduced number of items, 0.60 and above may be acceptable.

Table 7 Demographic information of the participants

Characteristic	N=440		
Variable	Description	Frequency	Percentage (%)
Gender	Male	154	35.00
	Female	286	65.00
Age	21-30	228	51.81
	31-40	52	16.30
	41-50	25	7.70
	Over 50	14	4.30
Education	Below Senior High School	74	16.81
	College	278	63.19
	Above college	88	20.00
Work experience	Under 1 year	78	17.72
	1-2 years	130	29.55
	2-3 years	106	24.09
	Over 3 years	126	28.64
Work position	Waiters or waitress	244	55.45
	Head of waiter	103	23.41
	Supervisor	68	15.45
	Manager	25	5.69

Table 8 Factor analysis results of all measurement items for jay-customer

Factors	Mean	S.D.	Factor loading	α	Item label -Item description
Rude in behavior Mean=4.00 S.D.=0.85	4.26	0.99	0.87	0.93	Customers are ill-mannered and make unreasonable demands (12)
	4.09	0.79	0.81		Customers who are generally in a bad mood, take out on the service personnel (4)
	4.01	0.96	0.75		Customers abuse employees when unreasonable demands are denied (14)
	4.22	0.87	0.70		Customers damage the decorations or equipment (30)
	3.91	0.84	0.70		Customers threaten employees with their position or rights (13)
	3.88	0.79	0.67		Customers who are wrong, blame the service personnel (1)
	3.34	0.99	0.60		Customers are not satisfied with anything (8)
	4.00	0.85	0.57		Customers who hold themselves in high regard, look down on

				service personnel (2)
	3.80	0.78	0.57	Customers don't want to wait when service personnel are very busy (6)
	4.15	0.68	0.56	Customers who expect a rapid response to their requests, assume that customer service personnel only have to service them (3)
Self-righteous				
Mean=3.07	3.04	0.75	0.75	Customers complain about all the equipment or facilities (9)
S.D.=0.84				
	2.81	0.92	0.74	Customers like to compare everything to other organization (10)
	3.01	0.95	0.74	Customers pretend that they know hotel superintendent in order to ask for a discount or gift (27)
	2.88	0.95	0.72	Customers don't wear appropriate clothing when walking around in the organization (22)
	3.51	0.80	0.58	when bringing inappropriate items (such as dangerous equipment and food) (26)
	2.93	0.82	0.57	Customers insist on booking a specific floor or room (7)
	3.33	0.72	0.51	Customers don't follow the rules when using equipment (25)
Rule violators			0.71	
Mean=3.58	3.49	0.75	0.83	Customers who don't want to pay for anything make many excuses (17)
S.D.=0.72				
	3.67	0.69	0.76	Customers talk loudly and impact on the tranquil atmosphere of the hotel (24)
Never satisfied				
Mean=3.69	3.71	0.88	0.85	Customers ask for a discount for a number of reasons (18)
S.D.=0.86			0.61	
	3.68	0.84	0.82	Customers haggle and beat down the price (19)

Source: Questionnaire Data (N=440)

4.1. Measurement Models: Confirmatory Factor Analysis

Measurement models for all the constructs to be used for the subsequent structural equation modeling were created, and goodness of fit of these models was tested using confirmatory factor analysis (CFA).

The measured indicator variables depicted with squared boxes in Figure 2 represent respondents' mean scores of the items, along with their raw scores of the questionnaire items for emotional labor, jay-customer, and emotional exhaustion.

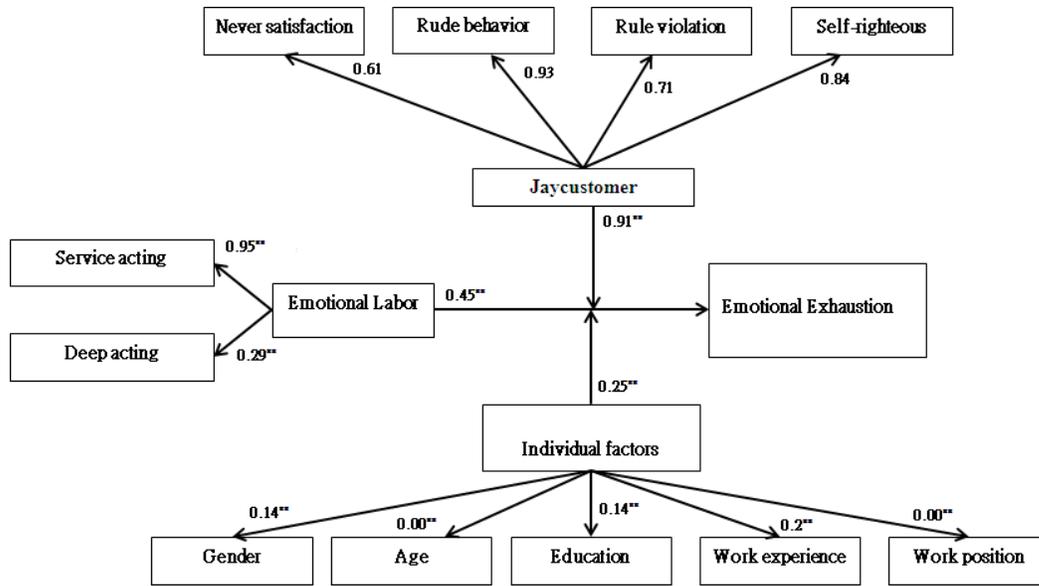


Figure 2 Model fit-indices

4.2. Analysis of Overall Model Fit

Table 9 showed indices test results of the CFA measurement model. All the test indicators of this type met the testing standards, e.g., χ^2/df was 1.96 and less than 3, and the RMSEA was 0.07 and less than 0.08. In addition, the GFI (goodness-of-fit index) was 0.82, which was close to the testing standard of greater than 0.09. The RMR (root mean squared residual) value was 0.06, which was slightly higher than the testing standard of 0.05. On the other hand, all the test indicators of this type met or were close to the testing standard value of greater than 0.09; for example, the NFI (normed fit index) was 0.84, the CFI (comparative fit index) was 0.91, the IFI (incremental fit index) value was 0.91, and the RFI (relative fit index) value was 0.82. Therefore, the overall model fit tests mostly attained the testing standard, which had an excellent fit.

Table 9 Model fit-indices

Model	Criteria								
	χ^2/df	P-value	RMSEA	GFI	RMR	NFI	CFI	IFI	RFI
	<3	>0.05	< 0.08	> 0.9	< 0.05	> 0.9	> .9	> 0.9	> 0.9
Measurement	1.96	0.000	0.07	0.82	0.06	0.84	0.91	0.91	0.82

4.3. Hypothesis Testing of Each Variable Path

From the empirical analysis and testing results, a path diagram of the relationships among the emotional labor, jay-customer, and emotional exhaustion in this study was constructed and is presented in Figure 2. The conclusions of the hypothesis testing performed in this study were showed in Table 10.

Table 10 Hypothesis Relationship Path Test Result

Hypothesis	Path	Path value	C.R./t	E/N
H ₁	Emotional labor→ emotional exhaustion	0.45 ^{***}	3.18 ^{***}	Supported
H _{1a}	Service acting→ emotional exhaustion	0.95 ^{**}	5.58 ^{***}	Supported
H _{1b}	Deep acting→emotional exhaustion	0.29 ^{**}	2.29 ^{***}	Supported
H ₂	Jay-customerbehaviors have asignificant moderate influence on the effect of emotional labor to emotional exhaustion	0.91 ^{**}	9.26 ^{**}	Supported
H ₃	Individual factors have a significant moderate influence on the effect of emotional labor to emotional exhaustion	0.25 ^{**}	3.34 ^{**}	Supported
H _{3a}	Gender	0.00 ^{***}	0.00 ^{***}	Supported
H _{3b}	Age	0.17 ^{**}	0.14 ^{**}	Supported
H _{3c}	Education	0.14 ^{**}	0.19 ^{**}	Supported
H _{3d}	Work experience	0.14 ^{**}	0.18 ^{**}	Supported
H _{3e}	Work position	0.20 [*]	0.21 ^{***}	Supported

* : P<0.05、 ** : P<0.01、 *** : P<0.001)

5. CONCLUSION

5.1. Research Result

According to the results of this study, it shows that either the surface acting of emotional labor or the deep acting of emotional labor, all presented a significant positive effect on emotional exhaustion. For employee, the more surface acting they display, the higher level of the emotional exhaustion will be, and so does the deep acting. The difference between these two kinds of acts is only the emotional exhaustion level is different, and this result just matches with the finding of Grandey's research (2003). On the other hand, when the front line service personnel is progressing higher level of emotional labor, the level of emotional exhaustion will be higher. When the service personnel's emotional labor belongs to surface acting, it would need to spend more effort to progress the emotional labor, and it would cause more serious emotional exhaustion. Nevertheless, when the service personnel's emotional labor belongs to deep acting, the level of emotional exhaustion will be lower.

For the purpose of reducing costs and improving the productivity, it is never been more true that managers of work environments need to be concerned with how their efforts affect the human elements. The results of the present study suggested that emotional exhaustion could be an additional hidden cost associated with work environments that are characterized by jay-customer.

This paper attempts to explore and clarify how the phenomenon of jay-customer affects the emotional labor and emotional exhaustion. The aim of this study is to advance understanding of the different forms of jay-customer through providing empirical insights that explore and describe the

activities and motivations of these “dysfunctional” customer behaviors. The study reveals seven types of jay-customer, which are never satisfied, arrogant, permissive parents, and rude in behavior, self-righteous, rule violators and time vampires. Data analysis led to the emergence of seven main types of jay-customer that consistent with extant theories (Bitner, 1992; Fullerton and Punj, 1993; Lovelock, 1994; 2001).

5.2. Research Implications

Recent investigations into jay-customer have only focused on the customers rather than employees. This study sought to enhance the understanding of jay-customer in the food and beverage industry. This research framework specifies the relations between the jay-customer and frontline employees’ emotional labor and emotional exhaustion. It contributes to the field of management in the behavior of jay-customers for the food and beverage industry. In particular, it has provided in-depth opinions of jay-customer that front line service personnel usually encounter, and has identified the type of jay-customer, which has the most impact on service personnel.

For better understanding the effects of jay-customer, not only are comprehensions obtained into the specific consequences of such misbehavior, but also developing a understanding has been gained into the performance of service encounters from the perspectives of, not only frontline service personnel, but also supervisors, and managers. Jay-customer seems to be one of the unavoidable issues of customer-contact service, and the results from this study suggest that food and beverage industry executives should pay more attention to prevent the situation of employee’s emotional exhaustion.

The findings of this study provide important information for employee and managers in the food and beverage industry, and who could use these findings to understand the extent of the jay-customer.

First of all, managers should develop a policy based on the understanding of customer rights when dealing with jay-customers (Harris and Reynolds, 2004). Managers should not only develop the significant training programs in dealing jay-customer, but also empower the employee (Karatepe & Uludag, 2008). Second, in order to develop long-term management to prevent these kind of things occurred again, managers and staff should review the criticisms and details of jay-customer and the strategies taken by employee to solve them (Daunt & Harris, 2011; Reynolds & Harris, 2009). Third, it is important to select and employ suitable persons for customer-contact service work; managers should identify the methods to decrease the emotional impact and emotional exhaustion of employment in handling with jay-customers.

Although there are diverse methods to deal with jay-customers and to decrease the influence on employees, and a key issue would be to adjust the attitude and awareness of food and beverage management and employees now that the best solution should stress on prevention rather than recovery (Wong & Wang, 2009).

5.3. Limitation and Suggestions for Future Research

Several limitations in this study should be addressed. First, the samples were only from food and beverage industry. From the perspective of different level of service industry, the international tourist hotels are high class hotels and usually not only have excellent facilities, also provide better education training on employees than other class hotels. On the other hand, from the perspective of customer, the customers who stay in international tourist hotels usually have good incomes and a high social status (Kuo, 2006).

Secondly, because of the time constraints and limited access to the sample, this study mainly focuses on the front line service personnel within food and beverage industry in Kaohsiung. The results do not prove that food and beverage industry in other areas also face the same jay-customer situation. Therefore, the result may not representative of the opinions of the entire population.

Future research could use this model to examine a larger sample of food and beverage industry from a greater range of the market, to gather more representative information and conduct a comparison among food and beverage industry. For example, by having more samples from lower class of food and beverage industry might change the results, which means that the frontline service personnel might face jay-customers more or less frequently. Furthermore, the qualitative research methods could be adopted. Researchers might interview the frontline service personnel within different division to obtain the knowhow of handling the specific jay-customers.

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