

RESEARCH ARTICLE

Job Crafting's Impact on the Relationships Between Customer Incivility, Service Performance and Job Satisfaction

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Abstract

This study explores the impact of job crafting on the relationships between customer incivility, service performance, and job satisfaction among service employees, utilizing the Job Demands-Resources (JD-R) theory. It is important to study this as, based on the results, it would provide employees with viable strategies to use, to not be negatively influenced by uncivil customers anymore. Data was collected from 341 participants in various service industries via an online survey. The study examines how approach crafting (seeking additional job demands and resources) and avoidance crafting (reducing job demands) moderate these relationships. Results indicated that customer incivility negatively affected job satisfaction. However, customer incivility did not significantly impact service performance. Contrary to expectations, neither type of job crafting moderated the relationship between customer incivility and job satisfaction. Avoidance crafting did not moderate the relationship between customer incivility and service performance. Approach crafting was positively correlated with both service performance and job satisfaction, and successfully moderated the relationship between customer incivility and service performance. These findings suggest the overall beneficial impact of approach crafting on job outcomes, highlighting the need for further research into the complex dynamics between job crafting and customer incivility.

Keywords

Job Demands-Resources, approach crafting, job satisfaction

Around 70% of service employees have experienced such behavior from customers, which is often referred to as customer incivility (Cortina et al., 2001). Customer incivility is a low-intensity deviant behavior without a clear goal of harming the target, usually in violation of workplace norms for mutual respect (Andersson & Pearson, 1999). Such behaviors include, but are not limited to, customers rolling their eyes, shouting at the

employees, and making rude remarks about the employee's appearance. This interpersonal event consists of a perpetrator (i.e., the customer) and a target (i.e., the employee). This type of behavior has been found to lead to a decrease in service performance (Hwang et al., 2022) and job satisfaction (Pap et al., 2021).

To deal with the client's uncivil behavior, employees could engage in different work

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strategies, an efficient proven one being job crafting (Tims et al., 2013). Job crafting refers to the process by which employees proactively modify their own job tasks and work environments to better fit their skills, interests, and needs (Wrzesniewski & Dutton, 2001). There is a substantial amount of research on the relationship between customer incivility and job crafting, specifically approach crafting (Hur & Shin, 2022; Wenzhu et al., 2022). However, the literature lacks a focus on the avoidance type of job crafting, thus dismissing one of the two big types of job crafting. While approach crafting deals with increasing one's job resources (and challenge demands), avoidance crafting focuses on diminishing one's hindrance demands. This study focuses on both types of job crafting, and their relationship with customer incivility.

Therefore, this study focuses on the role that job crafting could play in dealing with rude clients. This study aims to answer the following research question: "How do the different types of job crafting (approach/avoidance) moderate the relationship between customer incivility and service performance and job satisfaction?". Thus, this study could provide management and employees with information on what kind of strategies they should implement when dealing with rude clients. Furthermore, this paper contributes to the literature on customer incivility and job crafting, by focusing on both types of job crafting, and their role in mitigating the effect of customer incivility on job performance and job satisfaction. This study is the only one focusing on the moderating effects that job crafting has on the relationship between customer incivility and job satisfaction, thus aiming to fill this scientific gap in the customer incivility literature.

Theoretical framework

Relation between customer incivility and job satisfaction

For the purpose of this study, the Job Demands-Resources theory was used (Bakker & Demerouti, 2007). This theory proposes that every job has its own specific

characteristics, which can be categorized into either job demands or job resources (Bakker & Demerouti, 2007). The Job Demands-Resources theory is a suitable model for studying customer incivility and job crafting due to its comprehensive framework that integrates both the stressors (demands) and motivators (resources) in the workplace, offering a multi-perspective view on employee well-being and performance. Furthermore, the Job Demands-Resources theory was used as the theoretical framework, due to its extensive use by other researchers in the customer incivility and job crafting literature (Lu et al., 2022; Zahoor & Siddiqi, 2021). Job resources refer to the aspects of the job that help employees be functional in achieving their work goals, reduce job demands, stimulate personal growth, and focus on learning and development. Examples of such job resources include high degrees of autonomy and social support (e.g., from coworkers and supervisors) (Bakker & Demerouti, 2007). Job demands refer to the physical, psychological, social, or organizational aspects of a job that require sustained mental or physical effort and are associated with physiological and/or psychological costs. Examples of job demands include emotionally draining interactions (i.e., customer incivility), a harsh physical work environment (i.e. high heat/working in the desert), and high job pressure (i.e. high number of projects assigned to single workers) (Demerouti et al., 2001).

Job demands are further classified as either challenging or hindering (Bakker & Demerouti, 2007). Challenging job demands can contribute to personal growth and achievement if paired with adequate job resources. An example of this would be a difficult project paired with a high degree of autonomy. This could provide the employee with a challenge while also granting them room for personal growth and improvement, as it would force them to research and develop potential new ways on how to finish their project (Bakker & Demerouti, 2007; Tadic et al., 2015). Alternatively, hindering job demands are aspects of the job that impede personal growth, learning, and goal attainment. They include factors like

excessive workload, role conflict, job insecurity, and organizational constraints (Bakker & Demerouti, 2007; Crawford, et al., 2010).

Customer incivility can be categorized as a hindering job demand, due to its role as a stressor for the employee, as well as its lack of potential positive valence. Within the job demands-resources theoretical framework, hindering job demands have been shown to be linked to a decrease in job satisfaction (Olafsen & Frølund, 2018). Job satisfaction is the positive emotional state arising from the work experience of the employee (Locke, 1969). It encompasses an individual's overall contempt for their job.

Furthermore, previous studies have already shown the negative effects that customer incivility has on job satisfaction (Hwang et al., 2022; Pap, et al., 2021; Pu et al., 2024; Rai et al., 2023). This means that an employee who is subjected to rude customers will become less and less satisfied with his job.

Hypothesis 1: Customer incivility is negatively associated with job satisfaction.

Relation between customer incivility and service performance

Service performance can be defined as the quality and effectiveness with which service employees meet customer needs and expectations (Homburg et al., 2005). In short, service performance is the equivalent of job performance in the service industry.

According to the job demands-resources theory, hindering job demands can decrease job performance (Petrou & Xanthopoulou, 2020). Seeing as customer incivility is a hindering job demand, it should have negative effects on the service performance of employees. This type of relation is to be expected, as customer incivility (hindering job demand) drains the cognitive and physical resources (job resources) of employees. Previous studies have already showed that customer incivility has a negative impact on job performance (Cho et al., 2016; Shin & Hur, 2022; Wenzhu et al., 2022). Therefore, it is hypothesized that customer incivility will

have a negative impact on service performance.

Hypothesis 2: Customer incivility is negatively related to service performance

The moderating role of job crafting

Job crafting is an autonomous and proactive behavior that employees exhibit to change certain aspects of their job in order to better align them with their own preferences, motives, and passions (Wrzesniewski & Dutton, 2001). Job crafting is a bottom-up work design, in which employees have the freedom to proactively adjust various aspects of their jobs, to better align with their skills, interests, and passions. Tims et al. (2012) distinguished four independent dimensions related to job crafting. The first one is increasing social job resources. Social job resources refer to social support, feedback, and supervisory coaching. The second one is increasing structural job resources. Structural job resources refer to resource variety, opportunity for development, and autonomy. The third one is increasing challenging job demands. Challenging job demands stimulate employees to develop their skills and knowledge (LePine et al., 2005). The fourth one is decreasing hindering job demands. Hindering job demands are demands or work circumstances that involve excessive or undesirable constraints that interfere with or inhibit an individual's ability to achieve valued goals (Cavanaugh et al., 2000).

Job crafting has multiple approaches, however, for the purpose of this study, the one proposed by Bruning and Campion (2018) will be used, called approach and avoidance crafting. Avoidance crafting refers to an action taken by the employee to prevent a negative outcome (Zhang & Parker, 2019). In the avoidance crafting category, the decreasing hindering job demands is the only dimension present, of the ones discussed above. Approach crafting refers to an action taken by an employee to achieve a positive outcome (Zhang & Parker, 2019), and includes increasing structural job resources, increasing social job resources, and increasing challenging job demands.

Avoidance job crafting serves the employees as a way of decreasing stress by decreasing hindering job demands (Petrou & Xanthopoulou, 2020). Thus it helps employees craft a better work environment for themselves, which should increase their satisfaction. However, studies in the past have linked avoidance crafting to a decrease in performance (Lichtenthaler & Fischbach, 2019). This relationship could be due to the fact that decreasing hindrance job demands could result in task avoidance and overall procrastination (Oldham & Hackman, 2010)

In the following study, it is hypothesized that Avoidance crafting is expected to moderate the relationship between customer incivility and service performance, in the sense that when employees engage in avoidance crafting when dealing with customer incivility, their service performance will decrease. This is the case because a possible employed strategy to decrease hindering job demands would be to avoid or reduce contact with rude customers. By avoiding/reducing contact with rude customers, employees engage in task avoidance, which is linked to a decrease in job performance (Oldham & Hackman, 2010). Furthermore, multiple studies have already concluded that avoidance crafting can have a negative impact on job performance (Lichtenhaler & Fischbach, 2019; Wrzesniewski & Dutton, 2001)

Hypothesis 3a: Avoidance crafting positively moderates the relationship between customer incivility and service performance.

Furthermore, it is assumed that avoidance crafting will have a negative impact on the relation between customer incivility and job satisfaction. Based on the theoretical framework of the job-demands resources theory, hindering demands decrease the employees' levels of job satisfaction (Bakker & Demerouti, 2007). By eliminating the hindering demands, which is the source of initial decrease in job satisfaction, it would be safe to assume that job satisfaction would increase. As such, seeing as avoidance crafting is based on eliminating/decreasing hindering

demands, it would be safe to assume that by engaging in avoidance crafting, an employee would increase his job satisfaction, as he would minimize the amount of hindrance demands he would engage in. Seeing as customer incivility is a hindrance demand, due to its overall negative nature, avoidance crafting should decrease it as well. To summarize everything up, avoidance crafting should decrease the negative effects that uncivil customers have on the satisfaction employees feel at their job, as employees engaging in it would decrease/eliminate their hindrance demands (Cavanaugh et al., 2000).

Hypothesis 3b: Avoidance crafting negatively moderates the relationship between customer incivility and job satisfaction.

Approach crafting sees employees seeking additional job resources (or challenging job demands). By increasing their job resources while maintaining a balance with their challenging job demands, employees could increase their overall job performance and work satisfaction. An example of approach crafting when dealing with a rude customer, would be to ask colleagues for advice. Approach crafting is expected to buffer the relationship of customer incivility on service performance. By increasing the job resources available at their job, employees should have an increase in their service performance (Moreira et al., 2022). In the job crafting literature, studies have already shown the positive impact of approach crafting on job performance (Boehnlein & Baum, 2020; Dierdorff & Jensen, 2018). Furthermore, studies in the customer incivility literature have already established the relationship between approach crafting, customer incivility and service performance (Lu et al., 2022; Lu et al., 2022; Zahoor et al., 2021). Previous scholars have found that approach crafting has a buffering effect on the relationship between customer incivility and service performance, minimizing the effects of rude customers on the service employee's performance. As such, it is reasonable to assume the following hypothesis:

Hypothesis 4a: Approach crafting will have a negative impact on the relationship

between customer incivility and service performance.

According to the Job Demands-Resources theory, restructuring job resources can buffer the negative effect that hindering demands have on job satisfaction (Bakker et al., 2005). Seeing as customer incivility is a hindering job demand, increasing one's job resources should have a buffer effect on the negative influence of customer incivility. In the job crafting literature, studies have already shown the positive impact of approach crafting on job

satisfaction (Boehnlein & Baum, 2020; de Beer et al., 2016).

As such, job crafting could have a negative impact on the relationship between customer incivility and job satisfaction, weakening the negative effect of customer incivility on job satisfaction.

Hypothesis 4b: Approach crafting will have a negative impact on the relationship between customer incivility and job satisfaction.

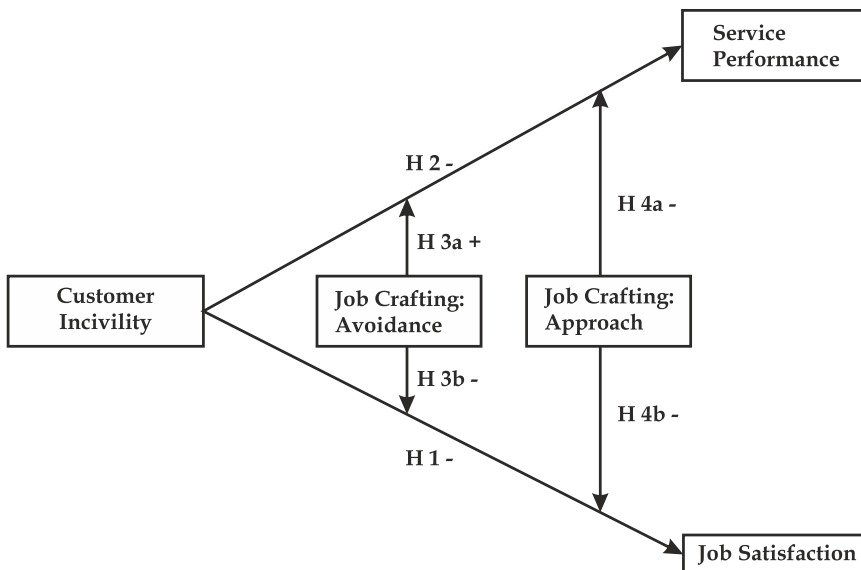


Figure 1. Proposed research model.

Method

Participants

The sample comprised 341 participants aged 18 and above, employed in various service industries. Participants were recruited through professional and/or personal networks. To be eligible for the study, the participants had to work a minimum of 20 hours per week. Furthermore, they had to have frequent contact with the customers of their business. Out of the 341 participants who completed the survey, 245 were used for the subsequent analysis, as 96 of them did not work for a minimum of 20 hours per week. The mean age of participants was 37.57 years ($SD = 14.6$), with a gender

distribution of 65.3% female, 33.5% male and 1.2% non-binary or undisclosed. Participants had a mean of seven and a half years of work experience. When questioned about the number of minutes they spent interacting with customers on a daily basis, the average respondent reported around 28.67 minutes spent in contact with customers.

Procedure

Participants completed an online survey through Qualtrics. Participation was voluntary, and confidentiality was ensured. Informed consent for usage of data was obtained from all participants prior to their

participation, at the beginning of the survey. Participants got access to the survey via email, in the form of a personalized link.

Measures

Customer incivility was measured using a 10-item scale adapted from previous research (Wilson & Holmvall, 2013). Participants rated their experiences with uncivil customer behaviors on a 7-point Likert scale ranging from 1 (Never) to 7 (more than three times per day). Sample items include "Customers made gestures to show their impatience (i.e. rolling eyes)" and "Customers used an improper way of addressing you (hey you)." ($\alpha = .93$)

Job crafting was assessed using a 21-item scale developed by Tims et al. 2012, and consisted of four subscales: decreasing hindering job demands, increasing social job resources, increasing structural job resources increasing challenging job demands. All four subscales used a 5-point Likert scale ranging from 1 (never) to 5 (very often).

Avoidance crafting To determine the level of avoidance job crafting the employee engages in, the decreasing hindering job demands subscale will be used, which was measured using a 5-item scale with items such as "I make sure my work is mentally less intense." ($\alpha = .65$).

Approach crafting was measured by combining the subscales of increasing social job resources, increasing structural job resources (Tims et al., 2012), and increasing challenging job demands. All three subscales were measured on a 5-item scale, including items such as "I ask colleagues for advice." (for increasing social job resources) ($\alpha = .59$), "I try to develop myself professionally" (for increasing structural job resources) ($\alpha = .61$) "When there is not much work to do, I see it as a chance to start a new project." (for increasing challenging job demands) ($\alpha = .61$).

Job satisfaction was measured using a 3-item scale adapted from the Michigan Organizational Assessment Questionnaire (MOAQ; Cook et al., 1981). Participants indicated their level of overall satisfaction with their job on a 5-point Likert scale ranging from 1 (totally disagree) to 5 (totally agree).

Sample item includes "I am satisfied with my current work." ($\alpha = .88$).

Service performance was assessed using a 7-item self-report scale (Liao & Chuang 2004). Participants rated their service performance on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Sample items include "I am friendly and helpful to customers." ($\alpha = .79$).

Control variables. The participant's age and gender were controlled for in all subsequent analyses, because of their potential influence on service performance and job satisfaction. (Shin & Hur 2022)

Data Analysis

Data were analyzed using SPSS 29.0. Multiple regression analyses, using PROCESS by Andrew F. Hayes, were conducted to test the moderating effects of avoidance job crafting and promotion job crafting on the relationships between customer incivility and job satisfaction, and customer incivility and service performance. Furthermore, multiple variables were computed, to average the scores of each measured construct. An age variable was computed, by subtracting the year of birth of the participant from our present year. The new age variable and the sex variable were used as control variables for each of the multiple regression analyses. Results were tested at a significance level of .05. To test for the relationships between customer incivility, service performance and job satisfaction, one-tailed Pearson correlations were used. One-tailed was used, due to the high amount of studies that have found significant negative relationships between customer incivility, job satisfaction and service performance. The relationships were tested at a significance level of .05.

Results

Table 1 showcases the means, standard deviations and correlations among the used variables.

Table 1. *Descriptive Statistics and Correlations*

M Sd	1	2	3	4	5	6	7		
1. Age	37.57	14.6	1	-	-	-	-	-	-
2. Gender	1.67	0.86	.098	1	-	-	-	-	-
3. Customer Incivility	2.46	1.14	-.329**	.059	1	-	-	-	-
4. Job Satisfaction	3.95	0.99	.21**	.051	-.11*	1	-	-	-
5. Service performance	4.33	0.54	.105	-.065	.071	0.19**	1	-	-
6. Approach Crafting	3.15	0.53	-.119*	.043	.072	.265**	.206**	1	-
7. Avoidance Crafting	2.73	0.68	-.182**	-.007	.240**	-.008	.034	.44**	1

Note. $N = 245$

* $p < .05$; ** $p < .01$

Hypothesis Testing

Table 2. *Regression Coefficients for Predicting Overall Satisfaction*

Effect	Estimate	SE	95% CI		p
			LL	UL	
(Constant)	—	0.177	3.993	4.693	.001
Customer Incivility	-0.169	0.065	-.269	-.014	.030

Table 3. *Regression Coefficients for Predicting Overall Performance*

Effect	Estimate	SE	95% CI		p
			LL	UL	
(Constant)	—	0.092	4.226	4.589	.001
Customer Incivility	-0.029	0.033	-.078	0.54	.715

Hypothesis 1 predicted that customer incivility will have a negative effect on job satisfaction. A simple linear regression was conducted to examine this (Table 2). The regression model revealed that customer incivility was a significant negative predictor of overall satisfaction, $B = -0.141$, $SE = 0.065$,

$\beta = -0.169$, $t(df) = -2.185$, $p = .030$. This indicates that higher levels of customer incivility were associated with lower levels of overall satisfaction, providing support for hypothesis 1.

Hypothesis 2 predicted that customer incivility will have a negative effect on service

performance. A simple linear regression was conducted to examine this (table 3). The regression model revealed that customer incivility was not a significant negative predictor of service performance, $B = -0.012$, $SE = 0.033$, $\beta = -0.029$, $t(df) = -0.366$, $p = .715$. Thus hypothesis 2 is rejected.

Hypothesis 3a and 3b predicted the moderation effect that avoidance crafting had on the relationship between customer incivility and service performance and between customer incivility and job satisfaction. To test hypothesis 3a, a SPSS macro process by Andrew F. Hayes was used, which performed a multiple regression analysis. Customer incivility and avoidance crafting did not account for a significant amount of variance in service performance ($F(2,242) = .648$, $p = .524$; $R^2 = .005$). The interaction between customer incivility and avoidance crafting was not significant ($F(3,241) = .722$, $p = 0.54$; $R^2 = .009$). Thus, avoidance crafting does not moderate the relationship between customer incivility and service performance, rejecting hypothesis 3a.

To test hypothesis 3b, a SPSS macro process by Andrew F. Hayes was used, which performed a multiple regression analysis. Customer incivility and avoidance crafting did

not account for a significant amount of variance in service performance ($F(2,242) = 1.464$; $p = .228$; $R^2 = .012$). The interaction between customer incivility and avoidance crafting was not significant ($F(3,241) = 1.24$, $p = 0.29$; $R^2 = .015$). Hypothesis 3b was rejected, showing that avoidance crafting has no moderation effect on the relationship between customer incivility and job satisfaction.

Hypothesis 4a and 4b predicted the moderation effect that approach crafting had on the relationship between customer incivility and service performance and between customer incivility and job satisfaction. To test hypothesis 4a, a SPSS macro process by Andrew F. Hayes was used, which performed a multiple regression analysis. Customer incivility and approach crafting accounted for a significant amount of variance in service performance ($F(2, 242) = 5.644$; $p = .003$; $R^2 = .045$). The interaction between customer incivility and approach crafting was significant ($F(3,241) = .027$, $p = .039$; $R^2 = .062$). Thus, approach crafting does have a positive moderation effect on the relationship between customer incivility and service performance, providing support for hypothesis 4a.

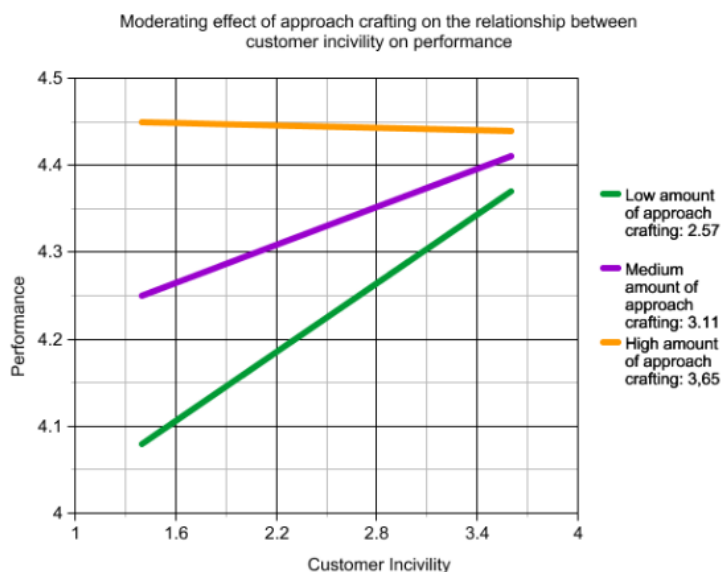


Figure 2. Moderation effect of approach crafting on customer incivility and service performance.

To test hypothesis 4b, a SPSS macro process by Andrew F. Hayes was used, which performed a multiple regression analysis. Customer incivility and approach crafting accounted for a significant amount of variance in job satisfaction ($F(2, 242) = 10.116; p < .001; R^2 = .077$). The interaction between customer incivility and approach crafting in relation to job satisfaction was not significant ($F(3, 241) = .121, p = .728; R^2 = .078$). Hypothesis 4b was rejected, showing that approach crafting has no moderation effect on the relationship between customer incivility and job satisfaction.

Discussion

This study investigated the effects that different types of job crafting have on the relationships between customer incivility, service performance, and job satisfaction. The goal of this study was to contribute to the customer incivility literature by firstly reestablishing the already found negative relationships between customer incivility, service performance and job satisfaction. Secondly, it wanted to find proof for the moderation effect that different types of job crafting (approach and avoidance) had on the relationships between customer incivility, service performance and job satisfaction. The study did find a moderation effect of approach crafting, on the relationship between customer incivility and job performance. Furthermore, a negative relationship was found between customer incivility and job satisfaction. However, contrary to the expectations, the study found no existing relationship between customer incivility and service performance, and subsequently no moderation effects for avoidance crafting.

Customer Incivility and Service Performance

The correlation between customer incivility and service performance was non-significant. This means that customer incivility had no effect on the service performance of the employees. This contradicts findings from earlier research (Cho et al., 2016; Shin & Hur,

2022; Wenzhu et al., 2022). Seeing as this relationship had been previously reported multiple times, the result is surprising. A possible explanation for this is the overall low score of customer incivility. On average, the sample of the study had reported that they experienced rude customer behavior only once or twice during their career. This could explain the lack of a significant relationship between customer incivility and service performance, as there are overall close to zero customer incivility experiences in the population of the study.

Customer Incivility and Job Satisfaction

Customer incivility was associated with lower job satisfaction. This means that employees were less satisfied with their job, when they were dealing with rude customers. This is the case due to the nature of customer incivility as a hindrance demands. Findings from customer incivility literature have already established this relationship in previous research (Hwang et al., 2022; Pap et al., 2021).

Avoidance Crafting

Avoidance crafting had no effect on service performance and job satisfaction. Furthermore, when tested for moderation, avoidance crafting had no significant impact on the relationships between customer incivility, job satisfaction and service performance. Previous scholars have found inconsistent results during their research on avoidance crafting and its influence on job satisfaction and job performance (Boehnlein & Baum, 2020). Their study show that avoidance crafting either has no significant influence or negatively influences job satisfaction and job performance. Prior research has shown that approach crafting can have a buffer effect on avoidance crafting (Petrou & Xanthopoulou, 2020), eliminating the negative influence the latter has on job dimensions (i.e., satisfaction and performance). As such, a possible explanation for this lack of significant relationships could be the somewhat high degree of approach

crafting that the participants already engage in. This is further backed by the high degree of correlation between the two types of job crafting, in the dataset. This shows that, when a participant engaged in avoidance crafting, they also engaged in approach crafting. Thus, it is reasonable to conclude that approach crafting had a buffering effect on avoidance crafting. This means that an employee engaging in approach crafting strategies, while simultaneously engaging in avoidance crafting strategies, would not be negatively impacted by his avoidance strategies.

Approach crafting

Approach crafting was positively associated with both job dimensions. This means that employees who engaged in approach crafting had better service performance and job satisfaction. This shows that approach crafting strategies are a viable solution to increase both service performance and job satisfaction.

When testing the relationship between customer incivility and service performance, approach crafting had a significant negative moderation effect. This means that approach crafting buffered the negative influence that customer incivility has on service performance. Figure 2 shows that, even at a low-level, approach crafting moderated the relationship between customer incivility and service performance. This means that, even when an employee rarely engages in approach crafting strategies, it buffered the negative effect that customer incivility has on his service performance. This is a highly valuable finding, as this study is the only one to have found such a moderation effect. Most findings in the job crafting literature have found the beneficial effects of approach crafting only at high levels (Dierdorff & Jensen, 2018).

In contrast to expected findings, approach crafting showed no significant moderation in the relationship between customer incivility and job satisfaction. This means that, no matter the level of approach crafting, it will not change the existing relationship between customer incivility and job satisfaction. A possible explanation for this result could be that, on average, participants reported very high degrees of job satisfaction. As such, there

is little to no room for improvement in their job satisfaction, thus limiting the effect that approach crafting could have on it.

Limitations and Future Research

An advantage of this study is that it gathered data from all different sections of the service industry, ranging from waiters to job advisors. However, some limitations of this study must also be noticed. First, the study was a self-report survey. This means that participants could have not paid attention when filling out the survey, resulting in potential response biases to some of the questions (Furr, 2021). Secondly, participants may have engaged in social desirability bias (Furr, 2021). The nature of some of the questions made it seem like they should answer highly on those, to appear as better employees (i.e. "I voluntarily assist customers even if it means going beyond job requirements"). Last but not least, participants had reported that they had, on average, little to no experience with uncivil customers. This may be due to the high variation of different jobs that our participants had. Future research should consider employing longitudinal studies. This would allow for a better understanding of the effects of job crafting and customer incivility. Furthermore, two groups of employees could be created, one getting trained in approach crafting strategies while the other one getting trained in avoidance crafting strategies, to further highlight the differences in what results do the different type of job crafting have. Even more, it would be ideal for data to be obtained daily. This would help show the evolution of the influence the different types of job crafting have on the relationships between customer incivility, service performance and job satisfaction. This would provide a clear view of the difference in influences that the two types of job crafting could have on the relationship between customer incivility and other job dimensions. The overall findings suggest further research on the moderating properties of job crafting, in relation to customer incivility and its influence on service performance and job satisfaction.

Practical implications and Conclusions

To conclude, it was expected that the different types of job crafting would moderate the relationships between customer incivility, service performance and job satisfaction. In contrast to the expectations, most of the expected moderations did not take place, and there was no existing relationship between customer incivility and service performance. Approach crafting was found to moderate the relationship between customer incivility and service performance, even when participants engaged in lower levels of approach crafting. This is an important finding for both the customer incivility and job crafting literature, as it shows that, even when the amount of approach crafting is low, it can be beneficial for service performance, increasing it. Furthermore, the positive influence that approach crafting had on the two job dimensions is still a valuable result.

A practical implication for managers would be to promote the use of approach crafting as there was a significant positive correlation between approach crafting, service performance and job satisfaction, and it had a positive moderation effect on the relationship between customer incivility and service performance. To help their employees engage in approach crafting, when dealing with customer incivility, they could employ the use of certified coaches. An example of approach crafting when dealing with an uncivil customer would be to make use of your existing relationships with coworkers and supervisor, reaching out to them to back you up in the difficult conversation with the rude client. This way, you would increase your available social resources.

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