

CUSTOMER INCIVILITY AND EMPLOYEE SILENCE: A SHORT-LONGITUDINAL MODEL RELATIONSHIP AND ITS EFFECT ON TURNOVER INTENTION

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ABSTRACT: The main objective of this study is to explore the dynamic relationship between customer incivility and employee silence in the hospitality sector over time. In addition, turnover intention as an outcome of workplace incivility and employee silence is also analyzed. The data was collected from two waves of 226 frontline employees from six hotels to test the proposed model. PLS-SEM analysis revealed a stable relationship between workplace incivility and employee silence at Time 1 and 2, respectively. This study also shows that workplace incivility is positively related to employee silence, and in the future, employee silence is also positively associated with customer incivility. Furthermore, both workplace incivility and employee silence are predictors of turnover intention. This study offers theoretical and practical implications for future researchers and practitioners to study employee silence and incivility in the hospitality sector.

Keywords: Customer Incivility; Employee Silence; Turnover Intention; Reciprocal Relationship; Hospitality Industry

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INTRODUCTION

Employee silence is a universal phenomenon in modern organizations (Morrison, 2014), when employees choose not to speak or share information they should convey to management or coworkers. (Lam & Xu, 2019; Morrison, 2014; Tangirala & Ramanujam, 2008a; Van Dyne & LePine, 1998). Employee silence can be very detrimental to the company, especially if employees have important information but are reluctant to convey it to the company. Consequently, employee silence leads to the company's failure to detect threats, reducing the company's ability to innovate and perform. (Brinsfield, 2013; Madrid et al., 2015; Maqbool et al., 2019). Practitioners also agree that employee silence can reduce organizational effectiveness, so efforts to explore the potential factors affecting employee silence are still needed (Jha et al., 2019; Wu et al., 2022).

Previous studies have explored the antecedents of silent behavior, including individual-level factors, such as personality traits, low job satisfaction, commitment, emotional intelligence, stress, and trust (Boadi et al., 2020; Chou & Chang, 2020; Madrid et al., 2015; Srivastava et al., 2019; Wu et al., 2018). Furthermore, the organizational context, including norms, culture, policies, politics, and leadership styles (Brinsfield, 2013; Hassan et al., 2019; Wu et al., 2022), is also believed to have an essential role in employee silence behavior. More recent studies identified a third situational factor, such as workplace bullying (Rai & Agarwal, 2018), abusive supervision (Lam & Xu, 2019; Wang et al., 2020), workplace ostracism (Yao et al., 2022), workplace incivility (Khan et al., 2022). Such differing perspectives in previous research provide an opportunity to investigate the antecedents of employee silence using individual, organizational, and situational factors that have attracted much interest from researchers in the last five years.

In the hospitality sector, customers may behave uncivilly, either directly or indirectly. This can include insulting comments, speaking rudely, or being aggressive towards staff members. (Cheng, Dong, et al., 2020) It may also involve physical violence, such as throwing objects at staff. Indirect forms of incivility can include condescending glances or flirting (Gustiawan et al., 2023a). The present study aims to replicate the extension of the previous workplace incivility and employee silence study (Gustiawan et al., 2023a; Khan et al., 2022). The current study adds further consequences of workplace incivility and employee silence on turnover intention in the hospitality sector. Incivility in the hospitality sector is disrespectful behavior by customers or colleagues in the hotel, restaurant, and tourism industries. This behavior can include verbally or nonverbally ignoring, snubbing, or belittling others. Incivility in the hospitality sector has received much attention in Europe, America, and Asia (Alola et al., 2021, 2019; Dong, et al., 2020; Guo, et al., 2020; Im & Cho, 2022; Ugwu et al., 2022; Yin et al., 2023), however specifically in Indonesia; these studies are still relatively limited (Gustiawan et al., 2022, 2023b, 2023a). Since politeness values in Indonesian culture may differ from those of other countries, this study can provide insight into the consequences of impolite consumer behavior in the hospitality sector in Indonesia. Specifically, we have a shared focus on the

reciprocal relationship between customer incivility and silent behavior, also investigating its consequences on employee turnover intention.

The proposed model can provide three significant contributions to the employee silence literature. First, using Andresson's (1999) argument, workplace incivility can have a recurring effect (spiral) on employee behavior at work (Ghosh, 2017; Loh & Loi, 2018). Except for Khan et al. (2022), most studies interpret this spiral effect as more towards the exact behavior of victims of incivility. For example, Naeem et al. (2020) use spillover theory to explain the relationship between perceived familial disrespect and employees' uncivil behavior at work. Another study using a similar framework by Cahyadi et al. (2021) also found a spillover effect of workplace incivility on student engagement. This study focuses on the reciprocal model that can explain the short-term and long-term impact (effect over time) of customer incivility on silent employees (Khan et al., 2022) with an extension. Hence, we take a step forward by adding the consequences of customer incivility on turnover intention, thus providing more comprehensive information on the reciprocal model of customer incivility-employee silent-turnover intention.

Second, previous research has examined the impact of workplace incivility on turnover intention within the hospitality industry (Bani-Melhem et al., 2020; Chung et al., 2021; Pu et al., 2022; Yin et al., 2023). However, many of these studies used a cross-sectional approach. They failed to consider the potential for short-term and long-term effects of incivility in the workplace on turnover intention. Moreover, prior studies did not consider the consistency between customer incivility and its effect on employee silence, which impacts turnover intention. In other words, this study contributes to the literature on workplace incivility by examining its stability over time. In particular, this study is directed to determine the effects of workplace incivility on employee silence in the short and long term; such a link has never been discussed before. For this purpose, two waves of data collection were applied to test the relationship's stability in this model (see Figure 1).

Finally, the present study uses a different perspective in studying workplace incivility and employee silence, which was previously learned from the perspective of social exchange theory (Khan et al., 2022). The present study articulates silent behavior as a defensive mechanism (Lam & Xu, 2019) to maintain their resources. Hence, the Conservation of Resources (COR) theory is more appropriate to explain how individuals intend to keep silent. Based on the COR argument (Hobfoll, 2001), employees act quietly to protect their resources rather than direct retaliation (Gustiawan et al., 2023a; Wang et al., 2020). Similarly, employees' perceived uncivil behavior tends to avoid their voices (Achmadi et al., 2022; Madhan et al., 2022) and keep silent (Mao et al., 2019). In other words, employee silence may be a covert retaliation or avoidance-coping behavior (Wang et al., 2020) that employees do to the organization for the disrespectful treatment they receive from their customers.

THEORETICAL REVIEW

Employee silence and turnover intention as a consequence of workplace incivility can be seen from the perspective of the COR theory. The COR theory (Hobfoll, 2001) is a social psychological theory that says that individuals tend to maintain and increase their physical, psychological, and social resources in the organization. In an organizational environment context, the resources possessed by employees can include time, energy, skills, social relations, support from coworkers/supervisors, and professional reputation. According to COR theory, when employees experience a loss of resources or threats to their resources, they will respond by trying to maintain existing resources or seek new resources. However, if employees' efforts to preserve resources go poorly, they will refrain from withdrawing or considering looking for new resources.

Workplace incivility is a situation that can drain employees' emotional resources (Achmadi et al., 2022; Gustiawan et al., 2022) and, therefore, is closely related to COR theory. For example, suppose an employee has essential information that can help improve organizational effectiveness but feels that providing it could benefit their career and reputation more. In that case, they tend to choose to be silent. In other situations, employees who experience workplace incivility from coworkers or management may feel scared or worried about the possible consequences if they report the problem. This can trigger employee silence, in which employees choose not to report disrespectful behavior or other issues that occur in the workplace. As a result, the problem may continue and worsen without proper intervention, leading to employee turnover (Faheem et al., 2022; Namin et al., 2021; Tricahyadinata et al., 2020).

Workplace Incivility and Employee Silence

Workplace incivility is disrespectful behavior and ignores the norms of disability in the workplace. This behavior can include verbally or nonverbally ignoring, intentionally or unintentionally, snubbing directly or indirectly, or belittling others (Andersson & Pearson, 1999; Ghosh, 2017; Pearson et al., 2001). The fundamental difference between incivility behavior and other deviant acts (e.g., bullying and physical/psychological violence) is the unclear purpose. Several authors explained that sometimes uncivil actors do not intend to hurt the victim and have low intensity but have an emotional response to the victim (Ghosh, 2017; Miner & Cortina, 2016; Pearson et al., 2001). Because of biases in the motives and goals of actors, workplace incivility is often overlooked by management despite studies over the last decade showing its deleterious effects on organizations (Tricahyadinata et al., 2020).

Employee silence is the inability or unwillingness of employees to express their voices, including opinions, suggestions, or providing information about the problems they face at work to the company (Brinsfield, 2013; Khalid & Ahmed, 2016; Morrison et al., 2011; Tangirala & Ramanujam, 2008a, 2008b; Van Dyne et al., 2003). Employee silence is among organizational behavior literature's most common deviant behaviors (Khan et al., 2022). Specifically in the hospitality

sector, with the slogan "guest is king," employee silence can occur because employees feel insecure or afraid to speak out about their dissatisfaction for fear of negative consequences such as discrimination, expulsion, or career inhibition. Furthermore, employee silence can be detrimental to the company because it can cause lost opportunities to improve performance and efficiency. When employees do not provide input or suggestions, the company will not be able to improve ineffective processes or work strategies. The employees' silence causes the company not to know the problems in the field so that improvements cannot be made.

Employee silence and workplace incivility have a close relationship, where the indignity received by employees can be one of the causes of employee silence (Khan et al., 2022). When employees experience workplace incivility from a customer, they may feel scared or worried about the possible consequences if they report the problem. This can trigger employee silence, in which employees choose not to report disrespectful behavior or other issues that occur in the workplace. As a result, the problem may persist and worsen without proper intervention.

Drawing COR argument (Hobfoll, 2001), employees act quietly to preserve their resources rather than direct retaliation. Employees who experience being victims of uncivil from senior coworkers or supervisors depleted their emotional resources (e.g., anger, exhaustion). Silent behavior in this study is interpreted as defensive behavior (Lam & Xu, 2019) by withholding work-related information (Wang et al., 2020) to maintain the continuity of their careers. Thus, silent behavior can be an avoidance-oriented coping strategy (Lam & Xu, 2019) by distancing themselves from uncivil actors to maintain their emotional resources. Empirical support has been documented on the relationship between workplace incivility and employee silence. Using samples from various industries in the United States, Khan et al. (2022) found that workplace incivility had a reciprocal relationship with deviance and silence. Using a different context, namely abusive supervision, impolite behavior received by employees from their supervisors triggers higher silent behavior (Gustiawan et al., 2023b; Lam & Xu, 2019; Wang et al., 2020). Moreover, Brinsfield (2013) identified two incidents that most often cause employees to remain silent: when they are mistreated and receive unethical treatment. On the other hand, Achmadi et al. (2022) found that a civility climate can increase proactive employee actions through voice.

H1. Customer incivility positively affects employees' silence

The reciprocal relationship between workplace incivility and employee silence has been confirmed by previous studies (Khan et al., 2022; Murtaza et al., 2020) and selective incivility theory (Cortina & Magley, 2009; Cortina et al., 2013; Ghosh, 2017). For example, Khan et al. (2022) argue that employees who engage in silent behavior tend to be uncivilized at work because they are considered to have violated norms. Another study (Murtaza et al., 2020) explicitly investigates the reciprocal relationship between workplace incivility and silence among employees in various sectors in the United States by adding moral attentiveness as a boundary condition. In contrast to these arguments, we argue that employee

silence due to fear encourages higher superiority from the perpetrator (customers), and therefore, will become a victim of uncivil again at other times. In short, we hope there is a reciprocal relationship between workplace incivility and employee silence because there is a sense of the perpetrator's superiority over the victim's silence. This argument aligns with previous studies that point to the causes of silence behavior due to differences in power and power distance (Gustiawan et al., 2022; Lam & Xu, 2019).

H2. Employee silence is related positively to customer incivility

Workplace Incivility, Employee Silence, and Turnover Intention

Turnover intention is an employee's attitude regarding continuing their career in the organization (Dess & Shaw, 2001). In general, employees' intention to leave the company is closely related to their assessment of the current situation, which is the basis for their decision to stay or leave the organization. Studies on turnover intention generally link attitudinal factors such as commitment and job satisfaction as the main predictors (Bravo et al., 2019; French et al., 2020; Guzeller & Celiker, 2019). However, several researchers have recently linked perceived incivility in the workplace with turnover intention (Alola et al., 2021; Kim & Qu, 2019; Tricahyadinata et al., 2020). Similarly, employee silence is also considered a predictor of turnover intention (Afshan et al., 2022; Saeidipour et al., 2021). Hence, workplace incivility, and employee silence have been confirmed as predictors of turnover intention. Thus, the hypothesis is proposed:

Hypothesis 3. Customer incivility positively affects turnover intention

Hypothesis 4. Employee silence positively affects turnover intention

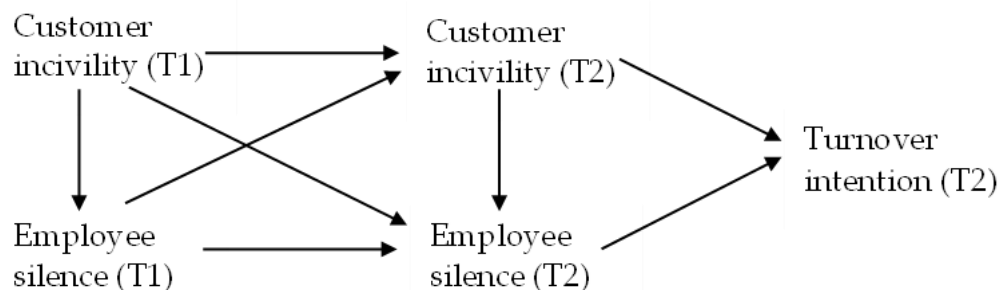


Figure 1. Short-longitudinal model of customer incivility-employee silence-turnover intention.

Note: Numbering refers to time-lagged data collecting intake.

METHODOLOGY

Participants and Procedure

This study employs a quantitative approach to test the proposed model. The data collection uses a time-lag design approach survey to minimize common methods bias (Podsakoff et al., 2003). This study collects data at two time points (Time 1 and Time 2), separated by five months (see Table 1.). The study's first phase was administered via an online questionnaire at six hotels in Jakarta and surrounding areas (see Gustiawan et al., 2022 for review). Participants' emails

were recorded as data for the recall process for filling out the phase 2 questionnaire. In Phase 1, respondents were asked to fill in general information regarding biographies, workplace incivility (T1), and employee silence at Time 1 (Gustiawan et al., 2023b). In Phase 2, respondents were asked to fill in workplace incivility (T2), employee silence (T2), and turnover intention. Respondents were voluntarily involved, agreeing to participate at the beginning of the questionnaire, and they could stop being involved during data collection. After eliminating duplication, repetition, and completeness of answers, phases 1 and 2 collected 226 data pairs based on email address identification.

Table 1. Respondent's basic information

Characteristics	n	Percent
<i>Gender</i>		
Female	134	59.29
Male	92	40.71
<i>Education</i>		
High school	123	54.42
Diploma	44	19.47
Bachelor	54	23.89
n.a	5	2.21
<i>Tenure</i>		
< 2 ys	54	23.89
2 - 5 ys	99	43.81
5 - 10 ys	73	32.30
<i>Marital status</i>		
Single	149	65.93
Married	77	34.07

Measurement

This study uses a scale that previous researchers have widely used. Workplace incivility measures from the workplace incivility scale were developed by Cortina et al. (2001). Respondents were asked to rate the experience of incivility they received from the work environment in the last three months (1 = never to 5 = very often). Examples of items are "made demeaning or derogatory remarks about you" and "doubted your work and judgment." The Cronbach's alpha was .91 for T1 and .92 for T2. Employee silence is measured using the 5-item sub-dimensional ineffectual silence (Brinsfield, 2013). Respondents were asked to give a rate on a 5-point (1 = strongly disagree to 5 = strongly agree) regarding their agreement to the statement "Management did not appear interested in hearing about these types of issues and "I did not think it would do any good to speak up." Internal consistency with Cronbach alpha was .83 and .81 for T1 and T2. Finally, the turnover intention was measured using three items (Colarelli, 1984). Respondents were asked to rate 5 points (1 never to 5 = always) regarding their future intentions to resign. Cronbach alpha was .79.

Analytical Approach

This study uses partial least square structural equation modeling (PLS-SEM) to test cross-lagged data. Before the model is analyzed, a measurement invariance assessment compares workplace incivility and silence between Time 1 and 2 (Henseler et al., 2016; Khan et al., 2022). Furthermore, common methods bias is assessed using Harman's single-factor model approach using PLS-SEM (Kock, 2017). Finally, two stages of PLS-SEM were applied, including the measurement model and structural model evaluation (Hair et al., 2019).

RESULTS

Measurement Invariance

Measurement invariance assessment (MICOM) in PLS-SEM is critical if the analyzed data is multi-group. This study used the data collection phase (T1 and T2) to compare the two groups. We used the three-step analysis recommended by Henseler et al. (2016) to ensure that measurement invariance has been established. Stage 1, configuration invariance, is carried out in the first step. Stage 2, compositional invariance, is evaluated by assessing the evaluation of permutation-based confidence intervals. Table 2 (Step 2) shows that the composition invariance is established since the original correlation is more significant than the 5% quartile and is supported by a p-value > 0.05. Stage 3 compares the assessed mean and variance differences with the 2.5 and 97.5% boundaries. In Step 3A, all mean differences are < 2.50% and 97.50%, and Step 3B also shows that all variance differences are < 2.50% and 97.50%. Based on the two parameters in step 3, the data has full measurement invariance for measuring workplace incivility and employee silence.

Table 2. MICOM results analysis

Step		Correlation	5.00%	p-Values	
2	CIC	1.00	1.00	1.00	
	SIL	1.00	1.00	0.50	
		Mean -Difference	2.50%	97.50%	p-Values
3A	CIC	-0.12	-0.19	0.17	0.21
	SIL	-0.12	-0.19	0.19	0.23
		Variance - Difference	2.50%	97.50%	p-Values
3B	CIC	-0.05	-0.19	0.18	0.61
	SIL	0.06	-0.22	0.22	0.59

Notes: CIC= customer incivility, SIL = employee silence

Descriptive Statistics and Measurement Model Evaluation

Table 3 displays summary information regarding the evaluation of measurement models. First, all loading indicators >.70 indicate that the reliability indicator has been met (please see Appendix 1 for complete results). Second, internal consistency was assessed by Cronbach alpha, and composite reliability was met (> .70). Furthermore, the convergent validity was evaluated with the average variance explained (AVE) showing all AVE values > .60; these results already more significant than the recommended cut-off value (Hair et al., 2019).

Table 3. Measurement model evaluation

	Construct	Mean	Indicator Loading	Cronbach's Alpha	Composite Reliability	AVE
1	CIC T1	3.05	.75 - .86	.91	.93	.64
2	CIC T2	3.17	.79 - .85	.92	.94	.69
3	SIL T1	3.01	.75 - .80	.84	.88	.60
4	SIL T2	3.10	.70 - .79	.81	.87	.56
5	TURN T2	2.87	.83 - .86	.79	.88	.71
Fornell-Larcker Criterion						
1	CIC T1	0.80				
2	CIC T2	0.73	0.83			
3	SIL T1	0.47	0.55	0.78		
4	SIL T2	0.54	0.67	0.67	0.75	
5	TURN T2	0.35	0.45	0.25	0.44	0.84
Heterotrait-Monotrait Ratio (HTMT)						
1	CICT1					
2	CICT2	0.80				
3	SILT1	0.54	0.62			
4	SILT2	0.63	0.77	0.82		
5	TURNT2	0.41	0.52	0.31	0.54	

Note: CIC=customer incivility, SIL = employee silence, TURN = turnover intention. Numbering refers to time-lagged data collecting intake.

Discriminant validity was evaluated using two parameters (Fornell-Larcker Criterion and Heterotrait-Monotrait Ratio / HTMT). Based on these two parameters, the Fornel-Lacker criterion and HTMT provide similar conclusions that discriminant validity has been met. Accordingly, the HTMT values were also <.90, indicating a satisfactory result (Henseler et al., 2015).

Structural Model and Hypothesis Testing Evaluation

After confirming the measurement model across two waves, the cross-lagged PLS-SEM analysis tests the hypothesis (See Table 4).

Table 4. Structural model and hypothesis testing

Model	β	SE	T-value	p-values	R ²	Q ²	f ²
1 CICT1 -> SILT1	0.47	0.06	8.24	0.00	0.23	0.13	0.29
2 CICT1 -> CICT2	0.61	0.07	9.01	0.00	0.59	0.40	0.72
SILT1 -> CICT2	0.26	0.07	3.83	0.00			0.13
3 CICT1 -> SILT2	0.29	0.08	3.85	0.00	0.52	0.29	0.14
SILT1 -> SILT2	0.54	0.07	7.33	0.00			0.46
4 CICT2 -> TURN	0.29	0.08	3.65	0.00	0.24	0.16	0.06
SILT2 -> TURN	0.25	0.07	3.41	0.00			0.05

Note: CIC=customer incivility, SIL = employee silence, TURN = turnover intention. Numbering refers to time-lagged data collecting intake.

This study closes the statistical analysis by providing inferential statistics. The first and identified model has explanatory power at a moderate level, 0.59 and 0.52, respectively. The other two models (employee silence T1 and turnover intention) have power at a weak level ($< .25$). The model's predictive relevance evaluated with Q square indicates the model workplace incivility T2 and employee silence T2 are at a medium level, while employee silence T1 and turnover intention are at a small level of predictive relevance. Finally, evaluate the effect size using the value of f^2 , indicating the effect size of workplace incivility at T1 on workplace incivility at T2 and employee silence at T1 on employee silence at T2 at the significant level ($f^2 > 0.35$). One effect size is at the medium level (f^2 ranged from 0.15 - 0.35), namely workplace incivility at T1 on employee silence at T1. For the rest, all other effect sizes are at a small level (f^2 ranged from 0.02 to 0.15).

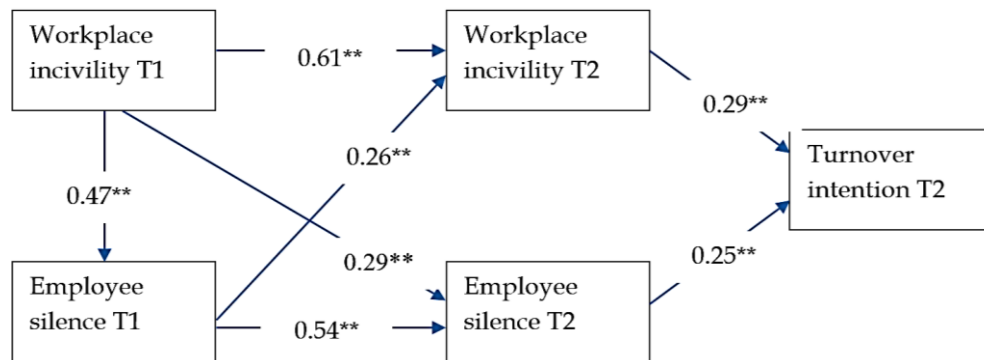


Figure 2. The model results

DISCUSSION

This study successfully explained the short and long-term effects of customer incivility on employee silence, the reciprocal relationship between the two, and the subsequent effects on turnover intention using a short-longitudinal approach. The study results also enrich the reciprocal relationship between workplace incivility and employee silence over time, which means: (1) customer incivility is positively related to employee silence; (2) employee silence has a positive effect on customer incivility in the future. This study also shows a spiraling effect of workplace incivility, a relatively stable relationship between customer incivility and employee silence over time (T1 and T2), and its effect on turnover intention. The research results provide several theoretical contributions to workplace incivility and employee voice literature.

First, the results of this study contribute to proving a sequencing relationship between workplace incivility and employee silence. The present study supports the COR argument (Hobfoll, 2001) regarding the causes of silence based on their efforts to maintain their resources (their current career and work). In line with previous studies that focused more on incivility originating from supervisors/coworkers and consumers (Gustiawan et al., 2023b; Lam & Xu, 2019; Wang et al., 2020) in the short term, this study adds empirical evidence on the short and longtime effect of perceived incivility on employee silence (Khan et al.,

2022; Murtaza et al., 2020) using a sample of employees in the hotel sector in Indonesia.

In the present study, silence is directed at the sub-dimensional of ineffectual motives, based on employee perceptions of situations where discussing various organizational problems will not get resolved or is not worth the effort (Brinsfield, 2013). In other words, customer incivility can trigger silent behavior because they think talking about it is useless. When employees experience disrespectful behavior from customers, they may feel uncomfortable and insecure about talking to their supervisor or providing input about their problems in the field. This situation can cause employees to choose to remain silent or not to report the impolite behavior they experience because they perceive it as a consequence of their work in the hospitality sector. On the other hand, employees may feel that the company does not provide sufficient support for them or ignores their problems, so they choose to remain silent.

Second, this study found interesting results where workplace incivility seems to have a more substantial short-term effect than its long-term effect on employee silence. As shown in Table 4 and Figure 2, customer incivility at T1 on employee silence at T1 is more substantial than at T2. This result seems closely related to the direct effect of workplace incivility on employee emotions (Alola et al., 2021; Gustiawan et al., 2022; Karatepe et al., 2019; Parray et al., 2022), which evokes spontaneous silence. While the effect of workplace incivility on employee silence in the long term will be lower, this effect will be strengthened again with newer incivility experiences.

Third, this study supports previous studies (Khan et al., 2022; Murtaza et al., 2020) regarding the reciprocal relationship between workplace incivility and employee silence in a different context. Khan et al. (2022) and Murtaza et al. (2020) focused on the role of reflective moral attentiveness as a moderator of the relationship between workplace incivility and strange silence, while the current study is more focused on the consequences of workplace incivility and employee silence. Such a relationship seems to align with the selective Incivility theory (Cortina & Magley, 2009; Cortina et al., 2013; Ghosh, 2017), which leads to a particular profile of victims of incivility (i.e., gender, race). Hence, this study enriches the profile of incivility victims based on their response to the perpetrator. In other words, when employees choose to remain silent and not report the disrespectful behavior they experience from consumers, it can make perpetrators feel that their behavior is acceptable and could be repeated in the future. On the other hand, if this disrespectful behavior is not acted upon firmly, it may become increasingly common in the workplace and even become an accepted culture. This situation could increase workplace incivility, impacting employee productivity, well-being, and customer relationships.

Moreover, the present study contributes to the literature on turnover intention using the employee silence approach (Afshan et al., 2022; Saeidipour et al., 2021). The results of the present study show that employee silence positively affects turnover intention, indicating that employee silence can signal a high employee intention to leave the company. However, when compared to

workplace incivility (see Figure 2), employee silence has a relatively more minor effect, which shows that workplace incivility is the main predictor of turnover intention according to previous studies (Alola et al., 2021; Cheng et al., 2020; Namin et al., 2021; Tricahyadinata et al., 2020).

Finally, and most importantly, our study supports the spiral theory of incivility (Andersson & Pearson, 1999), wherein incivility can evoke the same incivility reaction. However, the current study uses a different argument: perceived rudeness gives rise to silent behavior, and employees' silence causes them to become victims of incivility in the future. In other words, employee voice can result from workplace incivility and a cause of disrespect in the future. For example, Khan et al. (2022) provide empirical evidence regarding reciprocal workplace incivility – deviant silence. In line with Khan et al. (2022), our results suggest that workplace incivility consistently positively affects both perceived future workplace incivility and employee silence. In addition, employee silence consistently positively affects future silent behavior and perceived workplace incivility.

Our findings have important practical implications in the hospitality sector. Workplace incivility may lead to employee silence and turnover intention. As highlighted in previous research, workplace incivility can cause emotional reactions, including exhaustion and stress (Alola et al., 2019; Gustiawan et al., 2022; Parray et al., 2022), employee silence (Barzani et al., 2022; Khan et al., 2022; Murtaza et al., 2020), and turnover intention (Alola et al., 2021; Cheng et al., 2020; Namin et al., 2021; Tricahyadinata et al., 2020). To reduce its adverse effects, organizations need to take some actions. First, management at the top level needs to conduct an initial screening regarding incivility in their respective companies to detect the most dominant type of incivility. After successful identification, the next stage is to train managers/supervisors on preventing incivility and building relationships and communication that prioritizes mutual respect. Companies need to design special training in dealing with rude customers to help them defuse the situation, prevent a worse situation, and maintain a good relationship between the company and the customer. Training should cover communication skills, emotional management, and practical problem-solving techniques.

Second, companies must have specific policies regarding customers' disrespectful or disruptive treatment. Companies can make several posts in the hotel lobby that consumers can read. This policy must include sanctions for customers who violate the rules and must be applied consistently. This policy can help prevent similar situations from happening in the future and improve customer relationships. Conversely, improving communication with customers can help avoid unpleasant situations. The customer service team should always be available and willing to help customers with any problems or questions. Companies can also use technology, such as chatbots or apps, to improve customer communication.

Third, management must be able to ensure the availability of a complaint channel to employees regarding acts of incivility that have occurred; this work is directed at HRD to be able to respond actively to employee complaints at lower levels. Therefore, companies must ensure employees feel supported and heard

when they experience disrespectful behavior from customers. Moreover, companies must maintain employees' mental and physical health to better cope with stress and challenging situations. Employees who are physically and mentally healthy are more likely to respond to unpleasant situations more effectively.

FURTHER STUDY

Although this study offers several theoretical and practical implications, some limitations still need to be addressed by future studies. First, this study does not consider control (e.g., gender) and moderator (e.g., moral attentiveness, power distance) variables as did previous studies (Cortina et al., 2013; Gustiawan et al., 2022; Khan et al., 2022) in examining the relationship between workplace incivility and employee silence. Second, the data analyzed in this study comes from a single source (e.g., employees), which has the potential for common method bias. Due to these limitations, future studies can develop a model of workplace incivility and employee silence by considering several personality factors. For example, employee silence is closely related to a proactive personality (Hao et al., 2022) and contextual factors such as power imbalance (Lam & Xu, 2019). Furthermore, future research suggests combining data sources (employees and superiors) to assess employee silence objectively.

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Appendix 1. Measurement evaluation

Time	Construct	Indicator	Loading	S.E	t-value
Time 1	Customer incivility	CIC 1	0.76	0.04	18.88
		CIC 2	0.79	0.04	21.15
		CIC 3	0.81	0.03	23.63
		CIC 4	0.86	0.03	31.57
		CIC 5	0.79	0.05	17.42
		CIC 6	0.80	0.04	21.52
		CIC 7	0.80	0.05	17.02
Time 2	Customer incivility	CIC 1	0.84	0.03	30.33
		CIC 2	0.82	0.03	27.90
		CIC 3	0.81	0.03	23.56
		CIC 4	0.85	0.03	27.74
		CIC 5	0.85	0.03	30.46
		CIC 6	0.85	0.03	29.89
		CIC 7	0.79	0.04	20.24
Time 1	Silence	SIL 1	0.77	0.04	20.15
		SIL 2	0.75	0.04	16.70
		SIL 3	0.78	0.04	21.61
		SIL 4	0.78	0.03	26.01
		SIL 5	0.80	0.03	27.43
Time 2	Silence	SIL 1	0.70	0.04	16.24
		SIL 2	0.77	0.03	23.78
		SIL 3	0.73	0.04	19.83
		SIL 4	0.79	0.03	25.73
		SIL 5	0.75	0.03	21.97
Time 2	Turnover intention	TURN 1	0.84	0.03	32.29
		TURN 2	0.83	0.03	25.64
		TURN 3	0.86	0.02	35.23