

1 **1. Introduction**

2 The hospitality industry provides customer service, with service employees
3 playing an important role in delivering high quality service to meet customer
4 expectations (Ho & Gupta, 2014). However, not all interactions with customers are
5 civil. Due to the job nature of customer–employee interactions in the service context,
6 receiving unfair treatment from customers is a common workplace phenomenon and
7 requires service employees to invest personal resources to cope with the situation
8 (Wang et al., 2011). Customer mistreatment is a type of interpersonal injustice, which
9 captures employees’ perception of violating interpersonal justice by customers
10 (Skarlicki et al., 2008). In the hospitality context, frontline employees experience
11 frequent customer interpersonal injustice (Park and Kim, 2020). Due to the labor-
12 intensive nature of hospitality work, work events change daily, causing employees to
13 experience fluctuations in their affective states and behavioral intentions (Park et al.,
14 2021; Shi et al., 2021; Yang et al., 2020). Although not explicitly stated, most studies
15 in the hospitality context have treated work events as stable phenomena. Only a few
16 recent studies (e.g., Yang et al. 2020) examined hospitality employees’ momentary
17 reactions toward the unfair treatment from customers. Because of the customer-
18 contact nature of frontline employees’ work, the within-person variability of
19 employees’ affective states and attitudes is higher than it is in industries where
20 employees have a stable work routine (Shi et al., 2021). As such, it is more critical to
21 investigate customer interpersonal injustice in the hospitality context.

1 Research on customer mistreatment has focused on same-domain investigations
2 (i.e., work domain) and discussed how mistreatment affects employee incivility
3 toward customers (Kim & Qu, 2019), job performance (Park & Kim, 2020), and
4 customer-focused voice (Huang & Kwok, 2021). These studies have contributed to
5 our understanding of the workplace consequences of customer interpersonal injustice.
6 However, the results may not reflect the spillover effects of customer interpersonal
7 injustice on another domain and how long the spillover effects may last for.
8 According to spillover theory (Grzywacz & Marks, 2000), employees' emotions and
9 attitudes can be transferred from one domain to another. Therefore, it is possible that
10 when employees deal with demanding customers, it influences their personal life
11 domain. In this study, employees' ego depletion was examined as a proximal outcome
12 of customer interpersonal injustice because dealing with customer mistreatment
13 consumes employees' personal resources for regulating themselves (Koopmann et al.,
14 2015). Ego depletion theory (Baumeister et al., 1998) states that self-regulation causes
15 ego depletion. For more distal outcomes, this study focused on employees' response
16 the next day. The perseverative cognition model of stress (Brosschot et al., 2005)
17 suggests that spillover effects from one domain to another not only influence
18 individuals' emotions in the short term (e.g., the same day) but also trigger a
19 prolonged stress response. In a recent study, Yang et al. (2020) found that on days
20 when frontline hotel employees experienced customer mistreatment, they experienced
21 higher levels of emotional exhaustion at home. Extending Yang et al. (2020), this

1 study went one step further by exploring the spillover effects of daily customer
2 interpersonal injustice (day t) on frontline hotel employees' response the next day
3 (day $t+1$) through ego depletion at the end of the workday (day t).

4 Besides customers, supervisors can be another major source of unfairness at work
5 (Skarlicki et al., 2016). Tepper (2000) suggested that interpersonal injustice is
6 particularly related to abusive supervision. Identifying the role of interpersonal
7 injustice from supervisors is important in the hospitality context, as abusive
8 supervision is likely to occur daily in this industry (Yu et al., 2020). Therefore, this
9 study investigated how abusive supervision and customer interpersonal injustice can
10 jointly influence employees' ego depletion. Given the critical role of self-regulation in
11 employees who need to regulate their emotions, this study rigorously explored self-
12 regulation as a boundary condition at the between-person level. Regulatory focus
13 theory (Higgins, 1997) identifies two self-regulatory systems that guide individuals'
14 attitudes and behaviors: promotion focus and prevention focus. Although people's
15 resources are depleted when they perform self-regulation (Baumeister et al., 1998),
16 the extent to which daily customer interpersonal injustice affects employees' ego
17 depletion may differ depending on their self-regulatory orientation.

18 In sum, the main purpose was to examine the negative spillover of daily customer
19 interpersonal injustice on frontline hotel employees. The proposed model is presented
20 in Figure 1. This study had three objectives: (1) to explore the role of daily customer
21 interpersonal injustice in employees' response the next day through end-of-workday

1 ego depletion; (2) to identify the moderating role of daily abusive supervision on the
 2 relationship between customer interpersonal injustice and end-of-workday ego
 3 depletion; and (3) to investigate the cross-level moderating roles of employees' levels
 4 of promotion focus and prevention focus in the daily relationship between customer
 5 interpersonal injustice and end-of-workday ego depletion.

6

7 **Figure 1**

8 Conceptual model

Level 2: Between-person level

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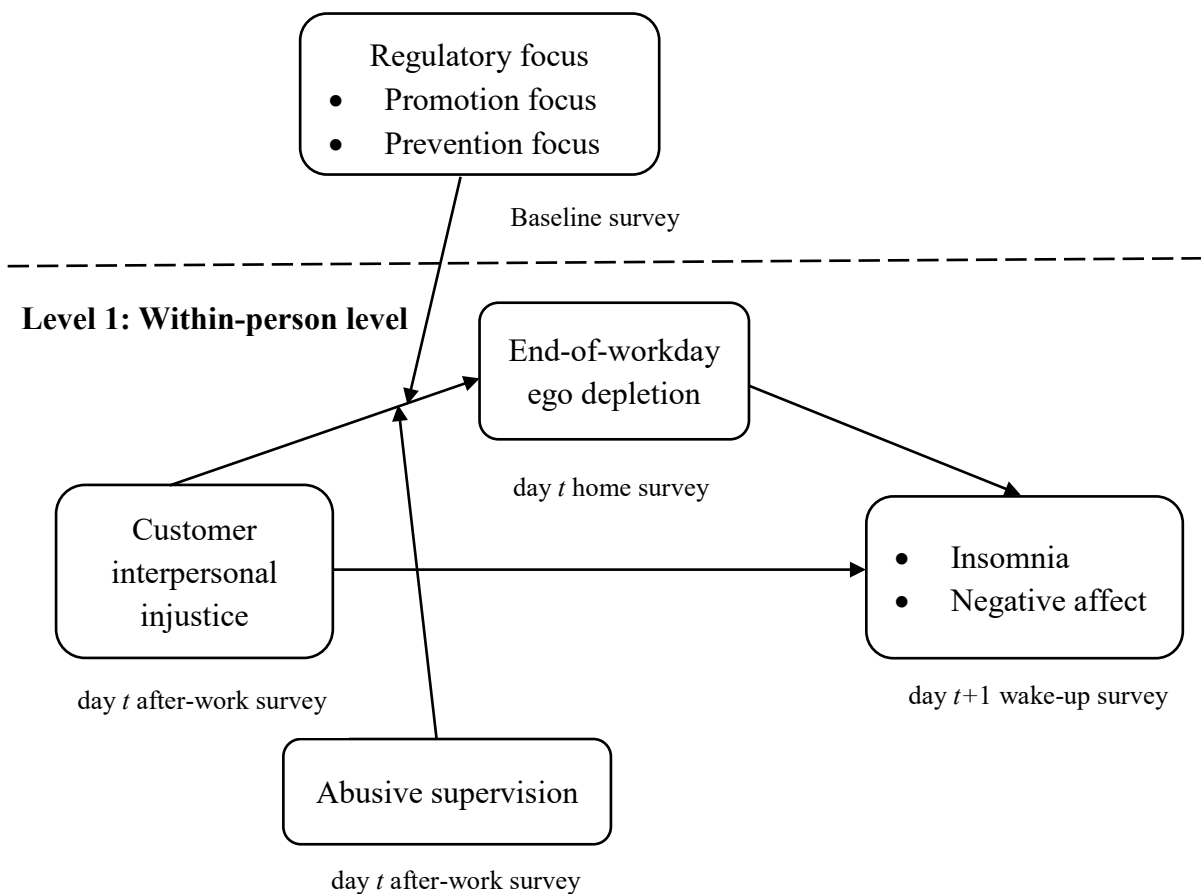
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26 Accordingly, this study makes several contributions. First, building on ego

27 depletion theory (Baumeister et al., 1998), this study tested the within-person level

1 relationships between customer interpersonal injustice, end-of-workday ego depletion,
2 and employee response (i.e., negative affect and insomnia) the next day. By extending
3 the time frame for the effect of customer interpersonal injustice from the same day to
4 the next day, this study revealed that customer interpersonal injustice triggers a
5 prolonged stress response from employees. Second, the authors used the experience
6 sampling method to address the limitations (e.g., assuming employees' thoughts and
7 feelings are stable daily) of using cross-sectional approaches in the literature on
8 customer interpersonal injustice in the hospitality context. Furthermore, instead of
9 treating customers as the only source of unfair treatment, this study simultaneously
10 examined the role of daily abusive supervision. This study showed that on days when
11 employees experienced varying levels of abusive supervision, their daily reactions to
12 customer interpersonal injustice also varied. Last, by integrating regulatory focus
13 theory (Higgins, 1997) with ego depletion theory (Baumeister et al., 1998), this study
14 tested the cross-level effect of employees' regulatory focus as a boundary condition
15 on their daily response to customer interpersonal injustice.

16 **2. Literature Review and Hypotheses**

17 *2.1. An ego depletion perspective on customer interpersonal injustice*

18 Interpersonal justice is a type of organizational justice and refers to individuals'
19 perceived justice regarding the level of fair treatment experienced during
20 interpersonal interactions (Bies, 2001). Besides supervisors, coworkers, and
21 organizations, Skarlicki et al. (2008) suggested that customers are another source of

1 (un)fair treatment that differs from internal organizational sources. Skarlicki et al.
2 (2008) defined customer interpersonal injustice as employees' perceived unfair
3 treatment (e.g., being treated disrespectfully) by customers. Unlike the typical
4 supervisor–subordinate relationship, which often involves a long-term exchange, the
5 exchange between employees and customers depends on the nature of each episodic
6 interaction (Skarlicki et al., 2008). Thus, it is appropriate to study the interactions
7 between employees and customers from a dynamic perspective.

8 According to ego depletion theory (Baumeister et al., 1998), self-regulation draws
9 on people's personal resources (e.g., time, energy, concentration), which are limited
10 and can be depleted (Baumeister & Vohs, 2007). When employees' resources for self-
11 regulation are depleted, it leads to self-regulation impairment, which can further cause
12 ego depletion (Hagger et al., 2016). Ego depletion is defined as “a temporary
13 reduction in the self's capacity or willingness to engage in volitional action (including
14 controlling the environment, controlling the self, making choices, and initiating an
15 action) caused by the prior exercise of volition” (Baumeister et al., 1998, p. 1253). In
16 this study, it is argued that customer interpersonal injustice is a type of job demand
17 that depletes employees' self-regulatory resources. A key job requirement for
18 frontline service employees is to regulate their felt emotions and display positive
19 emotions in front of customers (Subramony et al., 2021). Dealing with rude or
20 demanding customers consumes employees' self-regulatory resources because self-
21 regulation requires their attention (e.g., Koopmann et al., 2015). Receiving unfair

1 treatment from customers prevents employees' resource gain as such mistreatment
2 creates additional emotional job demands on employees (Koopmann et al., 2015).
3 When receiving unfair treatment from customers, employees are more likely to
4 experience negative emotions and even engage in customer-directed sabotage (Park &
5 Kim, 2019; Wang et al., 2011). In addition, based on the spillover mechanism
6 (Lambert, 1990), spillover refers to affective and emotional transfers between
7 employees' work and family domains. This mechanism indicates that the experience
8 of individuals in the work domain can be carried over to the family domain. Thus, we
9 argue that on days when frontline service employees experience high levels of
10 customer interpersonal injustice, they will be more likely to experience ego depletion
11 at the end of their workday. This study therefore propose the following hypothesis:

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13 **Hypothesis 1.** There is a positive within-person relationship between daily customer
14 interpersonal injustice at work and employees' ego depletion at the end of the
15 workday.

16
17 *2.2. End-of-workday ego depletion and employee response the next day*

18 According to the perseverative cognition model of stress (Brosschot et al., 2005,
19 2006), events that cause stress not only lead to a short-term stress response but also
20 trigger a prolonged stress response in individuals. A prolonged stress response is
21 defined as "the repeated or chronic activation of the cognitive representation of stress-

1 related content” (Brosschot et al., 2005, p. 1045). Perseverative cognition helps to
2 transform individuals’ immediate stress response to certain events into prolonged
3 physiological activation (Brosschot et al., 2005). For example, unfair treatment from
4 supervisors and coworkers has been linked to employees’ negative rumination, which
5 is a phenomenon in which individuals constantly think about a negative event (Martin
6 & Tesser, 1996). Ruminating after experiencing a negative work event indicates that
7 employees’ emotional and behavioral reactions can last for a long time. Thus, based
8 on the perseverative cognition model of stress (Brosschot et al., 2005), this study
9 argue that employees’ ego depletion in the face of customer interpersonal injustice
10 can continue into the next day.

11 To test this hypothesis, this study focused on negative affect and insomnia as two
12 indicators of employee response the next morning. This study focused on examining
13 negative affect and insomnia as important outcomes the next day because
14 experiencing negative affect after waking up and insomnia created adverse impacts on
15 employees’ daily work, such as decreased job performance and job productivity loss
16 (Ferreira et al., 2019; Van Laethem et al., 2019). Robbins et al. (2019) mentioned that
17 as sleep deprivation increases the likelihood that employees’ workplace injuries, it
18 increases companies’ costs related to employees’ health care. According to Lazarus
19 and Folkman’s (1984) theory on stress and coping, experiencing stressful situations
20 may influence employees’ affect (e.g., momentary negative affect) and somatic health
21 (e.g., insomnia). Negative emotional reactions are important consequence of

1 prolonged activation (Brosschot et al., 2005). Having a higher positive affect or a
2 lower negative affect at the beginning of the workday has been found to influence
3 employees' evaluation regarding the nature of the work events. For example,
4 Rothbard and Wilk (2011) found that on days when employees have a lower negative
5 affect at the beginning of their workday, they are more likely to evaluate customers'
6 behaviors as less negative. Additionally, sleep is an important restorative period and is
7 linked to employees' proactive goal striving, job satisfaction, and hostility
8 (Schilpzand et al., 2018; Scott & Judge, 2006). Investigating frontline employees'
9 sleep health (e.g., insomnia) is particularly important as service workers often have
10 shift work (e.g., flexible daily work schedules), which prevents them to have a good
11 sleep quality (Saah & Amu, 2020; Van Dongen, 2006). Saah and Amu (2020) found
12 that restaurant servers experience anxiety and depression caused by having insomnia.
13 Due to the demanding nature of service work, employees perform surface acting
14 daily, which may negatively influence employees' sleep via increasing the levels of
15 anxiety (Wagner et al., 2014). Given the detrimental results caused by insomnia, such
16 as employee deviant behaviors (Christian & Ellis, 2011) and poor job performance
17 (Mullins et al., 2014), it is more critical to explore the daily antecedents of insomnia
18 in the hospitality context. Based on the above discussion, the following hypotheses
19 was proposed:

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1 **Hypothesis 2.** There is a positive within-person relationship between employees' ego
2 depletion at the end of the workday and their (a) negative affect the next day and (b)
3 insomnia.

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5 **Hypothesis 3.** Employees' ego depletion at the end of the workday mediates the
6 within-person relationships between daily customer interpersonal injustice and their
7 (a) negative affect the next day and (b) insomnia.

8
9 *2.4. Moderating role of daily abusive supervision*

10 Customers are not the only source of mistreatment and injustice; organizational
11 insiders such as supervisors and coworkers can also be a source of mistreatment and
12 injustice (Skarlicki et al., 2016; Tremmel & Sonnentag, 2018). As a result, the authors
13 simultaneously examined customer interpersonal injustice and abusive supervision as
14 the two main sources of unfair treatment in the workplace. Abusive supervision
15 indicates subordinates' perceptions toward the hostile treatment from their supervisors
16 (Tepper, 2000). Similar to customer interpersonal injustice, abusive supervision has
17 been found to be a phenomenon with substantial within-person variation on a daily
18 basis (e.g., Liao et al., 2018). The review study conducted by Yu et al. (2020)
19 revealed the negative effects of abusive supervision on hospitality employees'
20 psychological outcomes (e.g., psychological well-being, job satisfaction) and
21 behavioral outcomes (e.g., job performance, organizational citizenship behaviors).

1 According to ego depletion theory (Baumeister et al., 1998), employees' reduced self-
2 regulatory capacity may lead to ego depletion. Interpersonal processes that require
3 individuals' emotional and cognitive control involve self-regulation (Vohs et al.,
4 2005). When experiencing abusive treatment from supervisors, subordinates need to
5 use self-control to regulate their negative reactions to their supervisors. Thus, abusive
6 supervision has been found to lead to subordinates' ego depletion (Mackey et al.,
7 2020). In summary, this study argues that on days when employees experience higher
8 levels of abusive supervision, the positive association between customer interpersonal
9 injustice and end-of-workday ego depletion will be stronger. In contrast, on days
10 when employees experience lower levels of abusive supervision, the positive
11 relationship between customer interpersonal injustice and employees' end-of-workday
12 ego depletion will be weaker. Therefore, the following hypothesis is proposed:

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14 **Hypothesis 4.** Daily abusive supervision moderates the positive within-person
15 relationship between daily customer interpersonal injustice and employees' end-of-
16 workday ego depletion, such that this positive relationship is stronger when abusive
17 supervision is higher.

18
19 *2.5. Cross-level moderating role of regulatory focus*

20 Besides exploring the potential within-person moderating effect of daily abusive
21 supervision, this study identifies two key between-person level factors (i.e., promotion

1 focus and prevention focus) that moderate the within-person relationship between
2 customer interpersonal injustice and ego depletion. As discussed, a fundamental tenet
3 of ego depletion theory is that self-regulation depletes individuals' limited self-
4 regulatory resources (Baumeister et al., 1998). Self-regulation refers to a mechanism
5 in which individuals follow certain rules and standards (Brockner & Higgins, 2001).
6 In regulatory focus theory, Higgins (1997) posited that individuals' attitudes and
7 behaviors are guided by two self-regulatory systems: promotion focus and prevention
8 focus. Although both promotion focus and prevention focus are motivational in
9 nature, the reasons that behind motivations of performing self-regulation in the two
10 systems are different (Brockner & Higgins, 2001). In line with Brockner and Higgins
11 (2001), Lanaj et al. (2012) mentioned that both promotion focus and prevention focus
12 involve individuals' tendency of pursuing goals. However, the strategies and the
13 approaches that individuals use under the two motivational conditions are different.
14 As such, Lanaj et al. (2012) suggested treating promotion focus and prevention focus
15 as two separate variables. Individuals who have higher levels of promotion focus pay
16 more attention to potential opportunities for improvement by adopting innovative
17 strategies (Gamache et al., 2015).

18 The self-regulation system of individuals with higher levels of promotion focus is
19 triggered by the motivations of satisfying personal goals or external expectations (e.g.,
20 job requirements) (Brockner & Higgins, 2001). From an emotional standpoint, an
21 individual's degree of promotion focus is associated with the extent to which they

1 experience high activation positive emotions, such as excitement and enthusiasm
2 (Brockner & Higgins, 2001). When promotion focused, individuals' regulatory
3 behaviors match with their goals. Therefore, the mechanism under the promotion
4 focus may bring more positive outcomes (e.g., experience lower levels of emotional
5 exhaustion, more willing to help coworkers, Koopmann et al., 2016). Lin and Johnson
6 (2015) found that individuals with higher levels of promotion focus were more likely
7 to engage in promotive voice behavior, reflecting their optimistic emotional
8 experience, and were, therefore, less likely to experience ego depletion. Therefore,
9 this study proposes that customer interpersonal injustice is less likely to turn into ego
10 depletion for the employees who have higher levels of promotion focus.

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12 **Hypothesis 5.** Promotion-focused orientation moderates the within-person
13 relationship between daily customer interpersonal injustice and end-of-workday ego
14 depletion, such that this positive association is weaker for employees who have higher
15 levels of promotion focus than for those who have lower levels of promotion focus.

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17 Different from the regulatory system in promotion focus, the motivational condition
18 of prevention focus is triggered by individuals' need for security or felt
19 responsibilities (Brockner & Higgins, 2001; Higgins, 1998). This process of looking
20 for security and avoiding negative outcomes may trigger individuals' emotional
21 exhaustion as the motivation under this situation is not proactive, but is reactive

1 (Koopmann et al., 2016). As individuals who have higher levels of prevention focus
2 typically concentrate on maintaining the status quo and safety, they may feel more
3 tension and be less relaxed than those who have higher levels of promotion focus
4 (Brockner & Higgins, 2001). Therefore, a prevention focus is related to high
5 activation negative emotions, such as anger and anxiety (Brockner & Higgins, 2001).
6 Anxiety can lead to a state of vigilance in prevention-focused individuals, as they
7 need to anticipate all possible issues and come up with immediate plans to deal with
8 them (Liang et al., 2012). Liang et al. (2012) explained that promotive voice behavior
9 is a type of creative activity, which requires less self-control but elicits more intrinsic
10 motivation. In contrast, individuals with higher levels of prevention focus tend to
11 engage in prohibitive voice behavior, which may trigger anxiety and therefore
12 facilitate ego depletion (Lin & Johnson, 2015). Avoidance strategies such as
13 prohibitive voice behavior can be seen as depleting as the process involves high levels
14 of uncertainty (Carver & Scheier, 2001). Therefore, it is likely that customer
15 interpersonal injustice will turn into ego depletion for employees with higher levels of
16 prevention focus. Hence, the following hypothesis is proposed:

17

18 **Hypothesis 6.** Prevention-focused orientation moderates the within-person
19 relationship between daily customer interpersonal injustice and end-of-workday ego
20 depletion, such that this positive association is stronger for employees who have

1 higher levels of prevention focus than for those who have lower levels of prevention
2 focus.

3 **3. Methods**

4 *3.1. Participants and procedures*

5 The participants were recruited from two full-service hotels located in southern
6 China. The data collection was from July to September, 2021. To qualify for the
7 study, employees had to work full-time in guest-facing positions. The recruitment
8 flyer and the qualification survey were distributed by the human resources
9 departments of the two hotels. In the qualification survey, each potential participant
10 was asked to indicate their department and whether their daily work was related to
11 customer service (e.g., serving customers, dealing with customer issues). In the end,
12 89 participants met the criteria and were recruited for the study, but 8 resigned from
13 the hotels during the data collection period and therefore, dropped out from the study.
14 **To protect participants' personal information, the human resources departments were**
15 **only responsible for sending out the online registration link. The research team**
16 **contacted the qualified participants. The human resource managers would not have**
17 **access to participant information.** Among the eight resigned employees, five of them
18 only completed the one-time initial survey and three of them completed less than
19 three-day daily surveys. According to Cho and Kim (2021), a minimum of three-day
20 daily surveys is needed to generate meaningful within-person variance. Therefore, all
21 of the data for these eight employees were excluded from the analysis. The final

1 sample consisted of 81 participants, yielding a total of 810 within-person level
2 observations.

3 This study applies a time-lag experience sampling method (ESM) to capture
4 employees' immediate reactions to episodic customer interpersonal injustice and
5 perceived abusive supervision. ESM is a research approach of investigating within-
6 person variables with the advantages of enhancing ecological validity and minimizing
7 participants' memory bias (Hektner et al., 2007; Yu et al., 2020). The data collection
8 comprised an initial survey followed by three daily surveys for 10 workdays. The
9 initial survey included questions on the participants' demographics and between-
10 person level variables (e.g., promotion focus, prevention focus). After successfully
11 completing the initial survey, the participants were asked to take the daily surveys.

12 At the end of each workday, the participants were first asked about their
13 perceptions of customer interpersonal injustice and abusive supervision (referred to as
14 "the day t after-work survey"). The second daily survey was to be completed before
15 they went to bed and assessed their momentary ego depletion (referred to as "the day t
16 home survey"). The third daily survey (i.e., negative affect and insomnia) was
17 completed when the participants woke up the next day (referred to as "the day $t+1$
18 wake-up survey"). As this study examined the time-lag effect of daily customer
19 interpersonal injustice on employees' response the next day, the participants only had
20 to complete two daily surveys (i.e., the day t after-work survey and the day t home
21 survey) on the first workday after starting the daily surveys. During the last workday

1 of the data collection period, the participants only had to complete the day $t+1$ wake-
2 up survey. This allowed for temporal precedence, with the independent variable (i.e.,
3 daily customer interpersonal injustice) and the moderator (i.e., daily abusive
4 supervision) measured at Time 1, the mediator (i.e., daily ego depletion) measured at
5 Time 2, and the dependent variables (i.e., daily negative affect and insomnia)
6 measured at Time 3. The workday in this study is defined by each participant's work
7 schedule. This indicates that each participant's survey-taking schedule might be
8 different from each other daily.

9 There was a high completion rate in this study because six research assistants
10 were recruited to track participants, communicate with participants, and monitor the
11 survey completion daily. Due to the labor-intensive nature of managing participants
12 with flexible work schedules in doing daily surveys, it is very critical to have a
13 research team to monitor the survey completion daily. Frontline hotel employees do
14 not have a fixed work schedule (e.g., working from 9:00 a.m. to 5:00 p.m., Monday to
15 Friday). Thus, each research assistant sent daily reminders to the participants based on
16 the participants' daily work schedules. Each research assistant was only responsible
17 for less than six participants at a time to reduce the research assistants' workload.
18 Research assistants checked the survey completion and ensured that participants
19 completed the required daily surveys. The majority of the participants had either
20 daytime shifts or night shifts during the study period. For example, for a participant
21 with a daytime shift (e.g., 11:00 a.m. to 7:00 p.m.), the participant received the first

1 reminder at 8:00 p.m. for taking the Time 1 survey, the second reminder at around 10:
2 00 p.m. for taking the Time 2 survey, and the third reminder at around 8:00 a.m. the
3 next day for taking the Time 3 survey. Meanwhile, participants needed to contact their
4 paired research assistants once they arrived at home and woke up so that the research
5 assistants could better manage the participants. A total of six participants had mixed
6 shifts with both daytime shift and night shift during the study period. If a participant
7 switched the work shift (e.g., from daytime shift to night shift the next day), the
8 research assistant needed to personalize the schedule of sending reminders for each
9 particular case. The participants received RMB120 (approximately USD18.74) as
10 compensation for their participation in the study.

11 Among the 81 participants, 54 were women and 27 were men. More than half
12 (46) of the participants had a Bachelor's degree. Forty-five participants were either
13 single, divorced, or widowed, and the rest were married. The translation-back
14 translation procedure recommended by Brislin (1990) was used to translate the
15 measures from English into Chinese.

16 *3.2. Initial assessment measures*

17 **Regulatory focus.** The participants' regulatory focus was measured using the 18-
18 item scale developed by Neubert et al. (2008). The scale includes nine items that
19 measure an individual's promotion focus (e.g., "I focus on accomplishing job tasks
20 that will further my advancement") and nine items that measure their prevention focus
21 (e.g., "I am very careful to avoid exposing myself to potential losses at work"). The

1 response scale ranged from 1 (*strongly disagree*) to 5 (*strongly agree*). Cronbach's
2 alpha for promotion focus was 0.96 and 0.88 for prevention focus.

3 3.3. Daily measures

4 The daily measurements were all derived from the validated scales from the
5 previous daily diary studies. As a measure to reduce the possibility that responses
6 would be influenced by the previous day's participation in the survey, wordings such
7 as "at this time", "today", "based on your experience in the shift today" were
8 highlighted in the question instructions.

9 **Customer interpersonal injustice (day t after-work survey).** This study used
10 an 8-item measure (Sharlicki et al., 2008) to assess the unfair treatment that the
11 participants received daily from customers in the after-work survey. The participants
12 were asked to indicate how often customers treated them in various ways (e.g., "At
13 work today, customers made demands that I could not deliver"). The response scale
14 ranged from 1 (*never*) to 5 (*all the time*).

15 **Abusive supervision (day t after-work survey).** Daily abusive supervision was
16 measured using the 5-item scale from Mitchell and Ambrose (2007). A sample item is
17 "Today, my supervisor made negative comments about me to others." This study used
18 a 5-point scale (1 = *strongly disagree* to 5 = *strongly agree*) for participants to
19 indicate their agreement with each item.

20 **Ego depletion (day t home survey).** The 5-item measure of daily ego depletion
21 developed by Lin and Johnson (2015) was used to measure the participants' ego

1 depletion at bedtime. The participants were asked to indicate their level of agreement
2 with each of five sentences describing their current ego depletion (1 = *strongly*
3 *disagree* to 5 = *strongly agree*). A sample item is “Right now, I feel like my
4 willpower is gone.”

5 **Momentary negative affect (day $t+1$ wake-up survey).** Consistent with
6 previous studies (e.g., Sonnentag et al., 2008) using the short version of the positive
7 and negative affect scale, this study measured the participants’ momentary negative
8 affect using the 6-item version of the scale (e.g., “distressed,” “upset,” “irritable,”
9 “nervous,” “jittery”). The participants were asked to indicate the extent to which they
10 felt each emotion when completing the scale (1 = *not at all* to 5 = *extremely*).

11 **Insomnia (day $t+1$ wake-up survey).** Insomnia was measured with the 4-item
12 scale from Scott and Judge (2006). A sample item is “This morning, I woke up after
13 my usual amount of sleep feeling tired and worn out.” The participants responded to
14 the statements using a 5-point scale (1 = *to a very small extent* to 5 = *to a very large*
15 *extent*).

16 For all variables measured daily, the within-person reliability (R_c) was calculated
17 using the formula (see Equation 1) of Cranford et al. (2006). In Equation 1, m
18 represents the number of items from the scale of each day-level variable. The R_c
19 values for daily customer interpersonal injustice, abusive supervision, ego depletion,
20 negative affect, and insomnia were 0.79, 0.95, 0.85, 0.84, and 0.83, respectively.

21 **According to Shrout (1998), a range of 0.61 to 0.80 indicates moderate reliability and**

1 a range of 0.81 to 1.0 indicates substantial reliability. Therefore, the day-level
2 variables have a satisfactory reliability.

$$3 R_c = \frac{[\sigma_{person*day}^2]}{[\sigma_{person*day}^2] + [\frac{\sigma_{error}^2}{m}]} \quad (1)$$

4 3.4. Control variables

5 At the between-person level, emotional regulation was used as a control variable
6 because Wang et al. (2011) found that employees with a high level of emotional
7 regulation were less likely to be influenced by customer mistreatment. Emotional
8 regulation was measured using the 4-item scale from Wong and Law (2002). A
9 sample item is “I am able to control my temper and handle difficulties rationally.”
10 Cronbach’s alpha was 0.91. This study also controlled for customer orientation given
11 its link to employees’ reactions to customer mistreatment (Yue et al., 2017). The 5-
12 item scale from Susskind et al. (2003) was used (e.g., “When performing my job, the
13 customer is most important to me”). Cronbach’s alpha was 0.93.

14 3.5. Analytical strategy

15 Due to the nested nature of the data (days nested within people), this study
16 applied multilevel linear modeling (MLM) using the *R* programming language.
17 Following the suggestion of Enders and Tofighi (2007), the within-person (Level 1)
18 variables (i.e., customer interpersonal injustice, abusive supervision, ego depletion,
19 negative affect, insomnia) were centered on each participant’s mean scores to
20 eliminate between-person variances and avoid any confounding effects between
21 within-person and between-person differences. The between-person (Level 2)

1 variables (i.e., promotion focus, prevention focus, customer orientation, emotional
2 regulation) were grand-mean centered, so that the cross-level variables only estimated
3 the between-person differences.

4 **4. Results**

5 *4.1. Preliminary analysis*

6 Table 1 shows the descriptive statistics of the study variables. Multivariate
7 normality was tested. The skewness of the study variables ranged from -0.76 to 1.84
8 and the kurtosis values ranged from -0.37 to 3.25 ; all were within the acceptable cut-
9 off values (i.e., -2 to 2 for skewness and -7 to 7 for kurtosis; Curran et al., 1996).

10 Composite reliability (CR) and average variance extracted (AVE) were calculated to
11 test the convergent and discriminant validity of the constructs. **The CR values for**
12 **customer interpersonal injustice, abusive supervision, end-of-workday ego depletion,**
13 **negative affect, insomnia, prevention focus, promotion focus, customer orientation,**
14 **and emotional regulation were 0.97, 0.98, 0.94, 0.95, 0.91, 0.89, 0.96, 0.91, and 0.92,**
15 **respectively, above the cut-off value of 0.70 suggested by Hair et al. (2010).**

16 **Furthermore, the AVE values for the above variables were 0.80, 0.90, 0.73, 0.76,**
17 **0.72, 0.50, 0.71, 0.72, and 0.74, respectively, above the suggested cut-off value of**
18 **0.50 (Hair et al., 2010).** These results provided evidence of convergent validity. In
19 addition, the AVE values for all of the constructs were greater than the squared
20 intercorrelations between the constructs, indicating discriminant validity.

1 Before testing the hypotheses, the null model was developed for each within-
2 person level (Level 1) variable to calculate the intraclass correlation coefficient (ICC),
3 which indicates the variance explained by the between-person differences. The results
4 of the variance partitioning analysis revealed that the ICC values for interpersonal
5 customer injustice, abusive supervision, ego depletion, negative affect, and insomnia
6 were 0.75, 0.75, 0.67, 0.78, and 0.56, respectively. Therefore, the variance explained
7 by the within-person differences in the day-level (Level 1) variables was 0.25, 0.25,
8 0.33, 0.22, and 0.44, respectively, indicating that a large percentage of the variance
9 was explained by within-person fluctuations. These results confirmed the need to use
10 MLM in this study.

1 **Table 1**
 2 Descriptive statistics
 3

Construct	M	SD	Skew	Kurtosis	1	2	3	4	5	6	7	8
1. Customer	1.85	0.80	1.07	1.90								
2. Abusive supervision	1.81	0.80	1.33	2.97	0.64***							
3. Ego depletion	2.36	0.95	0.37	-0.37	0.44***	0.42***						
4. Insomnia	2.23	0.93	0.68	0.34	0.46***	0.44***	0.49***					
5. NA	1.53	0.82	1.84	3.25	0.45***	0.47***	0.42***	0.46***				
6. Promotion focus	4.08	0.60	-0.49	0.78	0.04	-0.09*	0.02	0.03	0.13***			
7. Prevention focus	3.68	0.59	0.31	-0.04	0.02	-0.03	0.14***	0.06	0.13***	0.60***		
8. Customer orientation	4.18	0.65	-0.76	0.46	-0.09**	-0.16***	-0.04	-0.05	0.02	0.68***	0.54***	
9. Emotional regulation	3.68	0.72	-0.09	-0.13	0.06	0.04	-0.06	0.01	0.15***	0.63***	0.43***	0.61***

4 *Note.*

5 M = mean; SD = standard deviation; Skew = skewness; Customer = customer interpersonal injustice; NA = negative affect; * $p < .05$, ** $p < .01$,
 6 *** $p < .001$.
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1 4.2. *Direct and indirect relationships*

2 Hypothesis 1 predicts a within-person relationship between customer
3 interpersonal injustice and ego depletion. In line with this hypothesis, the multilevel
4 analysis revealed that after controlling for between-person level customer orientation
5 and emotional regulation, there was a positive association between daily customer
6 interpersonal injustice and ego depletion ($\gamma = 0.16, p < .01$; see Model 1 in Table 2),
7 supporting Hypothesis 1. Hypothesis 2 predicts a day-specific relationship between
8 end-of-workday ego depletion and employee response the next day. This study found
9 a positive relationship between ego depletion at the end of the workday and negative
10 affect the next day ($\gamma = 0.08, p < .01$; see Model 1 in Table 3), supporting Hypothesis
11 2(a). This study also found a positive relationship between ego depletion at the end of
12 the workday and insomnia ($\gamma = 0.09, p < .05$; see Model 4 in Table 3), supporting
13 Hypothesis 2(b).

14 Hypothesis 3 predicts the mediating role of ego depletion at the end of the
15 workday in the relationship between customer interpersonal injustice and employee
16 response the next day. Before conducting the mediation analysis, the direct
17 relationship between customer interpersonal injustice and the two dependent variables
18 (i.e., negative affect and insomnia) were tested. Model 2 in Table 3 revealed a
19 significant within-person relationship between customer interpersonal injustice and
20 negative affect ($\gamma = 0.12, p < .01$). Model 5 in Table 3 also revealed a significant

1 within-person association between customer interpersonal injustice and insomnia
2 ($\gamma = 0.13, p < .05$).

3 To test the mediating effect of end-of-workday ego depletion, ego depletion was
4 added to Model 3 and to Model 6 (see Table 3). Model 3 showed that after adding ego
5 depletion to the model, the effect of customer interpersonal injustice on negative
6 affect was smaller ($\gamma = 0.10, p < .01$). In addition, Model 6 showed a smaller effect
7 of customer interpersonal injustice on insomnia ($\gamma = 0.08, p < .05$) after adding ego
8 depletion to the model. Next, the researchers tested whether the mediating effect of
9 ego depletion in both models (i.e., Model 3 and Model 6 in Table 3) at the within-
10 person level was statistically significant using the Monte Carlo method for assessing
11 mediation (MCMAM) (Bauer et al., 2006). By using MCMAM with 20,000
12 replications, this study found that the indirect effect of end-of-workday ego depletion
13 on the relationship between customer interpersonal injustice and negative affect the
14 next day was significant, with a 95% bias-corrected bootstrap confidence interval of
15 [0.004, 0.024]. These results indicated that the mediating effect of end-of-workday
16 ego depletion was significantly different from zero, supporting Hypothesis 3(a). The
17 same procedure was used to test Hypothesis 3(b). This study found that the indirect
18 effect of end-of-workday ego depletion on the above relationship was statistically
19 significant with a 95% bias-corrected confidence interval of [0.002, 0.039],
20 supporting Hypothesis 3(b).

21

1 **Table 2**
 2 Multilevel estimates for end-of-workday ego depletion
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Parameter	End-of-workday ego depletion			
	$\gamma(SE)$ Model 1	$\gamma(SE)$ Model 2	$\gamma(SE)$ Model 3	$\gamma(SE)$ Model 4
Fixed Effects				
Intercept	2.36(0.09)***	2.35(0.09)***	1.91(0.12)***	1.97(0.12)***
Customer injustice	0.16(0.05)**	0.10(0.05)*	0.24(0.05)***	0.21(0.05)***
Abusive supervision		0.07(0.04)*		
Customer injustice*abusive supervision		0.21(0.07)**		
Emotional regulation	-0.09(0.15)	-0.09(0.15)	-0.16(0.14)	-0.22(0.13)
Customer orientation	-0.01 (0.17)	-0.01(0.07)	-0.07(0.08)	-0.05(0.16)
Promotion focus			0.38(0.30)	
Customer injustice*promotion focus			-0.07(0.08)	
Prevention focus				-0.02(0.22)
Customer injustice*prevention focus				0.20(0.08)*
Random Effects				
Residual variance at Level 1	0.30	0.29	0.30	0.30
Residual variance at Level 2	0.62	0.62	0.51	0.45

4 *Note.*
 5 Customer injustice = customer interpersonal injustice; * $p < .05$, ** $p < .01$, *** $p < .001$.
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Table 3
Multilevel estimates for negative affect and insomnia

Parameter	Negative affect			Insomnia		
	$\gamma(SE)$ Model 1	$\gamma(SE)$ Model 2	$\gamma(SE)$ Model 3	$\gamma(SE)$ Model 4	$\gamma(SE)$ Model 5	$\gamma(SE)$ Model 6
Fixed Effects						
Intercept	1.53(0.08)***	1.53(0.08)***	1.53(0.08)***	2.23(0.08)***	2.23(0.08)***	2.23(0.08)***
Ego depletion	0.08 (0.03)**		0.08(0.03)**	0.09(0.04)*		0.11(0.06)*
Customer injustice		0.12(0.04)**	0.10(0.04)**		0.13(0.06)*	0.08(0.04)*
Emotional regulation	0.17(0.14)	0.17(0.14)	0.17(0.14)	0.07(0.13)	0.07(0.14)	0.07(0.14)
Customer orientation	-0.13(0.16)	-0.13(0.16)	-0.13(0.16)	-0.13(0.16)	-0.13(0.16)	-0.13(0.16)
Random Effects						
Residual variance at Level 1	0.15	0.15	0.14	0.38	0.38	0.38
Residual variance at Level 2	0.53	0.53	0.53	0.49	0.49	0.49

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Note.
Customer injustice = customer interpersonal injustice; * $p < .05$, ** $p < .01$, *** $p < .001$.

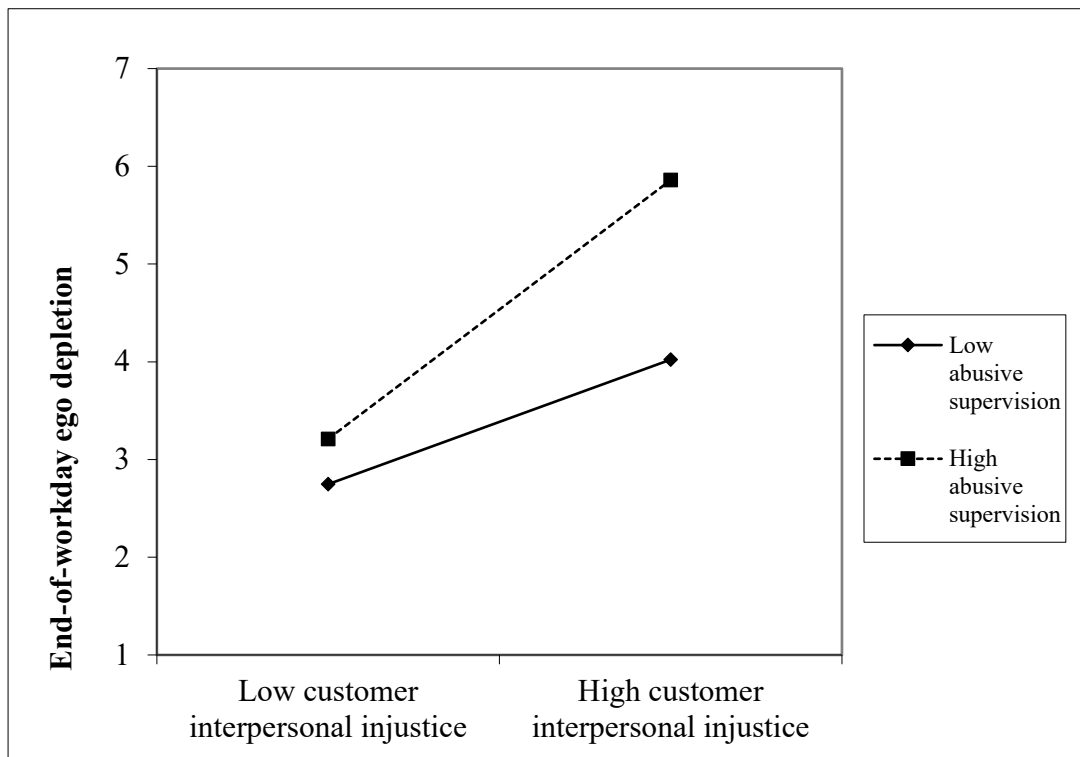
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1 4.3. *Within-person moderation role of abusive supervision*

2 Hypothesis 4 predicts that the relationship between customer interpersonal
3 injustice and end-of-workday ego depletion differs for employees based on their
4 perceived daily abusive supervision. To test the moderating role of abusive
5 supervision, the effect of abusive supervision and its interaction with customer
6 interpersonal injustice were added to the Level 1 equation. Model 2 in Table 2
7 showed that the interaction term was significant ($\gamma = 0.21, p < .01$). Further, a simple
8 slope test was performed, as recommended by Bauer and Curran (2005). Specifically,
9 this study found that the positive relationship between customer interpersonal
10 injustice and end-of-workday ego depletion was stronger ($\gamma = 0.65, p < .001$) on days
11 when the participants perceived higher levels of abusive supervision (1SD above the
12 mean) than on days when they perceived lower levels of abusive supervision ($\gamma =$
13 $0.31, p < .001$; 1SD below the mean). The interaction plot is shown in Figure 2. Thus,
14 Hypothesis 4 was supported.

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1 **Figure 2**
2 The moderating role of daily abusive supervision
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6 *4.4. Cross-level moderating role of regulatory focus*

7 Hypotheses 5 and 6 predict the cross-level moderating effect of employees' levels
8 of promotion focus and levels of prevention focus. Model 3 and Model 4 in Table 2
9 showed the effects of the two types of regulatory focus and their interactions with
10 Level 1 customer interpersonal injustice, respectively. The interaction between
11 customer interpersonal injustice and promotion focus was not significant ($\gamma = -0.07$,
12 $p = ns.$; see Model 3 in Table 2). Therefore, Hypothesis 5 was not supported. In
13 contrast, as shown in Model 4 in Table 2, the interaction between promotion focus
14 and customer interpersonal injustice was significant ($\gamma = 0.20, p < .05$). As shown in
15 Figure 3, a stronger positive relationship ($\gamma = 0.80, p < .01$) was found for employees

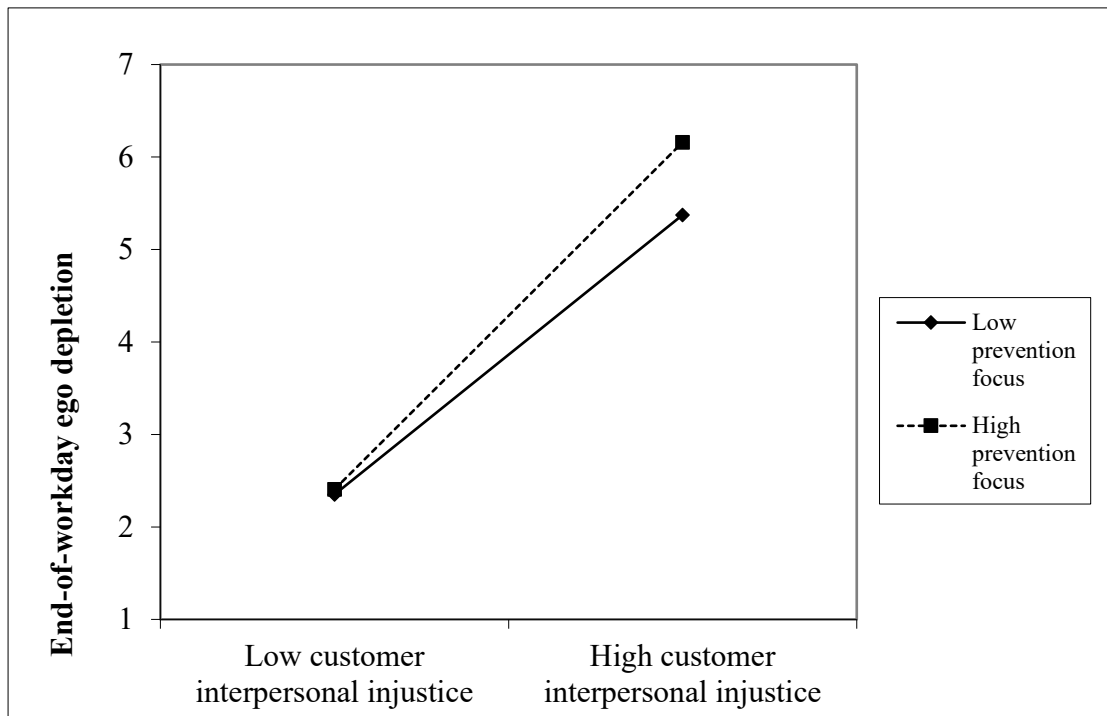
1 high in prevention focus (1SD above the mean) than for those low in prevention focus
2 ($\gamma = 0.68, p < .01$; 1SD below the mean). Hence, Hypothesis 6 was supported.

3

4 **Figure 3**

5 The cross-level moderating role of prevention focus

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9 **5. Conclusion**

10 In this study, the researchers used a within-person approach to examine the
11 prolonged stress response of frontline employees to daily customer interpersonal
12 injustice. This study found that on days when employees experienced higher levels of
13 customer interpersonal injustice, they tended to have higher levels of ego depletion at
14 the end of the workday. Further, this study found that the negative effects of customer
15 interpersonal injustice can even negatively influence employees after waking up the

1 next day (i.e., experiencing insomnia and higher levels of negative affect). In terms of
2 domain spillover, this study moved away from same-domain comparisons by
3 exploring the spillover effects from employees' work domain to the nonwork domain.

4 Moreover, this study examined multiple sources (i.e., customers, supervisors) that
5 may influence employees' end-of-workday ego depletion. Specifically, on days when
6 employees experienced higher levels of abusive supervision and higher levels of
7 customer interpersonal injustice, the positive influence of customer interpersonal
8 injustice on their ego depletion was stronger.

9 Finally, the results indicated a cross-level interaction between employees' levels
10 of prevention focus and daily customer interpersonal injustice. For employees who
11 have higher levels of prevention focus, the positive relationship between daily
12 customer interpersonal injustice and ego depletion was stronger than for those who
13 have lower levels of prevention focus. However, the cross-level interaction between
14 employees' promotion focus and daily customer interpersonal injustice was not found.
15 One possible reason may be that employees with higher levels of promotion focus
16 adopt more proactive behaviors and inspiring attitudes than employees with higher
17 levels of prevention focus (Higgins, 1998; Grant & Ashford, 2008). For example,
18 Brenninkemeijer et al. (2010) found that employees' promotion-focused orientation is
19 related to intrinsic motivation and leads to favorable outcomes, such as work
20 engagement. Therefore, it is suggested that future research should also consider

1 examining if having higher levels of promotion focus is more likely to lead to
2 favorable influences on employees.

3 *5.1. Theoretical implications*

4 The findings of this study make four contributions to the literature on customer
5 interpersonal injustice and employees' spillover between work and nonwork domains.
6 First, by integrating ego depletion theory (Baumeister et al., 1998) with the
7 perseverative cognition model of stress (Brosschot et al., 2005), this study extends the
8 literature on the spillover effects of customer interpersonal injustice by considering
9 the roles of domain spillover and time frame. Specifically, using a time-lag design and
10 taking into account the time frame, this study examined the same-day spillover effects
11 of customer interpersonal injustice on employees' end-of-workday ego depletion and
12 the prolonged effects on their insomnia and negative affect after waking up the next
13 day. The results of this study therefore recognize the role of time in organizational
14 research (Shipp et al., 2015).

15 Second, instead of using a static research design, this study answered the call for
16 further research in the service context (Groth et al., 2019) using a time-lag diary
17 design. This design captures meaningful within-person variations in the variables
18 measured daily. For example, this study found that 25% of the variance in customer
19 interpersonal injustice, 33% of the variance in abusive supervision, 22% of the
20 variance in ego depletion, and 44% of the variance in negative affect after waking up
21 were caused by the participants' within-person variance. These results indicate that

1 employees' experiences at work and at home vary on a daily basis. This is consistent
2 with the results of recent organizational studies in the hospitality context, suggesting
3 that many workplace phenomena in the service context are dynamic (e.g., Chen &
4 Fellenz, 2020; Shi et al., 2021; Yang et al., 2020).

5 Third, hospitality employees, especially those in customer service positions, do
6 not have a fixed work schedule and are likely to work with different supervisors in
7 different work shifts (Shi et al., 2021). Hence, the way that different supervisors treat
8 their employees may vary greatly at the within-person level. Workplace mistreatment
9 includes various forms, such as interpersonal mistreatment from supervisors,
10 customers, coworkers, and organizations (Hershcovis et al., 2020). In response to the
11 call for further research on employee mistreatment from multiple sources (Skarlicki et
12 al., 2016; Zhou et al., 2021), this study found that the level of abusive supervision
13 influences the spillover effects of customer interpersonal injustice on employees' end-
14 of-workday ego depletion on a daily basis.

15 Last, this study responds to the call to adopt multilevel perspectives in the study
16 of self-regulation (Inzlicht et al., 2021), customer interpersonal injustice (Koopmann
17 et al., 2015), abusive supervision (Fischer et al., 2021), and customer service studies
18 (Groth et al., 2019). This study revealed that for employees with higher levels of
19 prevention focus, their end-of-workday ego depletion is more likely to be influenced
20 by customer interpersonal injustice. Unlike most previous studies of customer
21 mistreatment based on conservation of resources theory (e.g., Wang et al., 2011; Yang

1 et al., 2020), this study integrated ego depletion theory (Baumeister et al., 1998) with
2 regulatory focus theory (Higgins, 1997) to examine the effect of unfair treatment,
3 based on the argument that customer interpersonal injustice is a workplace event that
4 requires employees to engage in self-regulation when dealing with customer issues.
5 Using a multilevel perspective, the study results not only demonstrate the within-
6 person level relationship between customer interpersonal injustice and ego depletion
7 but also identify regulatory focus as a cross-level boundary condition.

8 *5.2. Managerial implications*

9 Frontline hospitality employees deal with various customer issues daily (Yang et
10 al., 2020) and have the possibility of experiencing emotional dissonance daily (Shi et
11 al., 2021). Many recent studies have highlighted the importance of exploring the
12 within-person variations in employees' perceptions, attitudes, or behavioral intentions
13 (e.g., job satisfaction, turnover intention, emotional expression, burnout) in the
14 hospitality context (Fan et al., 2021; Park et al., 2020; Park et al., 2022; Shi et al.,
15 2021). Considering the daily fluctuations of job demands and job resources in the
16 hospitality job context, it is more important for the management team in this industry
17 to take immediate actions and have quick responses regarding the daily changes in
18 employees' perceptions and workplace events. The present study shows that on days
19 when employees are faced with both demanding customers and abusive supervisors,
20 their personal resources are likely to be more depleted at the end of the workday. This
21 study provides empirical support to Yu et al.'s (2021) discussion on the high

1 frequency of abusive supervision in the hospitality industry. Therefore, the one-time
2 action plan may not be applicable to the issues that may arise daily. To avoid the
3 detrimental effects of daily customer interpersonal injustice, supervisors could deal
4 with demanding guests themselves instead of leaving these issues to frontline
5 employees. In addition, instead of checking employees' well-being, emotions, or other
6 workplace perceptions quarterly or annually, the management team should conduct a
7 well-being survey more frequently to capture the immediate needs of frontline
8 employees. To minimize the occurrence of daily abusive supervision, the management
9 team could develop formal policy and implement strategies that motivate supervisors
10 to treat all employees fairly during each shift. One possible way to do this would be to
11 reward such behavior and to add it to the performance review of supervisors.

12 Second, ensuring a positive daily spillover across domains is more important to
13 the frontline employees in the hospitality industry. Due to the nature of working on
14 shift work with non-traditional work schedules, spending longer time at work, and
15 dealing with guest issues frequently (Zhang et al., 2020), employees' life domain
16 experiences are more likely to be influenced by their negative experiences at work.
17 This study highlights the importance of caring for frontline employees' life domain,
18 as customer interpersonal injustice affect employees' life domain on the same day and
19 its negative effect persists the following day (e.g., higher levels of negative affect,
20 sleep problems). To minimize these negative spillover effects, managers should
21 reduce or avoid texting employees during off-hours. When it is feasible, managers

1 should also consider avoid or eliminate scheduling frontline employees to work in
2 irregular work shifts, such as back-to-back shift (e.g., working in the evening shift in
3 the first day and come back in the morning the next day), non-stop shift (e.g., working
4 for more than five consecutive workdays without taking a break), split shift (e.g.,
5 working five hours in the breakfast shift and come back at night to work in the dinner
6 shift). Additionally, hotels could invest in training programs aimed at helping
7 employees recover from stress and improve their daily sleep quality. Employees'
8 sleep problems affect their productivity and job performance (Katz et al., 2014;
9 Kessler et al., 2011). This is especially the case for frontline employees as they do not
10 have a fixed work schedule and may work consecutive shifts. Hotels could work with
11 employee wellness companies to design a variety of off-work activities to improve
12 employees' quality of life. For example, Hülshager et al. (2015) showed that a low-
13 dose mindfulness intervention could improve the quality and duration of employees'
14 daily sleep.

15 Third, it is important to realize that employees react differently to customer
16 interpersonal injustice. This study showed that employees with higher levels of
17 prevention focus are more vulnerable to the detrimental effects of workplace
18 mistreatment. This result is valuable for human resource management professionals
19 and management teams in several ways. It can help design tailor-made training or
20 interventions to minimize the potential negative effect of workplace mistreatment on
21 prevention-focused employees. Prevention-focused individuals tend to avoid risk and

1 are less proactive than promotion-focused individuals (Brockner & Higgins, 2001).
2 Organizations could integrate regulatory focus surveys as part of their employee well-
3 being surveys to provide employees with information about their own regulatory
4 focus (promotion focus or prevention focus). Consultation sessions could also be
5 organized for employees to help them better understand their fit with their work
6 environment and what they need to change to increase their person–job or person–
7 organization fit.

8 *5.3. Limitations and future research*

9 This study has mainly three limitations that should be addressed in future studies.
10 First, as this study relied on self-reported measures, it is not possible to completely
11 rule out the possibility of same-source bias (Podsakoff et al., 2012). Nevertheless, the
12 predictors, mediator, and outcomes were assessed at different times (twice on the
13 same day and the next day after waking up), reducing the risk that the relationships
14 being found would be artificially inflated by common method bias. Therefore, future
15 research could measure these variables from other sources (e.g., focal employees’
16 negative affect at home could be rated by their family members). Second, customer
17 interpersonal injustice and regulatory focus were studied from the perspective of ego
18 depletion theory (Baumeister et al., 1998). Thus, this study focuses on the impact of
19 workplace mistreatment on negative outcomes (e.g., resource depletion). Future
20 studies could examine more motivating and positive outcomes, such as creative and
21 proactive work behaviors. Third, although this study took a multilevel perspective to

1 examine customer interpersonal injustice, the scope of this study was limited to the
2 experience of the focal employees. As suggested by Groth et al. (2019), it would be
3 interesting to take a dyadic perspective to explore how the negative workplace
4 experiences of focal employees influence their relationships with family members or
5 significant others.

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