Pengaruh *Customer Incivility* terhadap *Job Satisfaction Frontliner* PT. Bank BPD DIY: Peran Mediasi *Emotional Exhaustion* dan Moderasi *Supervisor Support*

ABSTRAK

Persaingan industri perbankan yang semakin ketat menuntut frontliner untuk memberikan pelayanan terbaik kepada nasabah. Di sisi lain, intensitas interaksi dengan nasabah menyebabkan frontliner rentan menghadapi *customer incivility*, yaitu perilaku tidak sopan dari nasabah yang berpotensi menimbulkan kelelahan emosional dan menurunkan kepuasan kerja. Penelitian ini bertujuan menganalisis pengaruh *customer incivility* terhadap *job satisfaction* dengan *emotional exhaustion* sebagai variabel mediasi dan *supervisor support* sebagai variabel moderasi pada frontliner PT. Bank BPD DIY.Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei. Populasi penelitian berjumlah 328 frontliner PT. Bank BPD DIY yang ditentukan menggunakan teknik *total sampling*. Sebanyak 272 kuesioner yang memenuhi kriteria dianalisis menggunakan Structural Equation Modeling–Partial Least Squares (SEM-PLS) dengan bantuan SmartPLS versi 3.2.9.Hasil penelitian menunjukkan bahwa *customer incivility* berpengaruh negatif dan signifikan terhadap *job satisfaction.* Selain itu, *customer incivility* berpengaruh positif dan signifikan terhadap *emotional exhaustion*, sedangkan *emotional exhaustion* berpengaruh negatif dan signifikan terhadap *job satisfaction*. Hasil penelitian juga membuktikan bahwa *emotional exhaustion* mampu memediasi pengaruh *customer incivility* terhadap *job satisfaction*. Namun demikian, *supervisor support* tidak terbukti memoderasi pengaruh *customer incivility* terhadap *job satisfaction*. Temuan tersebut menunjukkan bahwa perilaku tidak sopan dari nasabah menurunkan kepuasan kerja frontliner baik secara langsung maupun secara tidak langsung melalui peningkatan kelelahan emosional. Sementara itu, dukungan supervisor yang dirasakan pegawai belum mampu menjadi sumber daya kerja yang efektif dalam mereduksi dampak negatif *customer incivility* terhadap *job satisfaction.*

Penelitian ini memberikan implikasi bahwa organisasi perlu memperkuat strategi pengelolaan *customer incivility* serta mengembangkan program pencegahan *emotional exhaustion* melalui peningkatan kesejahteraan psikologis, manajemen stres, dan dukungan supervisor yang lebih efektif guna meningkatkan *job satisfaction* frontliner.

Kata kunci: *customer incivility, emotional exhaustion, supervisor support, job satisfaction,* frontliner.

The Effect of Customer Incivility on Frontline Employees' Job Satisfaction at PT. Bank BPD DIY: The Mediating Role of Emotional Exhaustion and the Moderating Role of Supervisor Support

ABSTRACT

Increasing competition in the banking industry requires frontline employees to consistently deliver high-quality customer service. However, the intensive interaction with customers also exposes frontline employees to *customer incivility*, which may lead to emotional exhaustion and reduced job satisfaction. This study aims to examine the effect of *customer incivility* on *job satisfaction*, with *emotional exhaustion* serving as a mediating variable and *supervisor support* as a moderating variable among frontline employees of PT. Bank BPD DIY.

This study employed a quantitative approach using a survey method. The research population consisted of 328 frontline employees of PT. Bank BPD DIY selected through a total sampling technique. A total of 272 valid questionnaires were analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS) with SmartPLS version 3.2.9.

The findings reveal that *customer incivility* has a significant negative effect on *job satisfaction*. Furthermore, *customer incivility* has a significant positive effect on *emotional exhaustion*, while *emotional exhaustion* has a significant negative effect on *job satisfaction*. The results also confirm that *emotional exhaustion* mediates the relationship between *customer incivility* and *job satisfaction*. However, *supervisor support* does not moderate the relationship between *customer incivility* and *job satisfaction*. These findings indicate that uncivil customer behavior decreases frontline employees' job satisfaction both directly and indirectly through increased emotional exhaustion. Meanwhile, the supervisor support perceived by employees was insufficient to function as an effective job resource in mitigating the negative impact of *customer incivility* on *job satisfaction*.

This study highlights the importance of organizational strategies to effectively manage customer incivility and prevent emotional exhaustion through psychological well-being programs, stress management initiatives, and stronger supervisory support in order to enhance frontline employees' job satisfaction.

Keywords: *customer incivility, emotional exhaustion, supervisor support, job satisfaction*, frontline employees.