



Short Paper

Customer Incivility Among Online Food Delivery Riders in the Philippines: Experiences, Coping Strategies, Job Satisfaction, and Stress Levels

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Abstract

The study aims to explore Filipino online food delivery riders' (OFDRs) experiences with customer incivility, their coping strategies, and its impact on their job satisfaction and stress levels to promote a healthier work environment and support the sustainability of the delivery sector. The main method of the study is a descriptive cross-sectional research design using a convenience sampling approach to survey 402 OFDRs in Pampanga, Philippines with focus on their experiences with customer incivility. Results indicated that delivery riders frequently face verbal abuse, rude treatment, unreasonable demands, and manipulative behaviors. Delivery riders reported managing incivility through direct communication, seeking support, self-care practices, mindfulness, and avoiding confrontational customers. For them customer incivility reduces job enjoyment, pride, and industry commitment and often leads to dissatisfaction and disillusionment with their work. In addition, it causes them moderate stress and emotional exhaustion with negative experiences outweighing job satisfaction which impacts their mental well-being. This indicates that despite employing proactive coping strategies, the negative impact remains to be seen in their work. This study recommends that delivery platforms should establish robust reporting systems to help delivery riders manage customer incivility effectively. Training programs on conflict resolution and stress management should be implemented to equip riders with the skills needed to handle challenging interactions. Recognition programs and incentives should be introduced to boost morale and job satisfaction. Clear feedback channels must be developed to identify the root causes of customer incivility and facilitate targeted interventions. Additionally, mental health support should be made available to reduce burnout and improve the overall well-being of delivery riders.

Keywords – workplace incivility, employee resilience, service industry, frontline workers, Grab, Food panda, TokTok

INTRODUCTION

The delivery service industry in the Philippines has undergone significant transformation. Despite being a developing country, the delivery service consistently shifted and evolved from traditional methods to modern motorcycle and bicycle couriers. This shift was further accelerated by the COVID-19 pandemic in which delivery riders became essential workers. Delivery riders risk their health to meet the soaring demands of homebound customers. Even in the post-pandemic era, delivery services remain integral to Filipino daily life with many continuing to rely on this profession for their livelihood.

Despite their critical role, OFDRs face numerous challenges. These include physical hazards, mental health pressures, and frequent encounters with customer incivility such as rude, disrespectful, or unreasonable behaviors from customers. Customer incivility, a widespread issue across service industries has been linked to increased emotional exhaustion, decreased job satisfaction, and higher turnover intentions (Alola et al., 2019; Redzuan et al., 2023; Saydam et al., 2024). This issue is also widespread even in the Philippines. Despite this, there is a limited attention has been given to how Filipino OFDRs navigate the unique stressors of their profession particularly in managing the effects of customer incivility.

For this reason, this study seeks to address this gap by exploring the experiences of customer incivility among Filipino delivery riders, the coping strategies they employ, and the impact of these interactions on their job satisfaction and stress levels. Specifically, this study focuses on four key research problems: (1) identify the forms and prevalence of customer incivility experienced by Filipino delivery riders, (2) examine the coping strategies they employ, (3) determine how customer incivility affects their job satisfaction and long-term commitment to the profession, and (4) analyze the extent to which customer incivility contributes to stress and emotional exhaustion. This study believes that by understanding these aspects will help in fostering a healthier work environment including the overall sustainability of the online food delivery sector in the Philippines.

LITERATURE REVIEW

Customer Incivility in Service-Oriented Industries

Customer incivility refers to low-intensity deviant behavior that includes rudeness, disrespect, or disregard for others (Khanam & Tarab, 2025; Nguyen-Viet & Phuc, 2024). This behavior has become a critical workplace stressor in service industries (Kim & Qu, 2018; Nguyen-Viet & Phuc, 2024). In traditional service settings such as retail and hospitality, it manifests through verbal abuse, dismissiveness, and unrealistic demands, significantly affecting workers' well-being (Chen et al., 2023; Sommovigo et al., 2019) and worse it is considered as a normal workplace culture (Booyens et al., 2022). Research

further shows that exposure to such incivility leads to emotional exhaustion, decreased job satisfaction, and increased turnover intentions among service employees (Chen et al., 2023; Gustiawan et al., 2023; Sommovigo et al., 2019). These effects occur through psychological mechanisms, with emotional labor playing a central role. Cheng and Liu (2024) found that customer incivility significantly affects emotional labor and that it contributes to burnout (Gustiawan et al., 2023; Szczygiel & Bazińska, 2020).

The impact of customer incivility assumes new dimensions in the gig economy particularly among delivery riders in the Philippines. Unlike traditional employment settings, gig workers like OFDRs lack formal organizational structures which increases their vulnerability to incivility. The gig workers experience reporting higher levels of customer incivility (Xiongtao et al., 2021) may partly due to algorithmic management systems that prioritize customer satisfaction and penalize negative feedback (McDaid et al., 2023). In the Philippine context, cultural values such as hospitality and respect intersect with socio-economic disparities, shaping customer expectations and interactions. Moreover, cultural expectations about service roles influence customer behavior while socio-economic gaps between customers and delivery riders intensify power imbalances which can increase the frequency and intensity of incivility (Pap et al., 2021; Shavitt & Cho, 2016).

Local research further contextualizes these dynamics. Buncaras et al. (2022) examined the experiences of OFDRs during the COVID-19 pandemic. Although not focused explicitly on customer incivility, their findings revealed that customer expectations and attitudes significantly contribute to riders' psychological strain. Complementing this, Escaño et al. (2022) conducted a phenomenological study that detailed how delivery riders navigate diverse customer attitudes and develop coping strategies. These studies collectively highlighted the psychological burden delivery riders endure due to customer interactions. Additionally, gig workers like OFDRs in general often tolerate unfair treatment to maintain favorable customer ratings which directly affect their income (McDaid et al., 2023). In regions like Pampanga, where cultural norms and economic factors converge, these challenges can become more pronounced. The lack of formal organizational support structures exacerbates the psychological burden, as riders have limited access to grievance mechanisms, health benefits, and stable income opportunities. These factors create unique vulnerabilities that warrant focused investigation in the Philippine gig economy.

The Gig Economy and Online Food Delivery Sector

The gig economy has transformed global labor markets with the online food delivery sector experiencing significant growth during the COVID-19 pandemic. This transformation introduced new workplace dynamics where gig workers face precarious employment conditions, limited organizational support, and a heavy dependence on customer evaluations (Katiyatiya & Lubisi, 2025; Mai et al., 2023; Vu & Nguyen, 2024). Customer evaluations profoundly impact gig workers' psychological well-being and that

customer feedback intensifies stress levels, especially when workers face incivility. This stress manifests as heightened anxiety and job insecurity because customer ratings directly influence income opportunities. The customer complaints and threat of low ratings can also destabilize the workers financial security which can exacerbates emotional distress (Liang et al., 2025). In the Philippine context, Buncaras et al. (2022) reported that delivery riders confronted logistical and physical challenges alongside profound psychological struggles stemming from customer expectations.

The Pampanga region introduces distinct dynamics to the online food delivery sector. Pampanga's soon-to-be-status as the Culinary Capital of the Philippines can attracts diverse clientele with elevated service expectations. When these expectations remain unmet, instances of customer incivility may increase. The rapid urbanization of Angeles City and Clark Global City has intensified the demand for online food delivery services while introducing complex socio-economic variations influencing rider-customer interactions. Cultural factors significantly shape the manifestation and management of customer incivility in the region. Kapampangan cultural norms which usually emphasized hospitality and community relationships can influence both customer expectations and riders' responses to incivility and that regional perceptions of service roles fundamentally affect how people express and manage incivility (Ghosh, 2017). These insights highlight the importance of location-specific analyses for understanding customer incivility in Pampanga's food delivery sector.

Job Satisfaction, Stress Levels, and Contextual Coping Mechanisms

Customer incivility generates significant occupational stress, affecting service workers' psychological and operational well-being. The transactional model of stress and coping by Lazarus and Folkman provides a theoretical framework to explain how delivery riders assess and respond to customer incivility. Research consistently shows that customer incivility diminishes well-being through emotional exhaustion, reduced job satisfaction, and poor mental health outcomes (Gustiawan et al., 2023; Shahzad et al., 2023). In the gig economy where employment conditions are flexible but unstable, workers become even more vulnerable to incivility. Moreover, it might be possible that low job satisfaction among frontline workers correlates with increased stress levels, higher turnover intentions, and decreased service quality (Kuo et al., 2014). Algorithmic management systems exacerbate these stress levels by weighting customer feedback heavily in employment decisions which creates a cycle of performance pressure and job insecurity (McDaid et al., 2023).

Coping strategies in gig work environments present distinct challenges due to limited formal organizational support. Frontline workers develop informal support networks, self-regulatory practices, and strategic avoidance behaviors to manage stress and maintain job satisfaction (Anderson et al., 2022). At the same time, adaptive coping mechanisms such as cognitive reappraisal and social support-seeking behaviors can reduce stress from customer incivility and enhance job satisfaction through improved

emotional regulation (Sommovigo et al., 2019). The findings of Buncaras et al. (2022) and Escaño et al. (2022) on pandemic-era adaptations provide essential insights for developing more effective support systems that address stress management and job satisfaction among riders in Pampanga's evolving food delivery landscape.

METHODS

Research Design

This study used a descriptive cross-sectional research design to examine the experiences of OFDRs with customer incivility. The cross-sectional design collected data at a single point in time (Wang & Cheng, 2020). It provided a snapshot of the riders' encounters with customer incivility. This design appropriately examined the prevalence and patterns of customer incivility among delivery riders in a defined geographic area.

Study Setting

The research took place in Angeles City, Clark Global City, and various municipalities and cities within the Province of Pampanga, Philippines. The study area was chosen because it has a vibrant online food delivery ecosystem. Pampanga, including Angeles City and the Clark Freeport Zone where Clark Global City is located, ranks among the top urban centers and economic zones in the Philippines. The area attracts a diverse population and maintains a thriving market for online food delivery services. Platforms such as Mangan.ph and Pabilis.ph which are uncommon in other regions and operate extensively in this area. Pampanga is also known as the culinary capital of the Philippines. Its rich food culture drives high demand for food delivery services. Although earlier studies examined customer satisfaction in online food delivery services in the Philippines (Abay-Abay et al., 2021; Bauzon et al., 2021), few studies focused specifically on customer incivility in Pampanga's online food delivery sector. This study aims to address this research gap by providing insights into customer behavior in this particular context.

Sampling Method, Sample Size, and Survey Instrument

The study applied a convenience sampling method to select 402 OFDRs. The sample size calculation showed that 383 participants were required, with a 95% confidence level and a 5% margin of error. The calculation used an estimated population of 85,000 delivery riders in Pampanga (Bael, 2024). To account for possible attrition, the study added 19 riders which represented approximately 5% of the initial total. This adjustment brought the total sample size to 402 participants. The instrument consisted of 27 item survey questionnaires about the delivery riders' actual experiences with customer incivility ($n = 9$), the coping strategies they employed ($n = 10$), the potential impact of customer incivility to their job satisfaction ($n = 5$), and their stress level related to it ($n = 3$).

Inclusion Criteria

Participants met the following inclusion criteria to ensure relevance to the research objectives: (1) they experienced customer incivility within the six months before the survey and (2) they worked as delivery riders for at least one year. In particular, this study specifically defined delivery riders as individuals whose primary job required them to receive orders through delivery applications. This definition ensured that the research concentrated on individuals actively working in the online food delivery industry and provided a suitable context for exploring customer incivility.

Data Analysis

The study utilized IBM SPSS version 25 for data analysis. The software was used to report the demographic characteristics including mean and standard deviation. Descriptive statistics summarized the respondents' profiles (Table 1) and provided clear understanding of the survey results.

Delivery Riders' Profile

Table 1 shows the delivery riders' profiles. Most delivery riders were young adults, around 29 years old, predominantly male, with secondary education as their highest educational attainment. On average, they have worked as delivery riders for 3.5 years, with the majority considering this line of work as their full-time job.

Table 1. Respondents Summary

Characteristics	Frequency	Percentage
Age (Mean \pm SD)	(29.38 \pm 6.889)	
Sex assigned at birth		
- Male	381	94.8
- Female	21	5.2
Highest educational attained		
- Secondary	313	77.9
- Tertiary	89	22.1
Years of experience (Mean \pm SD)	(3.50 \pm 2.168)	
Type of employment		
- Freelance	10	2.5
- Part-time	71	17.7
- Full-time	321	79.9

RESULTS

Experiences of Customer Incivility

Table 2 shows the reported experiences of customer incivility by delivery riders and indicates that riders encounter various forms of incivility at a moderate level. Specifically, verbal abuse was reported (mean = 2.83, SD = 0.96), along with aggressive language from customers (mean = 2.80, SD = 0.88) and rude treatment (mean = 2.77, SD = 0.88). Additionally, riders faced unreasonable customer demands (mean = 2.80, SD = 0.90) and derogatory remarks (mean = 2.65, SD = 0.94). They also reported threats of negative reviews (mean = 2.71, SD = 0.97), unfair attempts by customers to obtain discounts (mean = 2.85, SD = 1.03), deceptive behaviors to obtain free items or refunds (mean = 2.86, SD = 1.03), and repetitive verbal abuse was experienced (mean = 2.93, SD = 0.94).

Table 2. Reported experiences of customer incivility

Statements	Mean	SD	Experience
I have encountered customers who verbally abuse me during interactions.	2.83	0.96	Moderate
Customers frequently express their anger towards me through aggressive language or tone.	2.80	0.88	Moderate
I often face rude treatment from customers, including disrespectful comments and dismissive gestures.	2.77	0.88	Moderate
Customers frequently make unreasonable demands regarding delivery times or food quality.	2.80	0.90	Moderate
Customers have made derogatory remarks about my appearance or background on multiple occasions.	2.65	0.94	Moderate
I have been threatened with negative reviews or consequences by customers if their demands are not met.	2.71	0.97	Moderate
Customers regularly attempt to take advantage of discounts or promotions unfairly.	2.85	1.03	Moderate
I frequently encounter customers who intentionally mislead or lie to obtain free items or refunds.	2.86	1.03	Moderate
I have encountered customers who verbally abuse me during interactions.	2.93	0.94	Moderate

Coping Strategies Employed

Table 3 presents the various coping strategies employed by delivery riders when dealing with customer incivility. It indicates that all coping strategies were extensively utilized by riders. Specifically, riders often try to resolve conflicts by calmly explaining the situation (mean = 4.44, SD = 0.65). They also frequently seek support from their supervisors or coworkers (mean = 4.40, SD = 0.66) and take time for themselves to de-

stress (mean = 4.33, SD = 0.67). Avoiding or ignoring confrontational customers is a prevalent strategy (mean = 4.23, SD = 0.80). Riders employ relaxation techniques, such as deep breathing and listening to music, to manage stress from customer incivility (mean = 4.27, SD = 0.74). Positive self-talk is frequently used to boost morale after encountering rude customers (mean = 4.23, SD = 0.77). Additionally, riders seek support from online communities or forums (mean = 4.26, SD = 0.74) and practice assertiveness techniques to communicate boundaries respectfully with customers (mean = 4.25, SD = 0.73). Mindfulness exercises are utilized to help riders stay calm and focused during interactions with difficult customers (mean = 4.29, SD = 0.71), and riders keep a journal to reflect on experiences and identify patterns in customer behavior is a common practice (mean = 4.27, SD = 0.71).

Table 3. Frequency of Coping Strategies for Customer Incivility

Statements	Mean	SD	Frequency
I attempt to calmly explain the situation to resolve conflicts with customers.	4.44	0.65	Very high
I seek support from my supervisor or a coworker when faced with incivility.	4.40	0.66	Very high
I take some time for myself to de-stress after experiencing incivility from customers.	4.33	0.67	Very high
I try to ignore or avoid confrontational customers when possible.	4.23	0.80	Very high
I use relaxation techniques (e.g., deep breathing, listening to music) to manage stress from incivility.	4.27	0.74	Very high
I engage in positive self-talk to boost my morale after encountering rude customers.	4.23	0.77	Very high
I seek out online communities or forums to share my experiences and receive support from other food delivery riders.	4.26	0.74	Very high
I practice assertiveness techniques to communicate boundaries with customers in a respectful manner.	4.25	0.73	Very high
I utilize mindfulness exercises to stay focused and calm during interactions with difficult customers.	4.29	0.71	Very high
I keep a journal to reflect on my experiences and identify patterns in customer behavior that affect me.	4.27	0.71	Very high

Impact on Job Satisfaction

Table 4 highlights the negative impact of customer incivility on delivery riders' job satisfaction. It shows that riders experience a decline in their sense of achievement and satisfaction due to rude customer behavior (mean = 2.86, SD = 0.81). They find it difficult to enjoy their work (mean = 2.72, SD = 0.84). Riders also report feeling disillusioned with the industry due to a lack of support in managing customer incivility (mean = 2.77, SD =

0.78) and express concerns about their long-term commitment to this line of work (mean = 2.77, SD = 0.78).

Table 4. Perceived Impact on Job satisfaction

Statements	Mean	SD	Agreement
Experiencing incivility from customers has decreased my job satisfaction.	2.70	0.86	Moderate
Customer incivility has eroded my sense of pride and fulfillment in my role as a food delivery rider.	2.86	0.81	Moderate
The constant barrage of rude behavior from customers has made it difficult to find joy in my work.	2.72	0.84	Moderate
I feel disillusioned with the online food delivery industry as a whole due to the lack of support in managing customer incivility.	2.77	0.78	Moderate
The negative impact of customer incivility on my job satisfaction has made me question my long-term commitment to this line of work.	2.77	0.78	Moderate

Stress Levels

Table 5 reveals the reported stress levels experienced by delivery riders due to customer incivility. It indicates a moderate and consistent stress level (mean = 2.73, SD = 0.75), with riders feeling that the stress from dealing with uncivil customers outweighs the positive aspects of their job (mean = 2.80, SD = 0.81). Additionally, riders reported moderate levels of experiencing burnout and exhaustion (mean = 2.83, SD = 0.81) which suggests an emotional toll.

Table 5. Reported Stress Levels from Customer Incivility

Statements	Mean	SD	Level
Incidents of customer incivility have led to increased stress in my job.	2.73	0.75	Moderate
Despite enjoying aspects of my job, the stress from dealing with uncivil customers outweighs the positives.	2.80	0.81	Moderate
I frequently experience feelings of burnout and exhaustion as a result of managing the emotional toll of customer incivility.	2.83	0.81	Moderate

DISCUSSION

The results on the forms and prevalence of customer incivility experienced by Filipino delivery riders reveal that various types of incivility are widespread and frequently directed at them. This results aligns with existing studies on service employees where

customer incivility is commonly reported as an occupational hazard (Bi et al., 2021; Kim & Qu, 2018). Consistent with previous research, verbal aggression from customers emerges as the most significant stressor for frontline workers which often leads to job dissatisfaction and burnout (Bi et al., 2021; Boukis et al., 2020). Additionally, workplace bullying in any form remains a critical work stressor in the service industry (Anasori et al., 2020; Javed et al., 2023; Said & Tanova, 2021; Smith et al., 2021). These negative experiences often result in adverse psychological outcomes including anxiety, depression, and emotional exhaustion (Anasori et al., 2020; Indregard et al., 2018; Loh & Saleh, 2022; Said & Tanova, 2021; Shahzad et al., 2023; Smith et al., 2021). Moreover, the growing trend of customer manipulation in digitally mediated gig economies reflects customer opportunism particularly those primarily driven by the perceived anonymity in app-based service systems (Malmqvist & Szigeti, 2023; Naraharisetty, 2021; Teng et al., 2024). The threat of poor customer reviews further compounds these challenges, as it directly affects delivery riders' earnings and ratings. This observation supports existing research suggesting that gig workers' dependence on customer reviews fosters a power imbalance which compels workers to meet unreasonable demands to avoid negative feedback (Pilatti et al., 2024).

Regarding the coping strategies employed by delivery riders, the results show that they prefer direct communication to resolve conflicts related to customer incivility. This approach highlights the importance of a supportive work environment, as seeking assistance from supervisors, coworkers, and online communities plays a crucial role in stress management (Namin et al., 2022; Rafi, 2024; Zhenjing et al., 2022). Proactive communication aids in resolving misunderstandings and mitigating potential disputes. Research confirms that effective communication reduces the negative impact of customer incivility on service providers (Medler-Liraz, 2020; Shehzadi et al., 2022; Wei, 2024). In addition to communication, delivery riders rely on personal de-stressing activities and relaxation techniques to support their mental well-being. Disengagement strategies, such as ignoring or avoiding confrontational customers, prove effective in maintaining composure (Creswell et al., 2019; Gu et al., 2015; Tang et al., 2015). Practices like positive self-talk, mindfulness exercises, and journaling are also widely used, demonstrating that riders adopt various mental health strategies to cope with stress and incivility (Huseynova & İslamoğlu, 2024). These coping approaches are consistent with previous research which suggests that they help manage challenges in demanding work environments (Creswell et al., 2019; Huseynova & İslamoğlu, 2024; McSparin, 2024; Mead, 2019).

In examining how customer incivility affects job satisfaction and long-term commitment to the profession, the results also align with existing literature. Zhao et al. (2023) emphasized that perceived customer ostracism significantly undermines couriers' motivation which may lead to higher turnover intentions mediated by increased work stress. This chain of effects highlights the damaging role of customer incivility in eroding job satisfaction. Negative workplace experiences substantially impact employees' overall well-being and job satisfaction (Adamopoulos & Syrou, 2022; Dreer, 2024; Javed et al.,

2023). Research further indicates that these experiences not only diminish work enjoyment but also lead to disillusionment with the industry (Graziotin et al., 2017; Nölleke et al., 2020). For example, Graziotin et al. (2017) found that unhappiness among digital workers adversely affects individuals, processes, and product quality which highlights the need for interventions that foster positive work environments. Similarly, customer incivility negatively impacts most of frontline workers like delivery riders particularly in terms of pride, fulfillment, mental well-being, job satisfaction, commitment, and future prospects (Pengliang, 2021; Shahzad et al., 2023). Addressing these issues through targeted interventions is essential for fostering positive work environments, enhancing employee well-being, and improving organizational outcomes. This position aligns with the job-demands-resources model which emphasizes balancing job demands with adequate support to promote growth and achieve goals (Ninaus et al., 2021; Radic et al., 2020).

Analyzing the extent to which customer incivility contributes to stress and emotional exhaustion reveals that customer incivility is a primary source of stress (Boukis et al., 2020) including for delivery riders. The moderate stress levels reported across all statements suggest that these stressful experiences are both common and pervasive which affects various aspects of riders' mental well-being. Research consistently shows that customer incivility leads to emotional exhaustion and burnout among frontline workers (Bi et al., 2021; Han et al., 2016; Shahzad et al., 2023). Gustiawan et al. (2023) support this observation by demonstrating a positive correlation between customer incivility and emotional exhaustion. Gustiawan et al. further stressed that repeated exposure to rude customer behavior depletes employees' emotional resources (Anasori et al., 2020; Bi et al., 2021; Indregard et al., 2018; Shahzad et al., 2023).

The perception that negative customer interactions outweigh positive aspects of the job also reflects findings in existing literature. Pap et al. (2021) demonstrate that perceived customer incivility significantly diminishes job satisfaction among service employees which negatively influence overall job perception (Kim & Qu, 2018; Shahzad et al., 2023). The moderate levels of burnout and exhaustion reported by delivery riders in this study mirror findings from research on emotional labor. Li et al. (2023) explored the relationship between customer incivility and emotional labor and found that such incivility increases the emotional demands placed on employees can often result in higher burnout levels (Huseynova & İslamoğlu, 2024; Loh & Saleh, 2022). Taken together, these results highlight that customer incivility is a pervasive issue that significantly affects the mental well-being of service employees including for online delivery riders. The consistent stress levels reported suggest that these negative experiences are common and have substantial implications for employees' emotional health, job satisfaction, and long-term commitment to the profession.

CONCLUSION AND RECOMMENDATIONS

This study has showed that delivery riders frequently and moderately encounter verbal abuse, aggressive language, rude treatment (i.e., disrespectful comments and dismissive gestures) while working. Other types of incivility were also cited by them (e.g., unreasonable demands, threats of negative reviews, exploitation of discounts, misleading behaviors). This type of incivility is a clear reflection that face by delivery riders which affects their well-being and workplace dynamics. On the other hand, the delivery riders indicated that calm resolving conflicts, seeking support from colleagues, and taking time to de-stress are most common approach they use when faced with customer incivility. Assertiveness and reflective practices such as journaling and seeking community support are also widely used. These suggest that delivery riders often opted for a proactive and diverse approach to coping with workplace challenges stemming from customer incivility.

For impact, delivery riders shared that customer incivility are making them less satisfied with their job, diminished pride, and challenges in finding joy at work. Additionally, many delivery riders feel disillusioned with the industry and question their long-term commitment due to the negative effects of customer behavior and perceived lack of support. This highlights the that customer incivility can undermine the delivery riders' morale and retention in the delivery sector. Moreover, incidents of uncivil behavior increase job-related stress and emotional exhaustion. Some employees also cited feeling that the stress outweighs the positive aspects of their work. For this reason, it is important to proper training or managing customer incivility may be a significant factor contributing to burnout and stress in the workplace.

To address the challenges posed by customer incivility, food delivery platforms should establish robust support systems that enable riders to report and manage such incidents effectively. Training programs focusing on conflict resolution and stress management should be implemented to equip riders with skills to handle uncivil interactions and mitigate their impact. Recognition programs and incentives for riders who maintain high service standards despite incivility can enhance job satisfaction and increase pride to this line of work. Additionally, clear feedback channels should be provided to understand the root causes of incivility which can help in facilitating targeted interventions. These measures are essential to reduce stress, burnout, and exhaustion among riders and potentially improve their mental health, job satisfaction, and retention of delivery riders while maintaining productivity and service quality.

PRACTICAL IMPLICATIONS

The results for the study provide implications for the online food delivery sector in Pampanga, Philippines particularly in urban areas like Angeles City and Clark Global City. Given the prevalence of customer incivility as reported in this study, delivery platforms should implement culturally responsive reporting systems that protect riders from unfair

customer feedback. Tailored training programs on conflict resolution, stress management, and mindfulness aligned with their OFDRs culture like Kapampangan cultural values of hospitality can enhance riders' coping capacities. Localized recognition programs and performance incentives may improve job satisfaction and retention. Moreover, structured feedback mechanisms that address socio-economic disparities between riders and customers are essential for mitigating incivility. Partnerships with local mental health providers to offer culturally appropriate support services are crucial for reducing stress and emotional exhaustion among OFDRs. Such partnerships may also promote OFDRs' well-being and sustain Pampanga's growing food delivery industry.

FUNDING

No funding was received for this study.

DECLARATIONS

Conflict of Interest

The authors declare that there is no conflict of interest related to this study.

Informed Consent

All OFDRs in Pampanga who participated in this study provided their informed consent by agreeing to the statements about the study and their level of participation, as outlined in the data collection questionnaire.

Ethics Approval

Ethics approval was not required for this study; however, it adhered to the guidelines of the Philippine Health Research Ethics Board (PHREB) and complied with local data privacy laws to protect respondents' personal information.

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