

CAN I SMILE WITH SPIRIT? TOWARDS A PROCESS MODEL ASSOCIATING  
WORKPLACE SPIRITUALITY AND EMOTIONAL LABOR

A Dissertation

by

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## ABSTRACT

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Workplace spirituality (WS) is a framework of organizational values embedded in the culture of the organization that promotes employees to experience a sense of meaningfulness at work, sense of connection with coworkers, congruence of organizational values with theirs' and experience transcendence through their work. This dissertation presents workplace spirituality as an organizational intervention to manage the problem of emotional labor and its dysfunctional consequences among the service employees.

The main thesis of the dissertation is that workplace spirituality enables service employees to appraise emotional labor as a positive stressor (challenge stressor) rather than a negative stressor (hindrance stressor). The positive appraisal of emotional labor as a challenge stressor will enable employees to manage the negative consequences of emotional labor on the individual outcomes of burnout and turnover with a positive outlook. The dissertation presents a process model explaining how the perception of workplace spirituality in organizations affect emotional labor strategies and individual outcomes. The findings of the study reveal that resilience mediates

between workplace spirituality and challenge appraisal of emotional labor. Additionally, the study found that challenge appraisal of emotional labor has a positive relationship with deep acting emotional labor strategy. Furthermore, the deep acting strategy is negatively associated with burnout while surface acting emotional strategy was found to have a positive association with burnout and turnover intention, respectively. Additionally the study found burnout to mediate the relationship between surface acting and turnover.

This dissertation has some implication to both theory and practice. The major theoretical implication of the study is that it contributes to the literature of workplace spirituality and emotional labor separately. Additionally, it integrates psychological stress literature with emotional labor and workplace spirituality to present a comprehensive framework to explain the underlying evaluation of emotional labor. Furthermore, it seeks to inform the managers how a transcending workplace (workplace spirituality) can facilitate as a self-managing mechanism for employees to better manage their emotions at work, thereby reducing the negative consequences of emotional labor such as burnout and turnover intention.



## DEDICATION

*To the Almighty and My Loving Husband Dr. Devdeep Maity*



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## CHAPTER I

### INTRODUCTION

Contemporary organizations are deeply rooted in capitalism symbolized by their predominant focus on competition, aggressive marketing, and profits. While profit is the bottom line for most of the businesses, Friedland and Alford (1991: 248) purports that organizations are driven by the “institutional logic of capitalism” (c.f. Ashforth and Pratt, 2003). In their ongoing race for profits, they seem to have a lesser focus on employees, ethics and values. Consequently, employees have very little or no trust in the management owing to the unethical practices, perceived exploitation of employees and their skills, accompanied by downsizing and layoffs (Murray, 1995; Cohen, 1996; Giacalone and Jurkiewicz, 2003). This may result in disengagement of employees from their work and the organization. Scholars suggest that employees have no faith in their organizations to be a facilitator to revive the lost connection with their spirit and the intrinsic drive to work (e.g. Bygrave and Macmillan, 2008; Cash, Gray and Rood, 2000; Murray, 1995). Past research suggests that organizations contribute towards social identity of individuals as they spend most of their time in organizations (e.g. Pfeffer, 2003) and also serves as a source of community (Conger, 1994). Hence, disconnection between an individual’s spirit and work might have detrimental effects on the individual’s job performance and consequently the organization’s performance (e.g. Burton and O’Reilly, 2000; Pfeffer, 1998; c.f. Pfeffer, 2003). Additionally, the advent of globalization and technological advancement has led to a very mechanical work culture.

Recent studies and labor reports suggests employees are stressed at work and are quitting jobs at an increased rate. The U.S. Bureau of Labor Statistics reports total number of employee turnover or separations in January 2014 as 4.5 million. Additionally, the U.S. Bureau of Labor Statistics reports the number of quits in the private sector has increased by 45 percent from recession, to 2.2 million in January, 2014 (Bureau of Labor Statistics, 2014). Furthermore, a study conducted by Opinion Matters including IT administrators from various firms revealed that 72% of the employees were stressed out, 67% were thinking of switching careers, 85% revealed that job interfered with personal life and 45% reported lost sleep over work (Stern, Retrieved from CNN Money, May 21, 2012). This is not only true for the IT administrators. Another recent study by Right Consultant revealed that 92% of the employees surveyed were stressed out at work over five years than they were before the recession (Fisher, Retrieved from CNN Money, April 2013). Additionally, the Occupational Stress Report of U.S. Bureau of Labor Statistics reported that 35 employees out of 100 in Service industry experienced occupational stress (Bureau of Labor Statistics, 1999). Based on the above, it can be argued that employees in today's organizations are experiencing burnout at work and tend to consider withdrawal or turnover as a solution to overcome burnout. Also, a study suggests that it costs an organization one-half to five times the annual salary of the employee to replace an employee who quit the job. Therefore, there is a need to address this issue both from a humanistic and a pragmatic standpoint.

The above scenario and the influence of eastern philosophies on the western world (e.g. Elkins, Hedstrom, Hughes, Leaf and Saunders, 1988; Giacalone and Jurkiewicz, 2003, Kinjerski and Skrypnek, 2004) has led to the growing interest of people in the search for meaning of life (e.g. Reker, 2000), and a quest for spirituality and values (e.g. Inglehart, 1977; Giacalone and

Jurkiewicz, 2003). In addition, practitioners and scholars have realized the potential benefits of spirituality in business and management (Inglehart, 1997; Giacalone and Jurkiewicz, 2003; Neal 1998). Brown (2003) suggests that spirituality in the workplace can be considered as a panacea for all illness in modern management. Brown (2003: 396) discusses many positives of spirituality at work, including promotion of wholeness, and integration, ethics, trust, emotional and spiritual competence, developing community and empowerment. Additionally, proponents of spirituality at work suggest workplace spirituality is an attempt to “rehumanize” work (Brown, 2003). Among the businesses, for example, many organizations like Ford, Boeing, DuPont, Starbucks and others have taken initiatives which lay emphasis in building spirit in the organization (c.f. Cavanagh, 1999; Marques, 2008).

Additionally, in the past decade, there has been an academic awakening towards spirituality in business and management exemplified by the increasing trend of scholarly endeavors in terms of publications on workplace spirituality and related topics (e.g. Boje, 2000; Bibberman, 2003; Cavanagh, 1999; Giacalone and Jurkiewicz, 2003; Mitroff and Denton, 1999a, 1999b; Neal, 1998; Neal and Bibberman, 2003). The growing attention on spirituality in business is evident from the increasing number of organizations emphasizing spirituality and values, as well as the increasing number of courses, conferences and publications in the area of spirituality and management (Cavanagh, 1999; Freshman, 1999; Austin, 1995; Conger, 1994; Chappell, 1994; Brussat, 1998; Lee and Zemke, 1993; McAteer, 1995; McCormick, 1994; Moore 1992).

Scholars anticipate merit in studying spirituality in the context of business, especially as a tool to introduce a change in management (Heaton, Schmidt-Wilk, Travis, 2004), as a value oriented and transcendence approach in the workplace (Ashmos and Duchon, 2000; Pfeffer, 2003; Mitroff and Denton, 1999b). Moreover, in the recent years, scholars in the field have

sought to advance scientifically towards creating meaning to spirituality and its influence in the workplace. From the above, it can be argued that there is a need for studying the influence of spirituality in the workplace.

### **1.1 Workplace Spirituality or “Spirit at Work”**

Before we understand workplace spirituality, it is important to understand the meaning of spirituality. I draw the meaning of spirituality from Elkins, Hedstrom, Hughes, Leaf and Saunders (1988). These scholars assume that spirituality consists of human experiences including values, beliefs and emotions described as “spiritual dimension” or “spirituality”. Additionally, it is a human phenomenon and it is different from religiosity. While religiosity is based on a traditional religion and values, beliefs and activities are affiliated to a specific group or dogma; spirituality recognizes the human values that are universal in nature and are not affiliated with any religious groups (Elkins et al., 1988). Spirituality is defined as “.....the way of experiencing that comes about through awareness of a transcendent dimension and that is characterized by certain identifiable values in regard to self, others, nature, life, and whatever one considers to be the Ultimate” (p.10). It emphasizes transcendence, meaningfulness, altruism, idealism and values (Elkins et al., 1988). Hence, a humanistic view of spirituality provides a deeper purpose and experience to extrapolate its influence on business or workplace, beyond the boundaries of religious framework.

Scholars studying workplace spirituality explained it as an experience of finding meaning at work, a sense of connectedness with others and community, and acknowledging the spiritual essence and inner life of individuals (Ashmos and Duchon, 2000). Ashmos and Duchon argue that workplace spirituality in an organization is recognized by the presence of employees “who

have both a mind and spirit” (Ashmos and Duchon, 2000: 136). Workplace spirituality can be explained as an orientation of organizations to look beyond profits to realize a greater transcendence of meaningfulness and purpose of their existence. In addition, workplace spirituality seeks to orient organizations towards humanistic values and connection with employees and their spirit. According to Giacalone and Jurkiewicz (2003) workplace spirituality is a framework of organizational values embedded in the culture of the organization that promotes employees to experience a sense of meaningfulness and transcendence through their work. It also enables them to connect with their coworkers and the organization to attain a feeling of completeness and joy. Thus, workplace spirituality attempts to reinstate the importance of spirituality and values in organizations. Additionally, workplace spirituality can be understood as an interplay of individual and organizational values. When employees perceive an alignment of values between them and the organization, they perceive a connection with the organization (Ashmos and Duchon, 2000; Milliman, Ferguson, Trickett, & Condemi, 1999; Milliman, Czaplewski, & Ferguson, 2003). Recent scholarship suggests workplace spirituality has a potential to serve as a novel perspective to analyze and manage organizational issues. Proponents of workplace spirituality research suggest it to act as a cure for the “ills of management” (Brown, 2003, p. 396). Workplace spirituality can be viewed as a panacea to help regain the lost trust on the management, revive connection of the employees to the organization, internalize its greater purpose, and thereby improve organizational performance (e.g. Giacalone & Jurkiewicz, 2003; Jurkiewicz & Giacalone, 2004; Karakas, 2010; Milliman, Czaplewski, & Ferguson, 2003; Milliman, Ferguson, Trickett, & Condemi, 1999; Mitroff, 2003; Mitroff & Denton, 1999a). Past research has studied the relationship between workplace spirituality and various individual and organizational outcomes such as organizational commitment (Milliman et al., 2003; Rego and

Cunha, 2008), job satisfaction (Milliman et al., 2003), intention to leave (Milliman et al., 2003), job involvement (Milliman et al., 2003; Kolodinsky, Giacalone and Jurkiewicz, 2008), organization citizenship behavior (Pawar, 2009) and organization-based self-esteem (Milliman et al., 2003). Additionally, past researchers suggested relationships between workplace spirituality and outcomes through conceptual explanations which can be tested. For example, Karakas (2010) provided a literature on workplace spirituality and performance and Pawar (2009) suggested relationship of WS with procedural justice, organizational support and leadership. A detailed review of past literature will be presented in the next chapter.

## **1.2 Service Organizations: Context of the Dissertation**

The U.S. economy can be categorized into two major sectors as per the U.S. Industry Standard Classification System, namely the food producing sector and the service producing sector. Service producing sectors include a number of industries including healthcare, hotels and lodging, legal services, retail, finance, insurance, recreation, social services, consulting and so on. The U.S. Bureau of Labor Statistics indicates a growing trend in services and a shift of economy from manufacturing to services. While the number of jobs in manufacturing was relatively comparable to the number of jobs in the services in 1984, by 1999, the service industry employed about twice as many individuals as in manufacturing or government. The U.S. Department of Labor's Bureau of Labor Statistics expects this trend to continue with service jobs, accounting for approximately 20.8 million of the 21.6 million new jobs from 2002 to 2012. In particular, jobs in the education and health services areas are expected to grow the fastest at an estimated 31.8 percent. Another area is leisure and hospitality, with employment growing by 17.8 percent due to an increased demand for leisure activities, accommodations, and food

services. Additionally, professional and business services (e.g., employment services; professional, scientific, and technical services; computer systems design; management jobs) will grow at a high rate (30.4 percent) (Encyclopedia of Business). This suggests that service industry is a significant contributor to the economy and hence effective services are of prime importance.

Service basically involves transforming a physical object (in the form of repairs, alterations such as remodeling a room), a customer (improving health, appearance) or an organization (management consulting) (Encyclopedia of Business). Accordingly, services involve interaction with customers (human interactions) in almost all transactions. Past research suggests that effectiveness in services is dependent on the customers and their expectations by affirming customer security, fairness and esteem (Schneider and Bowen, 1999). Additionally, scholars suggest service quality as one of the indicators of an effective service (Berry and Parasuraman, 1991; Parasuraman, Berry and Zeithaml, 1991; Bitner, Booms and Mohr, 1994; Parasuraman, Zeithaml & Berry, 1985). Berry and Parasuraman argue that service quality is characterized by a “flawless performance” (Berry and Parasuraman, 1991: 15) in terms of satisfying customers. Accordingly, Bitner and colleagues (1994) emphasize the importance of service encounters in service organizations.

Service encounter refers to the dyadic interaction between a customer and a service provider (Surprenant & Solomon, 1987). Bitner et al (1984) emphasizes the importance of the role of Frontline employees in the service encounter and argue that their behavioral adjustments are crucial to the customer satisfaction. Additionally, Chase (1981) and Chase & Tansik (1983) categorized organizations into high contact services and low contact services, depending on the extent of customer interaction in the service encounter. They argue that high contact services have greater chances of customer- service employee interaction and hence, greater chances of

human issues (Chase, 1981; Chase & Tansik, 1983). Accordingly, frontline employees are responsible for the quality of the service offered to the customer, especially in high contact services. Therefore, human resources form a crucial resource and a competitive advantage in service organizations. Owing to the importance of frontline employees in services, the emotions and behaviors of these employees are an important area of study for scholars (e.g. Berry and Parasuraman, 1991; Bitner et al., 1994; Karatepe & Aleshinloye, 2009). Past research suggests that service employees experience burnout and negative emotions in their jobs mainly because of the uncertainty involved in customer interactions (Chase, 1981; McFarlin, 2004) and the emotional demands of the job leading to emotional labor (Ashforth and Humphrey, 1993; Hochschild, 1983; Wharton, 1993; 1999) accompanied by its negative consequences. Accordingly, this dissertation focuses on organizational phenomena of emotional labor experienced by service employees during service encounters.

### **1.3 Statement of the Problem**

Past research suggests emotional labor has been a pressing problem among the service employees and consequently for service organizations since its conceptualization until recently (e.g. Ashforth and Humphrey, 1993; Bowen and Schneider, 1988; Brown et al., 2003; Brotheridge and Lee, 2002; Brotheridge and Grandey, 2002; Diestel and Schmidt, 2011; Grandey, 2000; Grandey, 2012; Pugh, Groth & Hennig- Thurau, 2011; Wharton, 1993; Wharton, 1999). Organization researchers studying emotional labor have studied it from various perspectives. Past scholarship has delved into various ways to manage emotional labor and reduce its negative consequences mainly by considering the individual variables such as the identity of the employee (Ashforth and Humphrey, 1983), emotional regulation of the employee



(Beal et al., 2006), personality characteristics of the employees (Bono & Vey, 2007), emotion recognition of the employee (Bechtoldt et al., 2011) and dispositional affect (Diefendroff et al., 2011; Kammeyer- Mueller et al., 2013). Additionally, scholars have also identified job related variables such as task variety, routines of the task and job autonomy (e.g. Morris and Feldan 1996; Brotheridge and Grandey, 2002; Grandey, 2000; Wharton, 1993). Despite the scholarly discussion on the role of individual and work/job related variables on emotional labor (EL), there is a paucity of research discussing the role of organizational interventions in managing emotional labor and the related consequences of emotional labor.

A recent study by Grandey and colleagues (2012) discuss “climate of authenticity” which closely emphasizes the climate of the organization as an intervention to manage emotional labor. Grandey and colleagues proposed a ‘climate of authenticity’ to mitigate the negative consequences of emotional labor. They explained the advantages of climate of authenticity as a source of social support and an environment of mutual respect and trust. In the context of emotional labor, coworkers can express their felt emotions with each other without jeopardizing their image, thereby reducing burnout (Grandey et al 2012). I concur with the idea that a climate of authenticity can facilitate employees to reduce the strain from emotional labor. However, there is a lack of discussion in the study about how an organization can build a climate of authenticity. I argue workplace spirituality might serve as a plausible framework to facilitate managing emotional labor through an authentic work environment. Hence, this dissertation seeks to fill this gap in the literature by presenting workplace spirituality as an organizational intervention to manage emotional labor and its negative consequences. Additionally, a recent study (Byrne, Morton, and Dahling, 2013) suggested that spirituality and religion might have an influence on emotional labor. Accordingly, this dissertation extends on the existing literature to

explain the role of workplace spirituality in emotional labor. A brief discussion of emotional is provided in the following paragraph to explain the main thesis of the dissertation.

Emotional labor is the act of displaying organizationally prescribed emotions at work (Ashforth and Humphrey, 1993; Hochschild, 1983), mainly during service transactions. Past research suggests that employees in service organizations are expected to display certain emotions (positive or negative) as scripted by the managers which may be beneficial for the business (Hochschild, 1983; Wharton, 1993; Wharton, 1999). These are generally part of occupational or organizational norms known as display rules (Rafaeli and Sutton, 1989) and they may be different from the actual internal emotions of the employee. Hence, it takes effort for the employees to display such emotions at work. Emotional labor has gained scholarly attention mainly because of its negative consequences on the employees and the job. Emotional labor lays emphasis on expressive behavior of the service employees towards the customers instead of the actual feelings or emotions of the employees (Ashforth and Humphrey, 1993; Morris and Feldman, 1996). As a result, service employees are known to manage their emotions in front of customers as a part of the service (Wichroski, 1994). Additionally, they are sometimes known to fake organizationally desired emotions, even if they do not feel internally. Hochschild (1983) argues that the main cause of emotional labor is emotional dissonance i.e. the discrepancy between displayed emotions and felt emotions (Hochschild, 1983) and the lack of control the employees have on the displayed rules. Scholars argue that there are two sets of emotions, namely the felt emotions and displayed emotions. While felt emotions are the true internal feelings and emotions of an individual, displayed emotions are the emotions expressed at work (organizationally desired emotions) (Hochschild, 1983; Robbins and Judge, 2011). Hence, when there is an incompatibility between felt and displayed emotions, individuals resort to faking

emotions or changing their felt emotions. A detailed discussion of emotional labor, strategies and consequences will be discussed further in the next chapter.

From the above, it can be understood that emotional dissonance is the main cause of emotional labor resulting in negative psychological consequences of burnout and withdrawal behaviors (Ashforth and Humphrey, 1993; Brotheridge and Lee, 2002; Brotheridge and Grandey, 2002; Grandey, 2000; Grandey, 2012; Hochschild, 1983). Workplace spirituality research suggests it to serve as a novel paradigm to manage organizational issues and outcomes (e.g. Ashmos and Duchon, 2000; Brown, 2003; Freshman, 1999; Karakas, 2010, Mitroff and Denton, 1999; Giacalone and Jurkiewicz, 2003; Pawar, 2009). Accordingly, I argue that workplace spirituality serves as a beneficial framework to manage emotional labor in an effective manner. In the later sections, I will unveil the basic idea and the purpose of the dissertation.

#### **1.4 Purpose of the Study**

The purpose of the dissertation is to explain the underlying mechanism of how workplace spirituality would facilitate in managing emotional labor among service employees through a process model. WS is argued to create a meaningful and a purposeful work environment where employees feel connected to their coworkers and are motivated to comply and perform the emotional demands of work with a positive spirit (Ashmos and Duchon, 2000; Giacalone and Jurkiewicz, 2003). Additionally, it intends to explain how workplace spirituality can contribute to the perception of emotional labor in a more positive light. Furthermore, workplace spirituality is proposed to facilitate as a self- managing or self-regulating system to overcome the stressor of emotional labor. Therefore, this dissertation will study the underlying phenomena of how workplace spirituality can serve as a novel paradigm in managing the negative consequences of

emotional labor among service employees. In addition, it further clarifies the relationship between workplace spirituality and emotional labor by introducing a process model with relevant mediators and moderators.

I draw from transactional stress theory (Lazarus, 1966; Lazarus and Folkman, 1984, 1986, 1987) to argue that emotional labor is a stressor and that emotional labor can be considered as a transaction between the service employee and the customer (s) resulting in psychological stress. The basic premise of the dissertation model is based on the idea that any kind of service job consists of varying levels of emotional demands of the employees that can exceed an individual's resources and endanger his or her well-being (psychological stress as defined by Lazarus and Folkman, 1984). In addition, stressor-strain perspective (Jex, 1998, c.f. Podsakoff et al., 2007) suggests that stressors in general are stimuli that trigger stress and strain in the form of anxiety, exhaustion and tension are the proximal outcomes of stress. Additionally, Jex (1998) classified strain into psychological, physical and behavioral.

Many researchers argue that emotional labor leads to strain such as anxiety, burnout, withdrawal behaviors, decreased physical health and well-being. Several of the studies laid emphasis on the psychological consequences of emotional labor and suggest burnout and withdrawal behaviors as the major negative consequences of emotional labor (e.g. Brotheridge and Grandey, 2002; Diefendroff and Richard, 2003; Grandey, 2000; 2003; Grandey, Foo, Groth and Goodwin, 2012; Morris and Feldman, 1996). Hence, emotional labor can be considered as a major stressor in service organizations, leading to negative work and individual outcomes. A simplistic model of emotional labor in a service job is shown in Figure 1.

The main purpose of this dissertation is to present workplace spirituality as an intervention to facilitate organizations in managing emotional labor among service employees. I argue that

workplace spirituality is an antecedent for evaluating emotional labor in a positive light. I draw from stress literature and integrate it with emotional labor. I draw from Transactional stress theory (Lazarus and Folkman, 1984, 1986) to explain how workplace spirituality will affect the cognitive appraisal of emotional labor as a work stressor and how the appraisal of emotional labor will influence its consequences.

FIGURE 1: Emotional Labor as a job stressor in service- oriented jobs

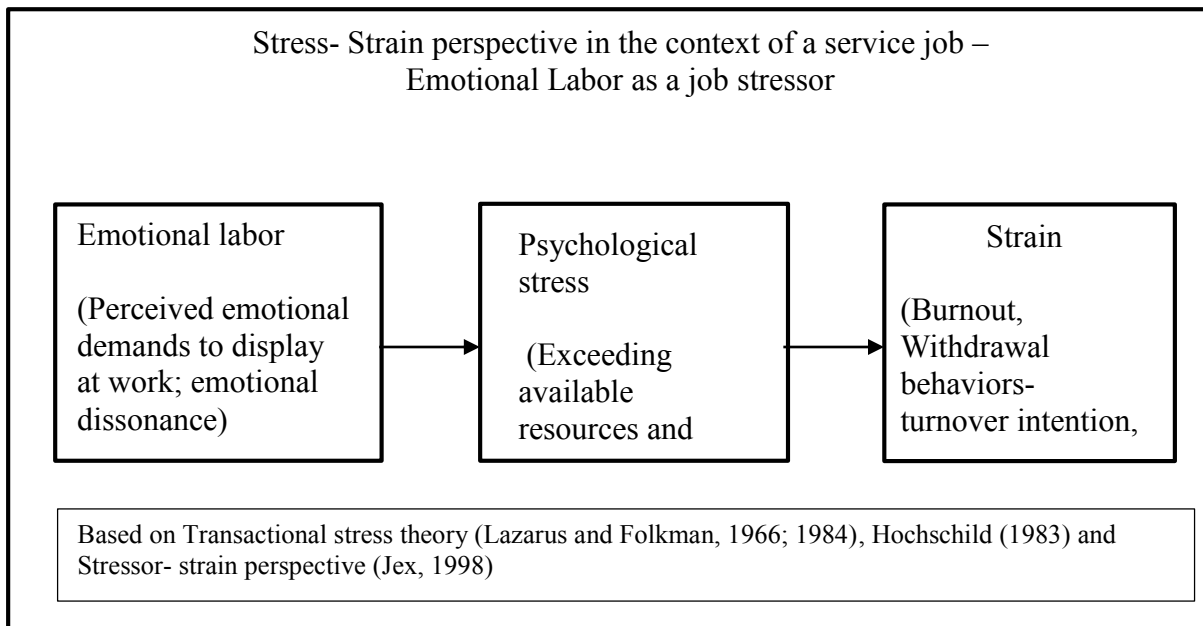


FIGURE 2: Abbreviated Dissertation Model



The main thesis of the dissertation is that workplace spirituality will facilitate the service employees to appraise emotional labor as a challenge or positive stressor (challenge stressor) rather than a threat or negative stressor (hindrance stressor). The positive appraisal of emotional labor as a challenge stressor will enable the employees to manage the negative consequences of emotional labor on personal and work outcomes with a positive outlook. The skeleton of the proposed model is as shown in figure 2.

In sum, this dissertation will put forth a process model to explain how WS will enable service employees to manage EL in an effective manner and reduce the negative consequences of EL. Additionally, the dissertation will discuss the various moderators and mediators which enable to provide a holistic understanding of the relationship between WS and EL. The scope of this study is the individual or the employee. Hence the unit of analysis is employee perception and employee-related variables.

### **1.5 Research Questions**

The dissertation attempts to address the following research questions: –

- 1) How (the process) does workplace spirituality facilitate in reducing the negative consequences of emotional labor?
- 2) Under what conditions, workplace spirituality would reduce the negative consequences of emotional labor?

In addition to the above broad research questions, the dissertation answers the following questions-

1. What are the mediators and moderators in the relationship between workplace spirituality and emotional labor strategies?

2. Does workplace spirituality have a positive relationship with deep acting emotional strategy?
3. Does workplace spirituality have a negative relationship with surface acting emotional strategy?
4. Does workplace spirituality have a negative relationship with burnout?
5. Does workplace spirituality have a negative relationship with turnover intention?

### **1.6 Significance and Major Contributions of the Study**

From the above discussion, it can be concluded that emotional labor is an important area of concern for the service employees and consequently for the service organizations due to the negative psychological and physical consequences for the individual and work outcomes. In this dissertation, I focus on the individuals, i.e. the service employees and the negative psychological consequences of emotional labor on them in the form of burnout and turnover intention. I propose spirituality in the workplace might facilitate the service employees to overcome the stress caused by emotional labor and aid in the appraisal of emotional labor in a positive outlook. The positive appraisal would enable them in the subsequent regulation of emotions, thereby reducing the negative consequences of emotional labor.

This dissertation seeks to make five major contributions to theory and practice. First, the main contribution of the dissertation is to present a process model linking workplace spirituality and emotional labor. Additionally, it will provide empirical testing of the proposed model. Second, the dissertation makes a contribution to the emotional labor literature by presenting workplace spirituality as a novel framework to manage emotional labor with a positive outlook. Third, it extends the workplace spirituality literature by explaining emotional labor as

organizational phenomena that might benefit from spirituality in the workplace. Fourth, it will contribute to theory by integrating stress literature with emotional labor and workplace spirituality to provide a comprehensive model for managing emotional labor. Finally, from a practical and a managerial standpoint, it seeks to inform the managers how a transcending workplace (workplace spirituality) can facilitate as a self-managing mechanism for employees to better manage their emotions at work, thereby reducing the negative consequences of emotional labor.

## **1.7 Glossary of Key Terms**

### **Burnout**

Burnout is defined “... as a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that occur among people who do “people work” of some kind” (Maslach, 1982:1).

### **Deep Acting Emotional Labor Strategy or Antecedent-focused Emotional Regulation**

Deep acting is an emotional labor strategy where individuals internalize and make an attempt to experience the organizationally desired emotions before displaying it during service encounters (Hochschild, 1983). It is also referred to as antecedent-focused emotion regulation (Grandey, 2000).



### **Emotional Labor**

Emotional labor is defined as “...the effort involved in displaying organizationally sanctioned emotions by those whose jobs require interaction with clients or customers and for whom these interactions are an important component of their work” (Wharton, 1999: 160).

### **Emotive Dissonance or Emotional Dissonance**

Emotional Dissonance is the state of discrepancy wherein the emotions displayed are very different from the emotions actually felt by the employees (Hochschild, 1983).

### **Psychological Stress or Stress**

“Psychological stress is a particular relationship between the person and the environment that is appraised by the person as taxing or exceeding his or her resources and endangering his or her well-being” (Lazarus and Folkman, 1984: 19).

### **Psychological Resilience or Resilience**

Psychological resilience is defined as a “the process of coping with adversity, change, or opportunity in a manner that results in the identification, fortification, and enrichment of resilient qualities or protective factors” (Richardson, 2002: 308).

### **Stressor**

A stressor can be defined as a stimulus that causes a stressful behavior or a psychological response that is stressful (Lazarus and Folkman, 1984).

## **Strain**

Strain can be understood as the response of outcome of psychological stress mainly in the form of anxiety, exhaustion, depression and burnout (Jex, 1998)

## **Surface Acting Emotional Labor Strategy or Response-focused Emotion Regulation**

Surface acting is an emotional labor strategy where individuals attempt to fake the organizationally desired emotions during service encounters, without really experiencing it or internalizing it (Hochschild, 1983). It is also referred to as response-focused emotion regulation (Grandey, 2000).

## **Workplace Spirituality**

Workplace spirituality is defined as a work environment where employees find meaning and purpose in the work they do, have alignment with their values and have an inner life related to their work, feel valued and have opportunities for personal growth as part of a work community, so as to transcend with joy at work (based on Ashmos and Duchon, 2000; Giacalone and Jurkiewicz, 2003; Kinjerski and Skrypnek, 2004)

## **Turnover intention**

The decision or willingness of an individual to leave a current organization (Tett and Meyer, 1993).

## **1.8 Organization of the Dissertation**

The dissertation is presented in the form of six chapters. Chapter 1 covered the introduction covering the basic premise and context of the dissertation, research questions, purpose of the study, and significance of the study, followed by definition of key terms used in the dissertation. Next, Chapter 2 presents the literature review of workplace spirituality and emotional labor. I will discuss the major conceptualizations, dimensions, antecedents and consequences of workplace spirituality and emotional labor, respectively. Going forward, Chapter 3 presents a detailed explanation of the major theoretical frameworks and the proposed research model. I discuss the overarching theoretical framework on which the proposed research model rests, followed by theoretical explanation and empirical evidences to support my arguments for the proposed hypotheses of the study. Chapter 4 presents the research methodology and research design of the dissertation. I discuss the research approach, sample, data collection procedure, measures and the data analysis technique used to empirically test the dissertation model. Chapter 5 presents the results and findings of the dissertation. Chapter 6 presents the discussion, implications of the study, limitations, and finally I suggest some future directions of research.

## CHAPTER II

### LITERATURE REVIEW

This chapter presents the literature review of the major concepts in the dissertation model. First of all, I discuss the meaning of spirituality and its importance in business. Then, I review the literature on workplace spirituality by discussing the major definitions of workplace spirituality and its dimensions. Furthermore, the major antecedents and consequences of workplace spirituality are discussed. Additionally, the organizational phenomena of emotional labor and the two major emotional strategies of surface acting and deep acting are discussed. This is followed by a discussion on dimensions, antecedents and consequences of emotional labor. In addition to workplace spirituality and emotional labor, I also present a brief literature review on psychological resilience and cognitive appraisal of stressors.

#### **2.1 Spirituality in Modern Business Organizations**

Elkins, Hedstorm, Hughes, Leaf and Saunders (1988) affirm spirituality as a human experience based on values, beliefs and emotions. According to Elkins and colleagues, spirituality is an awareness about one's transcendent dimension characterized by certain values regarding self, nature, others, and about the Ultimate (p.10). The term spirituality is often understood as part of religiosity and are sometimes used interchangeably (e.g. Slater, Hall and Edwards, 2001; c.f. Liu and Robertson, 2011). However, some of the past researchers differentiate spirituality from religiosity (e.g. Tanyi, 2002; Zinnbauer et al., 1997; Zinnbauer,

Pargament and Scott, 1999; c.f. Liu and Robertson, 2011). While religion is associated with a formal, dogmatic and organized approach to practicing certain beliefs affiliated to a specific group, spirituality is associated with informal, personal and universal values that individuals believe and practice (Mitroff and Denton, 1999). Accordingly, Elkin and colleagues put forth a broader definition of spirituality based on values, which is beyond the frameworks of religion. I believe this broad definition of spirituality can be applied to study about spirituality from a humanistic perspective in business and organization.

Generally, business and corporate life is associated with profit-making and capitalism, and very far from spirituality (Friedland and Alford, 1991; c.f. Giacalone and Jurkiewicz, 2003; Barrett, 2009). Barrett (2009) and Bygrave and Macmillan (2008) argue that Corporate America has overemphasized profits and capitalist views. It has led to commodification and exploitation of employees. They purport there is a need for spirituality to enhance meaning and spirit in the workplace. Spirituality and business have been considered as two opposing poles (e.g. Freshman 1999). However, in the modern era, the technological advancement and globalization has forced organizations to be more agile adding to the uncertainty and ambiguity in the business/work environment (Cash and Gray, 2000; Dehler and Welsh, 2003). The turbulent work environment has further added to the increased levels of performance pressure for the employees.

Additionally, employees are under constant pressure to perform the “ritualistic” organizational duties by virtue of their role in exchange for the pay check and benefits rather than performing organizational duties which are meaningful and filling. As a result, employees are in a maze to achieve their best without their “spirit” in work. This disconnect between the work and spirit has left employees demotivated and disconnected from each other and the organization, which leads to low morale, lower job satisfaction and reduced performance (Barrett, 2009; Cavanagh, 1999

Jurkiewicz and Giacalone, 2003). As Whitney (1997) pointed out, “The modern focus on objectivity and the separation of science and spirituality, taken to fullness, leaves people separate from one another, separate from nature, and separate from the divine” (c.f. Cavanagh, 1999). Additionally, previous scholars purport that workers are losing the sense of belonging with their coworkers and this has perhaps triggered the need for meaning and purpose at work (Conger, 1994). Hence, it has become a necessity for managers and organizational studies scholars to emphasize on the human spirit and find innovative ways to transform organizations in such turbulent and fragile work environment (Gorbachev, 1995). Additionally, there is a need to transform the organization from inside to out and considering spirituality at work might be a first step towards such a transformation (Heaton, Schmidt-Wilk, & Travis, 2004). Additionally, Dehler and Welsh (2003) emphasized the need for a sense of meaning and purpose in the new economy, which they refer to as “experience economy” (Pine and Gilmore, 1998) characterized by environmental turbulence, information technology, and democratization of organizations.

In the past decade, scholars have identified the study of spirituality in organizations as an attempt to bring back this connection between work and spirit to build a conducive work environment which is fulfilling internally and satisfying externally (e.g. Cavanagh, 1999; Conger, 1994; Freshman, 1999; Heaton et al., 2004; Jurkiewicz and Giacalone, 2003; Neal et al., 1999). Contemporary organizational studies scholars suggest spirituality at work as a solution to the modern day challenges at work (Mitroff, 2003; Pavlovich and Corner, 2009; Pruzan and Mikkelsen, 2007; Steingard, 2005). Additionally, spirituality and spiritual values are considered to be important variables related to personal, team and organizational effectiveness (Heermann, 1997; c.f. Neal and Biberman, 2004).

Despite the prospective positive implications of spirituality in business, the field of research suffers from an effect of nascence and obscurity (Gotsis and Kortezi, 2008). Additionally, due to the lack of systematic study on spirituality in organizations, it makes it difficult to measure spirituality in business. However, organizational studies scholars are slowly arriving at a consensus on the definition and measures for spirituality. There has been considerable effort to define and measure spirituality at work (e.g. Heaton et al., 2004; Jurkiewicz and Giacalone, 2003; Jurkiewicz and Giacalone, 2004; Kinjerski and Skrypnek, 2006; Milliman et al., 2003).

## **2.2 Overview of Workplace Spirituality**

### **Conceptualization and Definition**

The concept of spirituality in the workplace is a burgeoning area in the organization studies since 1990s (Cavanagh, 1999) and has been growing steadily since then. The concept of workplace spirituality has been known by different names in the literature by various scholars namely, spirit at work (Kinjerski and Skrypnek, 2004), workplace spirituality (Giacalone and Jurkiewicz, 2003; Jurkiewicz and Giacalone, 2004); spirituality at work (Ashmos and Duchon, 2000); spiritual workplace (Marques, Dhiman, and King, 2006), organizational spirituality (Brown, 2003) and so on. Despite the various nomenclature, all these point to the same concept as to how spiritual values and beliefs can enhance the experience of employees in the workplace. The dimensions of spirituality can be conceptualized in a static and a dynamic way (Emmons, 2000). While spirituality can be understood as a static, passive concept and as a trait, which is relatively stable and constant over time, it can also be conceptualized as dynamic set of skills, resources and abilities evolved and developed by individuals, and that interacts with the external

environment (c.f. Giacalone and Jurkiewicz, 2003). Giacalone's and Jurkiewicz's definition of workplace spirituality encompasses these two views of spirituality. Accordingly, Giacalone and Jurkiewicz (2003) define workplace spirituality as a combination of these two perspectives as "...a framework of organizational values evidenced in the culture that promote employees' experience of transcendence through the work process, facilitating their sense of being connected to others in a way that provides feelings of completeness and joy" (p.13). Giacalone and Jurkiewicz explained workplace spirituality as a function of organization and individual spirituality.

Ashmos and Duchon (2000) emphasized on considering employees as spiritual beings and defined spirituality at work as the recognition of an inner life nourished by meaningful work in the context of a community. Ashmos and Duchon put forth the dimensions of spirituality in the workplace as inner life, meaning and purpose in life, sense of connection and community. Inner life includes understanding and being aware of one's divine power; and being awakened by spirit and mind and recognizing the need of the spiritual element in an individual (Ashmos and Duchon, 2000). It echoes with Mitroff and Denton (1999) that employees have a need of expressing themselves through their creativity, intelligence and emotions at work. In other words, they are able to express themselves to the fullest. Meaningfulness and purpose at work emphasizes the connection between the soul and the work. In other words, an individual is satisfied and finds a sense of purpose doing the activities at work that adds meaning to his or her life. Additionally, sense of connection with coworkers enhances the spirit by being connected to each other and work. Therefore, Ashmos and Duchon (2000) purport that a workplace where individuals experience these aspects of meaning, joy, connection and inner life, is where workplace spirituality is observable than where these aspects are absent. Additionally, the



scholars emphasize workplace spirituality as more secular and “not about religion, although people may sometimes express their religious beliefs at work” (Ashmos and Duchon, 2000: 137).

In a similar vein, Kinjerski and Skrypnek (2004, 2006) emphasized on the individual-centered spirituality and their experience of spirit at work as explained by Ashmos and Duchon (2000). They defined ‘spirit at work’ as characterized by physical, affective, cognitive, interpersonal, spiritual and mystic dimensions of individual experience where physical experience is characterized by positive state of energy; affective experience characterized by positive affect, well-being and joy; cognitive dimension characterized by sense of meaningfulness and purpose, authenticity, alignment of the individuals’ values and beliefs with that at work; interpersonal dimension characterized by a sense of connection to others and a common purpose; spiritual dimension characterized by a connection with a higher entity; and mystical dimension characterized by a sense of perfection, transcendence, inspiring, mysterious or sacred (Kinjerski and Skrypnek, 2004). Kinjerski and Skrypnek (2004) found that individuals who experienced spirit at work were in a positive state of mind with profound feelings of joy and well-being; these individuals enjoyed work and reported feeling of love and connection with coworkers and a common purpose. Additionally, Kinjerski and Skrypnek found that individuals with spirit at work had a sense of authenticity, meaningfulness and purpose towards work, and had their values congruent with work values. Furthermore, these individuals experienced a connection with a being larger than self (God), had a deeper connection to humankind and nature, and experienced transcendence. Following these studies, there have been many studies that conceptualized and put forth the various dimensions of workplace spirituality based on or closer to the above mentioned conceptualization. Some of the prominent studies are presented in Table 1.

Sheep (2004) argues that workplace spirituality has arrived at a convergence on the definition and dimensions of the concept based on four recurring themes – (1) self-workplace integration, (2) meaning in work, (3) transcendence of self and (4) personal growth or development of one's inner life at work (p.B1). Self-workplace integration emphasizes the holism aspect of the individuals in the workplace. In other words, employees in the workplace are a single being with body, mind and spirit and they perceive their work environment from all these three. Brown (2003) also concurs that workplace spirituality fosters integration of work and spiritual life, enhancing well-being, and facilitating in employee creativity. Secondly, Sheep (2004) argues that because of the integration of the individuals with their work, employees seek meaning and a purpose for their actions at work. Hence, Sheep (2004) also argue that congruence of one's meaning in life with one's meaning of work enables spiritual growth and development. Transcendence of self implies connection of an individual beyond self with a higher entity (Ashforth and Pratt, 2003). It also implies a sense of community where in individuals think beyond themselves about their coworkers and the community at large. Thus a workplace which enables an experience of community facilitates spiritual development of the individual (Krishnakumar and Neck, 2002; c.f. Sheep, 2004). In addition, Sheep (2004) argues that workplace spirituality enables a sense of self-actualization and provides opportunities for personal growth and development. Neck and Milliman (1994) also posits workplace spirituality enables individuals to reach one's full potential and have positive attitude towards the other individuals and the world. Additionally, Barrett (2009) emphasizes the importance of a full spectrum of consciousness wherein we recognize ourselves as souls and work towards fulfilling our physical, emotional, mental needs and spiritual needs. Workplace spirituality can be looked upon as an attempt to personal growth and development. Barrett put forth seven stages of

personal development that includes the above mentioned needs of physical, emotional, mental and spiritual needs. Past study purports workplace spirituality to reside in the individual or self through the culture of the organization/workplace (Ashforth and Pratt, 2003). Ashmos and Duchon (2000) suggest that employees in an organization with workplace spirituality experience transcendence and spiritual strength.

Based on the above discussion, I define workplace spirituality as a work environment where employees find meaning and purpose in the work they do, perceive an alignment with their values and have an inner life related to their work, feel valued and have opportunities for personal growth as part of a work community, so as to transcend with joy at work (based on Ashmos and Duchon, 2000; Giacalone and Jurkiewicz, 2003; Kinjerski and Skrypnek, 2004). The following section presents the dimensions of workplace spirituality.

### **Dimensions of Workplace Spirituality**

Previous studies have categorized workplace spirituality in various ways. Table 1 presents some of these categories. However, there are four dimensions which are predominantly used in explaining workplace spirituality. Many studies (e.g. Ashmos & Duchon, 2000; Cogner, 1994; Duchon & Plowman, 2005; Giacalone & Jurkiewicz, 2003; Mitroff and Denton, 1999; Milliman et al., 2003) have emphasized meaningfulness and purpose in work, sense of community and connection, alignment of values between individuals and the organization and inner life as important dimensions of workplace spirituality. In this dissertation, I will focus on these four components to explain how individuals experience workplace spirituality. Each of the components are explained below:

### ***a) Meaningful work and Purpose***

Psychological condition of meaningfulness is achieved when a work is in sync with an individuals' ideals (Hackman and Oldham, 1980; May, Gilson, & Harter, 2004). Past research suggests that individuals seek for meaning and purpose in work, beyond the material rewards associated with work (Etzioni, 1995; c.f. Duchon and Plowman, 2005). Mitroff and Denton (1999) interviewed senior executives, managers and HR executives emphasized the importance of meaning and purpose in work. Accordingly, the study revealed that after a threshold, meaningfulness and purpose in the work they do is of prime value and importance, compared to the rewards. Additionally, Hackman and Oldham (1976) proposed meaningfulness in the work as one of three critical psychological states in the Job Characteristics Model that is of prime importance for internally motivating an individual towards higher performance. Hackman and Oldham (1980) suggest that individuals seek meaningful tasks that challenge their skills; and has a considerable impact on other's lives. The experienced meaningfulness leads to higher performance while lack of meaningfulness might lead to disengagement at work (Hackman and Oldham, 1980). Additionally, in the recent studies on positive organizational scholarship (POS), Cameron, Dutton, Quinn and Wrzesniewski (2003) suggest that meaningfulness in a work environment can be induced through leadership, human connections, communication and structure. In addition, Pratt and Ashforth (2003) argue that meaningfulness can be fostered by "an integration of doing and being", by clarifying goals, reinforcing values and exemplifying integrity through culture. Also, previous studies suggests that individuals seek meaning in life and meaningful work creates a sense of completeness and joy (Giacalone & Jurkiewicz, 2003; Wrzesniewski, 2003). Thus, spirituality in the workplace recognizes the employees' quest for greater meaning from their work.

### ***b) Sense of Community and Connection***

Sense of community recognizes the need for individuals to be a part of a bigger community or group. Past research suggest the sense of community is a feeling of sharing and commitment that people are connected with each other, and this feeling is “life-giving” (Duchon and Plowman, 2005: 814). Additionally, studies argue that management practices allow employees to be connected and build the spirit that enable employees to feel a part of each other at work (e.g. Pfeffer, 2003; Pratt and Ashforth, 2003; Duchon and Plowman, 2005). Furthermore, the concept of sense of community is characterized by “membership” where individuals experience a sense of belonging, sense of confidence beyond the boundaries which distinguishes individuals; that enables them to form an environment of emotional safety and trust (McMillan, 1996). McMillan argues that as individuals we seek connection with others so that we can express ourselves freely. In other words, individuals seek “the truth” in connections where there is harmony between the internal and the external self of the individual. This aspect of workplace spirituality is closely comparable to the “climate of authenticity” in the workplace, as explained in Grandey et al (2012). Grandey and colleagues argue that an authentic workplace allow individuals to trust their coworkers and facilitate them to be themselves. Additionally, drawing from social identity theory (Tajfel, 1978; Tajfel and Turner, 1985; Ashforth and Mael, 1989) when individuals believe they belong to a community that is in concurrence with their spirit, then tend to identify themselves with the community and thereby align with the purpose of the community. McMillan (1996) suggests that when individuals experience a sense of connection with a community, they transcend from their self and become ‘one’ within the community. In summary, a sense of community and connection fosters a “spirit-friendly” work environment (Duchon and Plowman, 2005: 814) and is an integral part of workplace spirituality.

*c) Inner life*

Ashmos and Duchon (2000) suggests that individuals are spiritual beings and they have an inner life which is of paramount importance. Ashmos and Duchon explain inner life as “one’s own divine power and how to use that divine power to live a more satisfying and more full outer life” (Ashmos and Duchon, 2000: 135). Therefore, inner life captures the spiritual self of the individual and emphasizes the notion that individuals are not separate from their inner lives at work and they seek to have an integrated life at work. Additionally, the complete growth of an individual rests on the nourishment of this inner life. In addition to physiological, psychological, and emotional needs, an individual seeks spiritual needs at the workplace. Mitroff and Denton (1999) argue that a workplace in which spirituality is manifested, allows individuals to realize their full potential or self -actualization (Maslow, 1954). Duchon and Plowman (2005) explained inner life in terms of self-concept. Drawing from the self-concept theory (Shamir 1991), the authors argue that when one’s inner self concept is in congruence with one’s work, the individual is highly motivated (Duchon and Plowman, 2005). Furthermore, the individuals identify themselves as a part of such a workplace that provides an opportunity to express their life. Inner life can be associated with a transcendence of an individual beyond self and attainment of complete joy at work (Giacalone and Jurkiewicz, 2003). In a similar vein, Kinjerski and Skrypnek (2006) identified their dimensions of spiritual connection and mystical experience. Spiritual connection characterized the connection of an individual to something larger than self and the mystical experience characterized “sense of perfection, transcendence, living on the moment, and experiences that are awe-inspiring, mysterious or sacred (Kinjerski and Skrypnek, 2004: p.37; Krinjerski and Skrypnek, 2006). Additionally, past research suggests individuals experience a “calling” at work that inspires them to consider work as sacred and a service

opportunity or a way to serve a higher purpose (Paloutzian et al., 2003; Karakas, 2010). Therefore, spirituality in the workplace might be an innate need for an individual whose self- concept encompasses a spiritual dimension.

***d) Alignment of Values between Individuals and the Organization***

Alignment of values was included as a dimension of workplace spirituality by Milliman et al (2003) following the conceptualization workplace spirituality by Ashmos and Duchon (2000). This aspect of workplace spirituality includes the idea that the individuals believe that there is congruence between their values and their organizations' values. Also, the individuals believe that organizations have conscience and that they care about the welfare of the employees (Milliman et al., 2003). I argue that this component can be explained drawing from the organizational support theory (Eisenberger, Huntington, Hutchison and Sowa, 1986). The theory suggests that employees perceive organizations like human characters and accordingly assume the actions taken by the agents of the organizations such as managers, and leaders are the organizations' actions. Accordingly, employees seek congruence between their values and members in the organization.

In addition to the discussion above, the alignment of values between organization and individuals allows them to identify with the organization. Extending the social identity theory (Tajfel, 1976; Tajfel and Turner, 1985; Ashforth and Mael, 1989) to organizations, individuals are motivated and perform better when they believe they are part of the larger organization and that the organization values their membership. Therefore, alignment of values enables a closer connection of the individuals towards their organizations and their greater self.

Table 1. Summary of prominent dimensions and definitions of workplace spirituality

Study	Conceptualization and Definition of Workplace Spirituality	Dimensions of Workplace Spirituality
Ashmos and Duchon (2000)	<i>Spirituality at Work</i> :“...the recognition of an inner life that nourishes and is nourished by meaningful work that takes place in the context of community” (p.137)	1)Inner life, 2)Meaning and Purpose in Work, 3)Sense of Connection and Community
Giacalone and Jurkiewicz (2003)	<i>Workplace Spirituality</i> : “...a framework of organizational values evidenced in the culture that promotes employees’ experience of transcendence through the work process, facilitating their sense of being connected to others in a way that provides feelings of completeness and joy” (p.13)	<i>Values framework of Workplace Spirituality</i> (Jurkiewicz and Giacalone, 2004) 1)Benevolence, 2) Generativity, 3)Humanism, 4) Integrity, 5) Justice, 6) Mutuality, 7) Receptivity, 8)Respect, 9) Responsibility, 10) Trust
Milliman, Czaplewski, & Ferguson (2003)	Conceptualized workplace spirituality as an interaction of the three levels: individual, group and organization. Based on the conceptualization of Ashmos and Duchon (2003)	1)Meaningful Work (Individual Level), 2)Sense of Community(Group Level), 3)Alignment with Organization Values (Organization Level)
Kinjerski and Skrypnik (2004)	<i>Spirit at Work</i> : “Spirit at work is a distinct state that is characterized by physical, affective, cognitive, interpersonal, spiritual, and mystical dimensions. Most individuals describe the experience as including: a <i>physical</i> sensation characterized by a positive state of arousal or energy; positive <i>affect</i> characterized by a profound feeling of well-being and joy; <i>cognitive</i> features involving a sense of being authentic, an awareness of alignment between one’s values and beliefs and one’s work, and a belief that one is engaged in meaningful work that has a higher purpose; an <i>interpersonal dimension</i> characterized by a sense of connection to others and common purpose; a <i>spiritual</i> presence characterized by a sense of connection to something larger than self; and a <i>mystical dimension</i> characterized by a sense of perfection, transcendence, living in the moment, and experiences that were awe-inspiring, mysterious, or sacred”. (Kinjerski & Skrypnik, 2004, p.37)	1)Engaging Work, 2)Sense of Community, 3)Mystical experience, 4)Spiritual Connection



Sheep (2004)	Conceptualized workplace spirituality as a convergence of person-organization fit. Accordingly, Sheep posits the spiritual <i>preference</i> of individuals are expectations from the work which organizations <i>supply</i> in the form of the components of workplace spirituality. Organizational <i>supplies</i> are the perceptions of the workplace and their congruence (incongruence) with the individuals' spiritual preferences.	Self-workplace integration, Meaning in work, Transcendence of self, Growth and development
Rego and Cunha (2008)	Based on Ashmos and Duchon (2000) and Giacalone & Jurkiewicz (2003) –“Workplace Spirituality has to do with respect for employees' inner life, the search for meaningful work in the context of a community, the employees' sense of being connected to others in a way that provides feelings of completeness and joy, then our dimensions represent spiritual traits of the work climates”	<ul style="list-style-type: none"> <li>1)Team's sense of community,</li> <li>2)Alignment between organizational and individual values,</li> <li>3)Sense of contribution to the community,</li> <li>4)Sense of enjoyment at work,</li> <li>5)Opportunities for inner life,</li> </ul>
Liu and Robertson (2011)	Spirituality conceptualized as a continuum of different self-identity levels that is both trait and a flexible state.	<p>Spirituality is conceptualized as three distinct yet correlated dimensions:</p> <ul style="list-style-type: none"> <li>1)Interconnection with human beings,</li> <li>2)Interconnection with nature and all living things, and</li> <li>3)Interconnection with a higher power</li> </ul>

## **Antecedents of Workplace Spirituality**

Organization studies scholars have studied the cognitive side of organization, then the emotional side of organizations and are shifting their attention to the spiritual side of organizations. Past research suggests the major antecedents of workplace spirituality as- (1) Spiritual orientation of individuals or Individual spiritual preferences (2) Person-organization fit (3) Organizational values and spiritual supplies. These antecedents are discussed in detail in the following paragraphs.

Ashforth and Pratt (2003) argue spirituality can be conceptualized as a state and as a process. They posit that spirituality can be understood as an ongoing and an open ended process, which is subjective and idiosyncratic. Additionally, spirituality in both its forms, as a state and a process of transcendence is about the individual, idiosyncratic journey of the self and development of the self (Ashforth and Pratt, 2003). Accordingly, Ashforth and Pratt posit that locus of spirituality and focus of spirituality resides in the individual and intangibles, respectively. Although organizations can have a strong culture with values, beliefs and norms, it is the individual who must be willing to imbibe the values and reconcile with his or her existing values and beliefs. Hence, “organizations can trigger and shape spiritual strivings, but the individual necessarily remains the locus” (Ashforth and Pratt, 2003: 95). Furthermore, Ashforth and Pratt argues that the focus of spirituality is more on the intangibles while the organizations’ focus is on the tangibles. This basic difference in the locus and focus of spirituality creates a barrier for organizations to incorporate spiritual strivings of individuals. Hence, past research indicates person-organization fit acts as a facilitator for organizations to integrate spirituality in the workplace. Person-organization fit can be understood as a congruence between an employee’s values and organization’s culture (Cable and DeRue, 2002). Additionally drawing from the Attraction- Selection-Attrition (ASA) model, it can be argued that the culture or the values in a work

environment are a reflection of the people constituting the workplace. Alternatively, organizations contain people who are compatible with the values of the organization (Schnieder, 1987).

Organizations can play an active role as an enabler and a supplier of resources for spiritual strivings through culture or play a passive role as a mere site for spiritual strivings for individuals. Nevertheless, individuals play a significant role in workplace spirituality (Ashforth and Pratt, 2003). Hence, workplace spirituality can be understood as an interplay between the individual's values and organizations' values. Congruence between the two facilitates in achieving the positive outcomes of workplace spirituality such as self-actualization of employees (e.g. Giacalone and Jurkiewicz, 2003; Mitroff and Denton, 2003; Neck and Milliman, 1994; Pfeffer, 2003); positive attitude and positive relationships in the organization (e.g. Mitroff and Denton, 1999; Mitroff, 1999; Neck and Milliman, 1994; Pfeffer, 2003); greater personal growth and development of employees' inner life (Ashmos and Duchon, 2000; Mitroff and Denton, 1999); and sense of meaning and purpose in the work (e.g. Ashmos and Duchon, Duchon and Plowman, 2005; Mitroff and Denton, 1999; Pfeffer, 2003). Consistent with Ashforth and Pratt (2003), Sheep (2004) conceptualized and developed a measurement for workplace spirituality based on person-organization fit.

Sheep (2004) posits that individuals bring spiritual "*preferences*" to the organization which are expectations from the work. Organizations are expected to nourish, facilitate and supply the four components of workplace spirituality, as discussed above. These are termed as organization "*supplies*". Organization "*supplies*" are conceptualized as perceptions of the individuals about the workplace environment and resources that are either congruent or incongruent with their spiritual "*preferences*" (Sheep, 2004).

Ashforth and Pratt (2003) put forth three approaches about how organizations can incorporate spirituality in organization, based on the relative control exerted by the organization towards spiritual development in the workplace. The three types of approaches are explained in a continuum of high to low organization control (low to high individual control) respectively, on approximating spirituality. They are directing organizations, partnering organizations and enabling organizations. Directing organizations have the highest organization control and they impose their preferred beliefs, values and practices that are in congruence with their mission, on the employees. They have a strong culture and provide anchors for spiritual strivings. It generally follows a top-down approach. Hence an institutionalized spirituality is encouraged in a directing organization. On the other hand, in an enabling organization, the organization acknowledges the spiritual strivings of the individuals in the workplace and allows them to discover their own idiosyncratic journey of transcendence and spirituality by themselves. In other words, they do not impose a particular way to achieve transcendence. Partnering organizations can be understood as a shared control where the organization and the employees have a shared stake in the spiritual development. Ashforth and Pratt (2003) do not propose any one of these is better than the other types. However, they emphasize individuals as the locus of spirituality and posit that each of these have a potential to trigger workplace spirituality. Additionally, King and Nicol (1999) emphasized the importance of individual spirituality and spiritual growth in the context of a workplace.

In addition to person-organization fit, Duchon and Plowman (2005) argue that workplace spirituality is a consequence of self-concept of an individual and the social identity derived at work. They purport that the social identity derived by virtue of membership of an organization or workplace provide an opportunity to express one's inner life. Furthermore, past studies put forth

the factors necessary for spirituality in the workplace. Marques, Dhiman and King (2006) posited three main factors necessary for a spiritual workplace namely external factors, integrated factors, and internal factors. External factors include the environmental factors in the workplace such as the aesthetics; integrated factors include a combination of environmental and people factors such the systems and policies in the workplace, and organizational functions; and internal elements include the spiritual essence in the leaders at the workplace, organization structure, presence of belongingness, high ethical and moral standards, trust, respect, and a sense of mission beyond the bottom line (Marques et al., 2006).

### **Consequences of Workplace Spirituality**

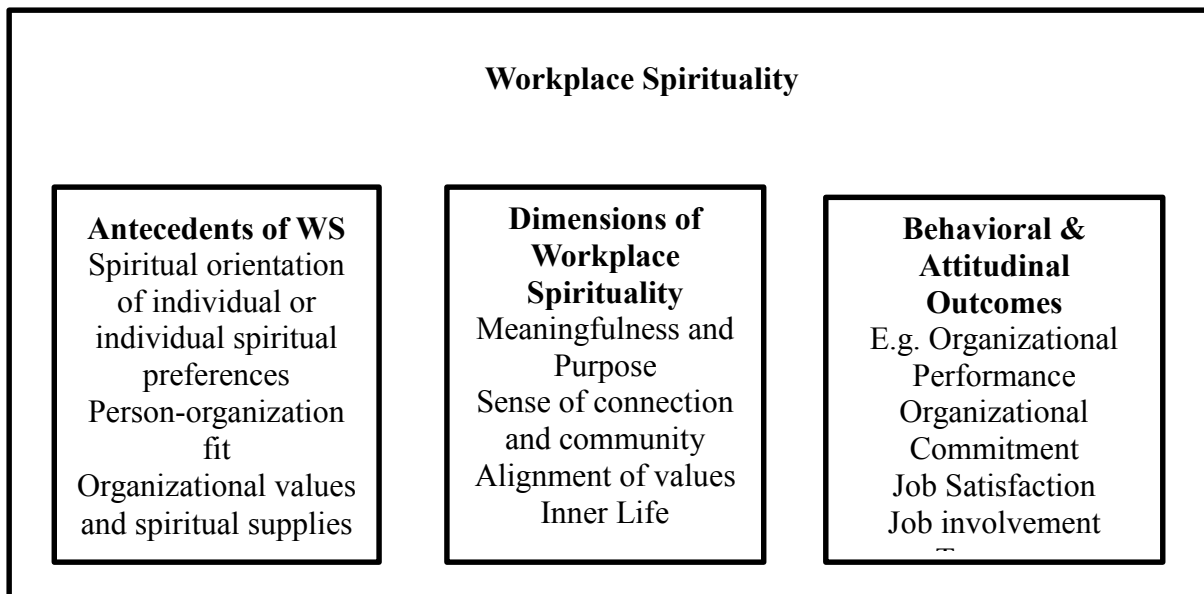
While past research discussed what factors and conditions constitute workplace spirituality, some of them argued and tested whether workplace spirituality had an impact on the behaviors and attitudes of employees, thereby affecting organizational outcomes. Milliman, Czaplewski, and Ferguson (2003) provided the first empirical support for workplace spirituality. They empirically tested the relationship of workplace spirituality with the organization behavior variables of organization commitment, intention to quit, intrinsic work satisfaction, job involvement, and organization based self-esteem. Additionally, they tested the validity of measures developed by Ashmos and Duchon (2000). The three dimensions of workplace spirituality –meaningful work, sense of community, and alignment with values, were considered. Milliman and colleagues found that meaningful work was related to all four OB variables, except turnover intention, sense of community was related with all the variables while alignment with values was related to only organization commitment and intention to quit. In addition to the relationships, they also validated the workplace spirituality measures of Ashmos and Duchon

(2000). Additionally Duchon and Plowman (2005) tested the relationship of workplace spirituality in the work unit (work unit spirituality) with performance at the work unit level. They developed the work unit spirituality measure based on Ashmos and Duchon (2000) and conducted an exploratory study to understand workplace spirituality at a work unit level (work unit inner life, work unit meaning and work unit community). The outcome variables tested were quality and sensitivity of the services performed at the health care networks. They found that the top three performing work units were reported to have higher spirituality scores than the bottom three. However, the work unit dimension of inner life was constant across all work units tested. Additionally, Kolodinsky, Giacalone and Jurkiewicz (2008) studied the workplace spirituality at three levels namely personal, organizational- level and interactive workplace spirituality to explore its relationship with employee attitudes of job involvement, organizational identification, organizational frustration and work rewards satisfaction. They found that organizational spirituality was positively related to job involvement, organizational identification, and work rewards satisfaction while organizational spirituality was negatively related to organizational frustration. On the hand, the study found that personal spirituality positively related to intrinsic, extrinsic and total rewards satisfaction. Additionally, Kolodinsky et al., (2008) suggested that employees or workers desire to be a part of the organizations where they perceive the organization exudes spiritual values; and that workplace spirituality affects attitudes and behaviors of the workers positively. Furthermore, Rego and Cunha (2008) studied the relationship of workplace spirituality on the three facets of organization commitment namely, affective, normative and continuance commitment (refer Allen and Meyer, 1990). They found that workplace spirituality has a positive relation with affective (emotional attachment towards the organization) and normative commitment (a feeling of obligation towards the organization)

while it has a negative relationship with continuance commitment (perceived costs associated with leaving the organization) (Rego and Cunha, 2008).

In summary, I argue that past empirical studies on workplace spirituality converge on the idea that organizations characterized or represented by spiritual values have positive outcomes for the employees and the organization. In conclusion, from the literature of the workplace spirituality literature, I put forth a snapshot of workplace spirituality as shown in Figure 3.

FIGURE 3: Snapshot of Workplace Spirituality



**Distinction between Workplace Spirituality and Positive Organizational Scholarship**

Positive Organizational Scholarship (POS) deals with study of positive processes, outcomes and attributes in the organization. It seeks to understand the positive deviance of individuals and emphasizes the “good- side” of humans in organizations (Cameron, Dutton and Quinn, 2003). It is different from concepts delved in traditional organizational studies as it seeks to understand organizations from a positive viewpoint by encompassing positive phenomena in

organizations such as gratitude, virtuousness, resilience, meaningfulness and other positive phenomena in an organizational setting (Cameron et al., 2003).

On the other hand, workplace spirituality literature involves in understanding the role of spiritual values in organizations and emphasizes the recognition of a spiritual-self of individuals at work (e.g. Ashmos and Duchon, 2000; Giacalone and Jurkiewicz, 2003; Jurkiewicz and Giacalone, 2004). Based on the literature review on workplace spirituality, the field of study is focused on examining how spirituality in the workplace influences various work outcomes and how a transcending workplace can serve as a framework in understanding various organizational phenomena with a humanistic lens.

### **2.3 Emotional Labor**

Organizational researchers have extensively studied the role of emotions in the workplace. Among the studies on emotions, emotional labor gained scholarly attention after the path breaking work by Hochschild. Hochschild (1979) and Hochschild (1983) emphasized the role of expressed emotions in the workplace. Hochschild argued that organizations put forth some expectations on the service employees regarding their expression of emotions during service transactions. These implicit or explicit “feeling rules” give rise to norms; also known as display rules (Ekman, 1973; Rafaeli and Sutton, 1989) that prescribe what, when and how emotions have to be expressed in the workplace. Additionally these display norms are a function of societal norms, occupational norms and organizational norms. Societal norms are derived by the expectation of customers while occupational norms are more specific to the occupation (Ashforth and Humphrey, 1993; Rafaeli and Sutton, 1989). For example, the flight attendant or the waitress at a restaurant is required to smile and be cheerful by virtue of their occupation



while a funeral director is supposed to be calm and somber by virtue of his or her occupation. On the other hand, organizational norms are very specific to the organizational culture. These above-mentioned norms might be consistent with each other or sometimes even contradicting. For example, patients expect doctors to express concern (societal norm) while doctors are required to express greater degree of detachment towards patients by virtue of their profession (occupational norm) (Ashforth and Humphrey, 1993). As a result, displaying rules during service transactions become overwhelming and emotionally demanding for the service employees.

Past research suggests these emotional displays are beneficial to the organization, especially in terms of good customer service (Zeithaml, Parasurman, and Berry, 1990). However, managing emotional demands become psychologically taxing for the employees (Hochschild, 1983; Wharton, 1999). It becomes even more taxing when the employees have to display emotions which they do not actually feel. This incompatibility between the organizationally expected display rule and the true feeling of the employees is termed “emotive dissonance” (also referred as emotional dissonance) (Hochschild, 1983). Hochschild argued that emotional labor is problematic due to emotional dissonance and the fact that employees have lesser control on their emotional displays. Accordingly, Hochschild (1983) defined emotional labor as “the management of feeling to create a publicly observable and bodily display” (p 7). However, Ashforth and Humphrey (1993) argued the focus of emotional labor is on the display rules rather than the actual feelings of employees. Because display rules are more observable and the employees’ conformance makes more impact on the quality of service transactions, they defined emotional labor as the act of displaying the organizationally appropriate emotion (Ashforth and Humphrey, 1993). Consequently, future studies emphasized more on the expressed emotions and the effort involved to comply with the display emotions as emotional labor.

## **Conceptualization and Definition**

Morris and Feldman (1996) defined emotional labor “as the effort, planning, control needed to express organizationally desired emotions during interpersonal transactions” (Morris and Feldman, 1996: 987). This conceptualization of emotional labor is based on the interactionist model of emotion, which argues that emotions are socially constructed and a substantial amount of effort is expended by the service employees to display organizationally desired emotions. Additionally, Morris and Feldman (1996) argue that some amount of effort is required by the employees in order to comply with organizationally desired emotions; even in situations when there is congruence between felt and displayed emotions, some degree of effort, although less, is required. Therefore, emotional labor is conceptualized as an effort to reduce the dissonance between felt and displayed emotions; that is similar to Hochschild (1983).

Additionally, Wharton (1999) defined emotional labor as “...the effort involved in displaying organizationally sanctioned emotions by those whose jobs require interaction with clients or customers and for whom these interactions are an important component of their work”(p. 160). Literature review suggests that a major part of the past literature in emotional labor conceptualized based on Hochschild. However, Grandey (2000) put forth a new conceptualization of emotional labor as a process of emotional regulation. Grandey presented two points of emotion regulation – antecedent focused emotion regulation and response-focused emotion regulation that corresponds to deep acting and surface acting (Hochschild, 1983). This conceptualization is based on emotion regulation theory (Gross, 1998a, 1998b). It is important to note that this conceptualization is very significant in this dissertation as I present emotional labor in the research model as equivalent to emotion regulation strategies. A detailed discussion of Grandey’s conceptualization is provided in later sections.

## **Dimensions of Emotional Labor**

Given the emotional demands experienced by individuals in emotional labor, Morris and Feldman (1996) explained emotional labor along four dimensions- (1) Frequency of appropriate emotional display (2) Attentiveness to required display rules (3) Variety of emotions to be displayed and (4) Emotional dissonance (p.989).

*a) Frequency of emotional display-* In the effort to plan and control emotional labor, frequency of emotional display plays an important role. Frequency of interaction between the service employees and customers implies the frequency of emotional display. Therefore, there is a correlation between the frequency of customer interactions and the emotional demands on employees of the organization. Most of the research on emotional labor has focused on the frequency of emotional display as an indicator of emotional labor.

*b) Attentiveness to required Display Rules-* Morris and Feldman (1996) suggest the level of attentiveness to display rules account to the emotional labor experienced by the employees. There is a direct relation between the extent of attentiveness and the physical and psychological effort expended towards emotional labor. Morris and Feldman argue that attentiveness to display rule consists of two components – duration of the emotional display and intensity of emotional display. Past studies suggest smaller duration of emotional displays require less effort while longer duration during customer interactions require more effort i.e. more emotional labor. Moreover, Cordes and Dougherty (1993) (c.f. Morris and Feldman, 1996) suggest that longer durations are associated with higher efforts and higher levels of burnout as the interactions are uncertain and hence cannot be entirely scripted.

Consequently, the service employees have to devote more attention and effort in the transaction. Hence, emotional labor is a function of the duration of the customer interaction.

In addition to the duration, intensity of emotional display of the service employees affect the amount of emotional labor during a service transaction. Ashforth and Humphrey (1993) and Morris and Feldman (1996) suggest that more intense emotions in a transaction are involves greater effort. Additionally, the intensity of emotions might be an important factor and differ for different service providers although the level of emotional labor might seem the same depending on the frequency or duration of interactions. Past research suggests a positive correlation between duration and intensity of emotional display (Rafaeli, 1989; c.f. Morris and Feldman, 1996).

*c) Variety of emotions to be displayed* – Research suggest that a positive correlation between the variety of emotions and the emotional labor of service employees. During a service transaction, service providers are required to undergo a variety of emotions which requires more planning and active monitoring of their emotions. Therefore, there are higher chances of burnout due to fluctuations in emotions during transactions.

*d) Emotional Dissonance-* Hochschild (1983) explained the dissonance or discrepancy between actual felt emotions of a service employee and emotional display as emotive dissonance. In a similar vein, Middleton (1989) termed the conflict between genuine emotions felt by the service provider and organizationally desired emotions as emotional dissonance (c.f. Morris and Feldman, 1996). The incompatibility between the true emotions and emotional display

requires more effort and conscious monitoring from the employee which adds to the emotional labor experienced by the service employees.

Morris and Feldman (1996) suggests that all the four dimensions of emotional labor are related to each other and have an impact on the level of emotional labor experienced by the service employees. For example, attentive to display rules are positively related to emotional dissonance and positively related to variety of expressed emotions. On the other hand, emotional dissonance and variety of emotions are negatively related.

### **Emotional Labor (Emotion Regulation) Strategies**

Following a dramaturgical perspective, Hochschild (1983) suggests that individuals resort to basically two emotional regulation strategies to manage emotional labor. These are deep acting and surface acting. Hochschild suggests that emotive dissonance is the main cause of emotional labor and the way to manage emotional labor is to reduce the discrepancy by adjusting the inner feelings with the expressive emotions. Deep acting involves internalizing the organizationally desired emotions before expressing the display rules. Surface acting involves faking the organizationally desired emotions at the surface, without necessarily feeling the emotion. I will discuss these two strategies and their implications in the following sections.

To illustrate the difference between the two emotional regulation strategies, let us consider a scenario where an air hostess is disturbed about her three year old son's health and is in a very bad mood. She encounters a demanding customer that day and she is annoyed by his/her behavior (felt emotions of the employee). However, by virtue of her job, the display rule requires the airhostess to be empathetic and polite. Now, if the airhostess chooses to suppress her negative emotions and put on a fake smile on her face and act empathetic, then it is surface

acting. On the other hand, the air hostess chooses to divert her attention to think about a positive event (perhaps her son's smiling face or a note of appreciation from another customer) and attempts to change her inner feelings at the moment. In this case, she is able to internalize the positive emotions and express genuine concern to the customer, as per the display rule. This type of emotion regulation is deep acting. The process of diverting attention to positive events is an example of attentional deployment (Grandey, 2000), which is discussed in the following section.

#### **a) Deep Acting Emotional Labor Strategy**

In the literature, deep acting emotional labor strategy is also known as deep-level emotional regulation. As the name suggests deep acting involves service employees to invest greater effort in internalizing and experiencing the required emotion before expressing it in front of the customer. Ashforth and Humphrey (1993) suggests that individuals imagine and induce thoughts, and emotions during deep acting. Deep acting is also conceptualized as employee- focused emotional labor (Brotheridge and Grandey, 2002). As deep acting engages an individual in a more intense and invested strategy to reduce emotional dissonance, the emotions are more authentic and results in a sense of accomplishment rather than exhaustion (Brotheridge and Grandey, 2002). Additionally Kammeyer- Mueller et al (2013) found that the emotional regulation strategy of deep acting has a positive effect on job satisfaction and performance. The results were converse in the case of exhaustion. Hence, deep acting is related to positive outcomes in terms of customer satisfaction and job performance.

Additionally, Grandey (2000) referred to deep acting as antecedent focused emotion regulation and put forth some of the types of emotion regulation such as situation selection, situation modification, attentional deployment and cognitive change. Situation selection and

situation modification are emotion-inducing situations where individuals choose the situations that create the desired emotions, and in situation modification the individual attempts to avoid the customer or the organization itself (Grandey, 2000). While the emotion-inducing situations enable internalizing emotions, attention deployment and cognitive change are known to be more relevant and effective as it involves the employees managing the emotional labor by changing the focus of attention and changing the appraisal of the situation in a positive manner.

Attentional deployment involves thinking about images, events that trigger or remind an individual of emotions that are needed to be displayed (similar to Hochschild's conceptualization of deep-acting). Cognitive change involves reappraising the situation internally in a different manner so as to reduce the negative effect of the situation (Grandey, 2000).

In conclusion, research suggests that deep acting is associated with positive outcomes, personal authentication of emotions, personal accomplishment, reduced propensity to display negative emotions during service encounters, customer satisfaction and increased job satisfaction and performance (e.g. Brotheridge & Grandey, 2002; Brotheridge & Lee, 2002; Grandey, 2000; Grandey, 2003; Grandey, Fisk, Matilla, et al., 2005; Totterdell & Holman, 2003; Bechtoldt et al., 2011; Diedendorff et al., 2011).

#### **b) Surface Acting Emotional Labor Strategy**

Past research suggests that surface acting does not involve the inner feelings of employees and the emphasis is on modifying the organizationally undesired emotions through suppression (Brotheridge and Lee, 2002; Hochschild, 1983). Brotheridge & Lee (2002) and Hochschild (1983) suggests that surface acting is associated with inauthentic emotions.

Additionally, customers are less satisfied with service when they perceive service employees are

surface acting (Groth et al., 2009; c.f. Bechtoldt, Rohrmann, Pater and Beersma, 2011). Moreover, surface acting is associated with guilt and dissatisfaction (Hochschild, 1983; Brotheridge and Grandey, 2002). Brotheridge and Grandey (2002) conceptualized surface acting also as an employee focused emotional labor (similar to the conceptualization of deep acting as mentioned in the above section) as it involves management of employees' emotions. However, Brotheridge and Grandey found that employees faking emotions found themselves distanced from customers and objectifying them. Additionally, Grandey (2000) referred to surface acting as response-focused emotional regulation where the individual manipulates the emotional response such as faking acceptable expressions and suppressing true feelings. Moreover, Kammeyer- Mueller et al (2013) suggests emotional regulation strategy of surface acting is related to negative affectivity and has negative association with outcomes such as job satisfaction and performance. However, they found a positive association with exhaustion. Additionally, previous research suggests surface acting as a major cause of burnout in emotional labor (e.g. Brotheridge and Grandey, 2002; Brotheridge and Lee, 2002, Grandey, 2000).

In conclusion, surface acting is associated with guilt, inauthenticity, depersonalization, reduced job satisfaction and customer satisfaction, and increased emotional exhaustion (e.g. Brotheridge & Grandey, 2002; Brotheridge & Lee, 2002; Gosserand and Diefendorff, 2005; Grandey, 2003; Grandey, Fisk, & Steiner, 2005; Grandey, Fisk, Matilla, Jansen, & Sideman, 2005; Totterdell & Holman, 2003; Bechtoldt et al., 2011; Diefendorff et al., 2011).



## **Antecedents of Emotional Labor**

Past research studied the antecedents of emotional labor and associated certain job characteristics and individual differences with emotional labor. I will discuss below some of the main antecedents of emotional labor based on past research.

### **Display rules**

Past research suggests display rules as one of the antecedents of emotional labor (Ekman, 1973; Rafaeli and Sutton, 1989; Morris and Feldman, 1996). The premise of emotional labor is based on display rules. Display rules are shared norms that govern the expression of emotions by service employees during service transactions. Hochschild (1983) and Ashforth and Humphrey (1993) suggest that organizations put forth certain display rules based on sociocultural norms, occupational groups or organizations. Kelly and Barsade (2001) suggests that sometimes work groups arrive at local emotional display norms that might differ or overlap with occupational or organizational norms (c.f. Diefendorff, Grandey, Erickson and Dahling, 2011). These display rules are generally employed to facilitate the organizations in achieving performance objectives of customer satisfaction.

In general, display rules are more implicit rules and emphasize on the display of positive emotions and suppression of negative emotions (Brotheridge and Grandey, 2002; Schaubroek and Jones, 2000). The display rules consisting of expressing positive emotions and suppressing negative emotions is known as integrative display rules (Wharton and Erickson, 1993). Both these aspects may further vary in terms of the duration and frequency of the emotional displays leading to varying levels of emotional labor. However, Morris and Feldman (1996) purported that the more explicit the display rules are and the more closely the display rules are monitored by the supervisors in an organization, the frequency of emotional displays increases. In addition

to the organizational demands of display rules, subjective perceptions of employees play a vital role in emotional displays. Diefendorff and Richard (2003) found that employees' display rule perceptions are related to their interpersonal demands of their job and supervisor's beliefs regarding display rules. Furthermore, Diefendorff & Greguras (2009) and Diefendorff et al (2011) suggests that display rules are associated with individual- level perceptions and each individual has his or her own beliefs about the appropriate emotional displays and this may influence the shared beliefs in a group and influence the ways of managing emotional labor.

### **1) Individual differences**

#### **a) Gender**

Past research suggests that women are more emotionally expressive than men (e.g. Deaux, 1985; LaFrance & Banaji, 1992; c.f. Morris and Feldman, 1996). Additionally, Hochschild (1983) suggest that women manage emotions more than men at both work and home; consequently women are more likely to experience more emotional labor than men. Moreover, Grandey (2000) suggested that men and women regulate emotions differently; while women focus on adjusting their emotions and getting along, men tend to express control and powerful emotions such as anger or pride. However, Erickson and Ritter (2001) found that emotional labor and the effects of emotional labor did not vary by gender. Hence, the influence of gender on emotional labor have mixed reviews.

#### **b) Self-monitoring**

Past research suggests self-monitoring as a significant factor affecting emotional labor. Self-monitoring refers to the extent which individuals are capable of monitoring their expressive

behavior (Snyder, 1974). Past studies suggest high self-monitors are aware of others' emotions and are better at adjusting their expressive behaviors to fit the situation while low-monitors are unable to adapt and change their behaviors according to situations. In other words, they continue to adhere to their internal feelings. Accordingly, high self-monitors are better at managing emotional labor than their low-self monitor counterparts (Grandey, 2000). Consequently, high self-monitors are less likely to experience the negative consequences of emotional labor such as burnout (Wharton, 1993). Additionally, Bono and Vey (2007) suggests that high self-monitors are good at emotional performance and express less stress due to emotional labor.

c) Personality characteristics

Past studies suggest personality of employees to be associated with emotional labor and emotional regulation (e.g. Wilson 1981; c.f. Bono and Vey, 2007; Grandey, 2003). Bono and Vey (2007) suggest that extraversion facilitates in emotional regulation in terms of expression of positive emotions. Extraverts being comfortable with being social, have the ability to express organizationally desired positive emotions and are less stressed as compared to introverts. Additionally, Bono and Vey suggest that individuals high in neuroticism experience more stress when positive emotions are required as display rules than when negative emotions are part of display rules.

d) Affectivity

Past research suggests affectivity as a predictor of emotional labor. Morris and Feldman (1996) suggest that positive and negative affectivity of an individual might affect emotional dissonance. When individuals are required to display emotions congruent to their dispositions, it is easier for

them to express display emotions at work. In other words, congruence in display emotions and dispositional affectivity of an individual reduces emotional dissonance (Morris and Feldman, 1996). Grandey (2000) suggests that a person with high negative affect might experience more emotional labor and expend more effort in order to display organizationally desired emotions in a service encounter. Additionally, in a recent study Kammeyer- Mueller et al (2013) conducted a meta-analysis and found that dispositional affectivity and emotional labor have a significant effect on work outcomes such as job satisfaction, exhaustion and performance.

## **2) Job characteristics**

In addition to the above, there are several job characteristics that are predictors of emotional labor. Morris and Feldman (1996) routineness of the task and task variety as predictors of emotional labor. While routineness of the task might increase the frequency of emotional displays, it is associated with less attentiveness towards display rules. Additionally, job autonomy has been studied as an antecedent to emotional labor. Job autonomy refers to the extent of control the employees have to adapt to the display rules to fit their own comfortable interpersonal behaviors (Morris and Feldman, 1996). Past studies suggest employees who have job autonomy experience lesser emotional labor (Wharton, 1993). Morris and Feldman (1996) proposed job autonomy might reduce emotional dissonance as employees have the autonomy to respect or violate the organizational rules when there is emotional dissonance.

## **Consequences of Emotional Labor**

The negative consequences of emotional labor has been an important concern for scholars studying emotional labor. Hochschild (1983) argued that emotional labor causes emotional

exhaustion among service employees and the major concern arrives from the loss of control of one's emotions as the organization prescribes (scripts) the display rules. Hochschild argued that more focus on emotional display might lead to employees' alienation and disengagement from job. Wharton (1999) argued that employees can handle the potential consequences of emotional labor in three ways – fusion of self and work role, estrangement between self and work role at the expense of self, or an estrangement between self and work role at the expense of work role. Wharton argues that the first two conditions are psychologically taxing for the employees while the third condition is rather a healthy response to emotional labor (Wharton, 1999). One of the most studied negative consequences of emotional labor is burnout. Additionally, scholars have suggested turnover intention and affective delivery as other important outcomes. In this dissertation, I focus on the negative psychological consequences of burnout and turnover intentions. Hence, the influence of emotional labor on affective delivery is beyond the scope of this dissertation. Nevertheless, it is an important consequence of emotional labor and will be explored in future studies. The following section will discuss about these outcomes in detail.

#### **a) Burnout**

Burnout can be defined as a psychological syndrome experienced by employees involved in services and higher level of customer interactions. Maslach, Schaufeli, and Leiter (2001) put forth three dimensions of burnout namely emotional exhaustion, depersonalization and reduced personal accomplishment. Additionally, past research argue that during burnout individual's feeling get numb and he or she is unable to feel any emotion resulting in detachment and depersonalization. Albrecht and Zemke (1985: 114) refers to this as “contact overload” (c.f. Wharton, 1999). According to Wharton (1999) one of the causes of burnout is when the

employees are unable to maintain distance between their job and self. While the fusion of self and work role (first condition mentioned -above) might be beneficial for the organization in terms of customer satisfaction and job performance, it increases the risk of burnout for the employees as the employee exerts overly to maintain the work role emotions. This implies that contrary to the belief that job involvement reduces burnout, in the case of emotional labor, job involvement might contribute towards burnout (Wharton, 1999). Second cause of burnout is when the employees attempt to acknowledge the difference between their true self and work. This leads to emotive dissonance (Hochschild, 1983) which is harmful to the individual. Hochschild (1983) argues that individuals are known to regulate their emotions either by internalizing the displayed emotions (deep- acting) or faking displayed emotions (surface-acting). A detailed description of deep-acting and surface acting is presented in the next section.

In addition, Wharton (1999) suggest that job autonomy reduces emotional labor as employees can have better control over their emotions and emotional performance, thereby reducing emotional labor. Past research suggests the frequency of interactions cause burnout among service employees (Cordes & Dougherty, 1993; Maslach, 1983; Brotheridge and Grandey, 2002); however Hochschild (1983) suggests the nature of emotional demand also contributes to the emotional labor. In summary, burnout has been concluded as one of the common negative outcomes of emotional labor affecting psychological and physical well-being of individuals. Accordingly, the current dissertation will explore this outcome.

## **b) Turnover Intention**

In addition to burnout and exhaustion, past researchers suggest withdrawal behaviors as a major outcome of emotional labor (e.g. Abraham, 1999; Brotheridge & Lee, 2002; Chau,

Dahling, Levy and Diefendorff, 2009; Cote & Morgan, 2002; Grandey, 2000; Rubin, Tardino, Daus, & Munz, 2005; Zerbe, 2000; c.f. Chau et al., 2009). One of the prominent withdrawal behaviors studied in behavioral studies is turnover. Past studies suggest that turnover is an outcome of negative perceptions of job and withdrawal cognitions. Mobley et al (1979) and Hom & Griffith (1991) suggest that employees evaluate their present jobs and prospective jobs; and generate intentions to quit before they actually quit the job. Hom and colleagues argue that employees' attitudinal evaluations of their job lead to withdrawal cognitions, a job search process and consequently turnover. Additionally, past research suggests intentions as the predictor of behaviors (Ajzen and Fishbein, 1977). Hence, turnover intentions are considered as an important topic in investigating the attitude of the employees at the current job to predict their likelihood of turnover.

In emotional labor research, turnover intentions might form an important outcome as employees might undergo the gradual evaluation process of their job attitudes while handling the daily hassles of emotional regulation. Past research suggests that emotional dissonance is the primary reason for turnover intention among service employees (Abraham, 1999; Zerbe, 2000; c.f. Chau et al., 2009). Cote and Morgan (2002) argued that when employees display positive emotions, they beget similar responses from the customers, thereby amplifying positive emotions that increases job satisfaction and reduces turnover intention. On the corollary, they suggest suppression of negative or unpleasant emotions to decrease job satisfaction and increase turnover intention. Accordingly, surface acting or response-focused emotion regulation characterized by suppressing negative emotions (Schauboreck and Jones, 2000) are associated with increased turnover intentions, while deep acting is associated with positive experiences and hence associated with lesser likelihood of turnover intentions (Chau et al., 2009). Additionally, Chau et

al (2009) found an indirect effect of surface acting on turnover intention through emotional exhaustion and an indirect effect on actual turnover through turnover intentions. Moreover, Chau and colleagues found an indirect negative effect of deep acting on turnover intention and actual turnover, respectively. In other words, it infers that surface acting exhausts the individual and motivates one to actively engage in job search and eventually quit the current job. In addition, Scott and Barnes (2011) argue that the consequent affective states due to emotional labor affect the withdrawal tendencies of an individual. Surface acting being associated with negative affect, is positively associated with increased withdrawal behaviors while deep acting characterized by positive affect would decrease the tendency of withdrawal behaviors. Therefore, emotional regulation of employees affect their intentions to quit.

### **c) Affective delivery**

Affective delivery refers to the extent to which a service is perceived as friendly and warm (Grandey, 2003; Pugh, 2001; Tsai and Huang, 2002). Scholars suggest that affective delivery is perceived by the authenticity of displayed emotions (Ashforth and Humphrey, 1993; Grandey, 2003). Ekman (1992) and Frank, Ekman and Frisien (1993) argue that people can distinguish between authentic and inauthentic smiles. Additionally, people are more likely to be in appositive mood when they see authentic smiles than faked smiles. Past research suggests that affective delivery has implications to organizational outcomes such as customer satisfaction (Brown and Sulzer-Azaroff, 1994), service quality (Pugh, 2001) and behavioral intentions in terms of customer willingness to return and recommend (Tsai, 2001). Tsai and Huang (2002) suggest that employees' positive emotions created positive moods among customers that resulted in customer behavioral intentions.



Affective delivery can be understood as the outcome of an emotional labor episode. Grandey (2003) found that deep acting is positively associated with affective delivery than surface acting. Additionally, Grandey argued that although deep acting involves effort, the pay back in terms of customers' positive emotions and reduced emotional dissonance compensates for the loss of resources to deep act. Moreover, Beal et al (2006) studied how emotion regulation strategies would affect affective delivery as rated by the supervisor and self-perception of affective delivery respectively. Beal and colleagues found that negative emotions had a direct negative relation with affective delivery. However, the emotional regulation strategies of surface acting and deep acting moderated that the relationship. Additionally, the type of strategy was more important for self-perception of affective delivery than supervisor ratings. In conclusion, the affective delivery is affected by the emotional labor and in turn affects organizational outcomes.

## **2.4 Psychological Resilience or Resilience**

### **Definition**

Psychological resilience is defined as the capability to endure and bounce back from such stressful situations or adversities (Luthar and Cicchetti, 2000; Tugade and Fredrickson, 2004; Fletcher and Sarkar, 2013). According to Fletcher and Sarkar (2013), there are two concepts which are of prime importance in understanding resilience – adversity and positive adaptation. Adversities include any negative situations or difficulties ranging from daily hassles and stressors in life to traumatic events or misfortune (Luthar and Cicchetti, 2000; Jackson, Firtko & Edenborough, 2007) while positive adaptations are the developmental actions and competence to enhance the inner strength and well-being during adversities (Luthar and Cicchetti, 2000). In

other words, positive adaptation as a positive reaction to the adversities experienced by the individuals constitute the resilience.

Resilience has been conceptualized as a trait, and/or a process. While some researchers argue resilience could be conceptualized as certain personality characteristics that enable individuals to endure and withstand negative circumstances (Connor and Davidson, 2003); other scholars conceptualize it as a process (e.g. Richardson, 2002; Galli and Vealey, 2008; Egeland, Carlson and Sroufe, 1993). Moreover, Egeland et al., (1993) suggests resilience as a capacity which is developed due to the interaction of individual and the environment. Hence resilience can be conceptualized as a dynamic process rather than a static personality trait. Accordingly, Luthan et al., (2000: 543) defines resilience as a “dynamic process encompassing positive adaptation within the context of significant adversity”. In this dissertation, I focus on resilience as a process. The following section will discuss resilience as a process.

### **Resilience as a Process: Meta Theory of Resiliency and Resilience Theory**

According to the meta-theory of resilience and resiliency, Richardson (2002) conceptualizes resilience as a process. The resiliency model suggests stressors or adversities provide opportunities for growth and increase in protective factors or strengthening resilient qualities, in order to overcome the stress. The model suggests any kind of disruptions (planned or unplanned life events) leads to stress and an individual has the opportunity to choose the outcomes of disruptions. Moreover, an individual accesses the protective factors to overcome stress by passing through the stages of “biopsychospiritual homeostasis, interaction with life prompts, disruption, readiness for reintegration and the choice to reintegrate resiliently, back to homeostasis or with loss” (Richardson, 2002 : 310).

According to the resiliency theory, when an individual experiences a change, stress or adversity, the biopsychospiritual state is disturbed. The situations or life prompts interact with the available protective factors acquired due to prior experiences. If the protective factors are unable to withstand the adversity or stressor, disruption occur and the individual introspects and attempts to adapt to the new situation through a process called reintegration. One type of reintegration which is of interest here is resilient reintegration. Resilient reintegration refers to identifying and strengthening of an individual's resilient qualities or protective factors that help positively adapt to the circumstance or disruption caused. Additionally, resiliency theory suggests that resilience reintegration requires energy to grow and the source of resilience is spiritual. Additionally, Richardson (2002) explained the source of protective factors is derived internally from within the human spirit and also externally from social, ecological and spiritual sources. In other words, some source of energy to build protective factors or resilient qualities come from an individual's surrounding environment in the form of social support (Brennan, 2008) and positive emotions (Tugade and Fredrickson, 2004) and internally in the form of personality (Dunn, Iglewicz, & Moutier, 2008 ), soul and spirituality (Bogar & Hulse- Killacky, 2006; Richardson, 2002;) and self-efficacy (Gu & Day, 2007).

## **2.5 Summary**

This chapter explained the main constructs of the dissertation namely workplace spirituality and emotional labor. Additionally, I have also explained the concept of resilience that is an important part of the process model.

Workplace spirituality can be summarized as a work environment that allows an employee to achieve a connection with the work, workplace and his/her coworkers, thereby attaining transcendence and purposefulness. The four dimensions of workplace spirituality were discussed namely, meaningful work and purpose, sense of community and connection, inner life of the employee, and alignment of values between individuals and the organization. Additionally, I also discussed the major antecedents, consequences of workplace spirituality and past empirical findings on work outcomes.

In addition, this chapter also discussed the definition of emotional labor and how it affects the service employees psychologically. Emotional labor can be summarized as the effort involved by the employees in order to express organizationally desired emotions at work. The main assumption of emotional labor is that employees undergo emotional dissonance when their organizationally desired emotions are not in sync with their inner feelings. Hence, they employ strategies to reduce the dissonance. I discussed the major emotional labor strategies of surface acting and deep acting. Furthermore, I discussed the dimensions of emotional labor namely, frequency of appropriate emotional display, attentiveness to required display rules, variety of emotions to be displayed and emotional dissonance. I also explained the major antecedents and consequences of emotional labor. I have discussed the three major consequences of emotional labor- burnout, turnover intention and affective delivery. The first two are reported as the major negative consequences of emotional labor. Hence, these variables are the outcome variables in this dissertation and is explained in greater detail in the next chapter. Moreover, I have explained resilience and how resilience enables individuals to overcome stress. Additionally I explained how individuals' perception of stress is dependent on their cognitive appraisal of stressors into challenge and threat.

Based on the literature review in this chapter, I will present the research model in the next chapter. The following chapter will discuss the research model and the proposed hypotheses in detail as to how workplace spirituality might be a beneficial framework in organizations, especially for the service employees to mitigate the negative consequences of emotional labor.

## CHAPTER III

### THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

This chapter presents the proposed dissertation model, and discusses the major theoretical frameworks used in the dissertation. Additionally, this chapter puts forth proposed hypotheses that will be empirically tested in the dissertation.

#### **3.1 Research Model and the Overarching Theoretical Framework**

This section sets the basic premise of the research model by integrating the three theoretical frameworks of affective events theory(AET) (Weiss and Cropazano, 1996), the transactional stress theory (TST) (Lazarus and Folkman, 1984; 1986) and job demand-resource model (JD-R model ) (Demerouti et al., 2001; Bakker and Demerouti, 2007). Below, I will explain these three theories used to develop the proposed research model.

#### **Affective Events Theory (AET)**

Affective events theory (Weiss and Cropazano, 1996) emphasizes the affective experiences at the workplace and suggests that affective experiences have a direct influence on behaviors and work attitudes. Weiss and Cropazano (1996) posited that affective reactions are generally in the form of emotions and moods. Additionally, the work environment features have an indirect influence on the affective reactions. Accordingly, the theory suggests that people

react emotionally to work events and that some work events generate positive emotions while others generate negative emotions. Additionally, the theory posits an influence of employees' affective states on work attitudes and outcomes such as job satisfaction and performance. For example, when an employee receives a note of appreciation from a supervisor or a customer, he or she experiences positive emotion that allows him or her to be in a positive affective state. Consequently, the employee treats his/her customers in a good manner thereby improving the productivity. On the other hand, a negative experience from a customer might put the employee in a negative mood and it might affect his/her productivity negatively, on that particular day. The affective events theory also suggests that the affective states of an individual might vary over time. Hence, the implications on the attitudes and behaviors are based on the affective states at a particular point of time.

Affective events theory explains how affective experiences influence cognitive-based behavior such as job satisfaction. Additionally AET clarifies that job satisfaction and affect are two separate constructs and cannot be considered interchangeably. Accordingly, past studies (e.g. Fisher, 2002; Grandey et al., 2002; Ilies and Judge, 2002; 2004) found that prior positive emotions and moods at job fostered increased job satisfaction whereas negative emotions led to reduced job satisfaction. Additionally AET posited that personality characteristics has a profound impact on employees' affective states and how they perceive situations at work (Weiss and Cropanzano, 1996). Additionally AET suggests that the influence of work features such as autonomy, relationship with supervisor, and work load might influence the job satisfaction of employees through the emotions triggered by the events in the work environment (Wegge et al., 2006). Wegge et al (2006) conducted a study among call center employees affirmed on the assumptions of AET that positive emotions had a positive impact on job satisfaction while

negative emotions was negatively associated with job satisfaction. Additionally, the study also studied the relationship with several work features such as autonomy, participation, supervisory support and concern for employee welfare with job satisfaction. They found that the relationship of job satisfaction with these job features were stronger than the relationship of job satisfaction with positive emotions, suggesting the affective route of AET. Therefore, AET explains an affective route to cognitive based attitude and behaviors in the workplace.

### **Transactional Stress Theory (TST)**

Lazarus (1966) explains stress as a transactional process between individuals and the external environment. According to Lazarus and Folkman (1984:21) psychological stress can be defined as “...a relationship between the person and the environment that is appraised by the person as taxing or exceeding his or her resources and endangering his or her well-being”. In other words, stress is a reaction to the environmental demands of the workplace. Therefore, transactional stress theory suggests that the daily events at the workplace can be perceived as stressors when the events exceed the available resources of the individual. Additionally, the perception of stress is based on the cognitive appraisal of the stressor. Cognitive appraisal can be understood as the subjective evaluation of the stressor with respect to its contribution towards the well-being of an individual (Lazarus and Folkman, 1984). Accordingly, Lazarus and Folkman (1984) suggests that emotional reactions to stress are based on the cognitive appraisal of the stressor. Lazarus and Folkman (1984) also emphasized on the individual differences in personality as major factor in appraisals of stressors. Hence, transactional stress theory emphasizes the relational meaning of the personality variables- environment relationship (Lazarus, 1993).



Lazarus and Folkman (1984, 1986) identified three kinds of cognitive appraisals namely primary appraisal, secondary appraisal and reappraisal. Primary appraisal evaluates if the event is (1) irrelevant (does not affect well-being), (2) benign-positive (meaning the event maintains or promotes well-being) or (3) stressful (endangers well-being). Secondary appraisal concerns the coping efforts and evaluation of the outcomes of a stressor. Accordingly, Lazarus and Folkman (1984) and Lazarus (1991) discussed three forms of secondary appraisals of harm/loss, threat and challenge. While harm/loss appraisal refers to the damage which has already occurred by the stress; threat and challenge appraisals refers to the future possibilities of harm or positive possibilities, respectively. Accordingly, threat appraisal emphasizes protection from harm and is associated with negative emotions such as fear, worry, and anxiety. On the other hand, challenge appraisal emphasizes mastering the demands, potential for growth and is associated with positive emotions of hope, confidence and eagerness (Lazarus and Folkman, 1984; Lazarus, 1991). Challenge appraisal and threat appraisal can be understood as two ends of a continuum and they are not necessarily mutually exclusive. Also, a stressor can be viewed as a challenge and a threat simultaneously (Lazarus and Folkman, 1984). Additionally, they also suggest that these two kinds of stress appraisals must be considered separate constructs (Lazarus and Folkman, 1984). Accordingly, I consider challenge and threat as distinct appraisals in this dissertation. Therefore, it can be inferred that challenge and threat appraisals form an integral part of cognitive appraisals of stressors. This dissertation emphasizes the secondary cognitive appraisal of a stressor as a challenge or a threat and its influence on employee behavior and work outcomes. Although reappraisal is beyond the scope of this dissertation, it can be understood as an appraisal of a stressor that follows an earlier appraisal.

To illustrate the secondary cognitive appraisal of stressors, I provide an example. Consider an employee who just got promoted to a managerial position. The promotion has given rise to more job responsibilities that might be time consuming and taxing to the employee and his/her well-being. In other words, it might be a stressor. On the other hand, it might have some tangible and intangible rewards in the form of more autonomy in decision making, as well as a boost in salary, status, pride, and other potential benefits for the employee. The employee has a possibility of appraising the promotion as a challenge or a threat (consistent with transactional stress theory). In this case, the employee is more likely to appraise the stress of promotion as a challenge rather than a threat as it provides potential gains and feeling of accomplishment to the employee. This is consistent with Selye (1982) discussion on eustress (positive stress that creates feeling of achievement) (c.f. Boswell, Olson-Buchanan, J. B., & LePine, 2004).

In the same vein, Cavanaugh, Boswell, Roehling, and Boudreaus (2000) argues that stress associated with positive work outcomes are very different from stress associated with negative work outcomes. They categorized self –reported stressors into challenge-related stressors and hindrance-related stressors. Challenge related stressors are job demands that are associated with some positive experiences to the employees while hindrance related stressors were associated with negative experiences in terms of hindrance to employee’s goals (Cavanaugh et al., 2000). Accordingly some challenging workload, high responsibility, time pressure (McCauley et al., 1994; c.f. Cavanaugh et al., 2000) are generally categorized as challenge related stressors while organizational politics, red tape and job security (Ivancevich, 1986; Ivancevich, Matteson and Pateson, 1982; c.f. Cavanaugh et al. , 2000) are categorized as hindrance- related stressors. Hence, in the above-mentioned example, the employee might appraise promotion as a challenge stressor

rather than a hindrance stressor. Accordingly, positive appraisal of the stressor (promotion) might have a positive influence on work outcomes such as job satisfaction and associated with desirable work outcomes such as less work withdrawal, less intention to quit while hindrance stressors are more associated with undesirable outcomes such as strong intention to quit, more withdrawal and counter-productive behaviors (e.g. Boswell, et al., 2004; Cavanaugh et al., 2000).

### **Job Demand Resource Model (JD-R)**

Job demand – resource model (Demerouti, Bakker, Nachreiner, and Schaufeli, 2001; Bakker and Demerouti, 2007) is based on the assumption that any job has certain characteristics that can be categorized as job demands and job resources. Job demands refers to the psychological, physical, social, and organizational aspects of the job that require certain cognitive or emotional efforts from the employees such as work pressure, emotional demands, and unfavorable work environment (Bakker and Demerouti, 2007). On the other hand, job resources are the physical, psychological, social or organizational aspects of the job that facilitate in achieving work goals, help in the personal growth and enhancement of the employees or reduce the job demands and associated costs (Bakker and Demerouti, 2007). For example, job resources are pay, career opportunities, job security, supervisor, coworkers, team climate, organization of work in terms of role clarity, decision making, and various aspects of the task such as skill variety, task identity, significance, feedback and performance (Bakker and Demerouti, 2007). The model suggests that the job demands can turn into stressors when the effort it requires from the employees exceeds the available resources. Therefore, JD-R model purports that job resources enable individuals to overcome the strain caused by the job demands. Additionally, JD-R emphasizes the interplay of job demands and job resources in buffering the job strain. Demerouti et al (2001) and Bakker and

Demerouti (2007) suggest that job characteristics in the form of job demands and job resources play a vital role in explaining how certain job resources buffer the impact of certain job demands and reduce job strain. Accordingly, social support from supervisors and coworkers is considered as a job resource in alleviating the negative influence of job demands and job strain (e.g. Van der Doef and Maes, 1999; c.f. Bakker and Demerouti, 2007).

Job demand-resource model suggests that chronic job demands such as emotional demands deplete the available physical and psychological resources of the employees and lead to exhaustion (e.g. Demerouti et al., 2001). Additionally, JD-R suggests that job resources acts as a source of intrinsic motivation and extrinsic motivation, thereby leading to high work engagement, low cynicism, and increase in performance. In addition, JD-R model emphasizes the importance of job characteristics in understanding employee behavior. It is consistent with job characteristics model of Hackman and Oldham (1980) that emphasizes motivation potential of a job based on the critical resources it offers to the employees (Bakker and Demerouti, 2007).

Furthermore, JD-R also proposes that job resources have a greater motivation potential when the job demands are high. This is consistent with Conservation of resources theory (Hobfoll, 1989; 2001; 2002) that posits when individuals seek to protect or conserve resources when they perceive its loss. Accordingly, when employees are confronted with high job demands (i.e. loss of job resources), they attempt to protect and enhance the job resources. In other words, individuals perceive greater job strain when they do not have adequate resources to overcome the loss due to job demands (Bakker and Demerouti, 2007).

Past studies (e.g. Bakker et al., 2003; Bakker et al 2004) used job demand-resource model to understand how job demands predict job strain and job resources predict work outcomes. Additionally, other studies (e.g. Xanthopoulou et al., 2007; Bakker et al., 2004) applied JD-R to

study employee well-being, performance and burnout. Bakker et al (2004) found that job demands such as emotional demand and work pressure were important antecedents of burnout. Additionally they also found job resources such as autonomy and social support were important predictors of extra role performance. Furthermore, Demerouti et al (2001) found that job demands were positively related to burnout while job resources negatively related to job disengagement. Bakker et al (2005) found that the employees were buffered from high levels of burnout due to job demands such as work load, emotional demands, physical demands and work-home interference because of job resources such as autonomy, feedback, and social support. Therefore JD-R suggests that the strain due to job demands can be alleviated with job resources.

### **3.2 An Integrated View of Workplace Spirituality and Emotional Labor**

This proposed model in the dissertation rests on the three theories of Affective Events Theory (AET), Transactional stress Theory (TST) and Job Demand Resources Model (JD-R). From the above discussion, it can be inferred that AET suggests that work events and work environment play a vital role in the emotional reactions (positive and negative emotions) at the workplace and these reactions might influence the attitudes and behaviors of the employees (Weiss and Cropazano, 1996). Drawing from the transactional stress theory, individuals evaluate the transactions (daily hassles or uplifts) in the workplace as stressors based on how the events might contribute towards to their well-being. In other words, employees cognitively appraise the emotional demands (stressors) in the workplace as either a challenge or a threat. According to the AET, Weiss and Cropazano (1996) suggested that dispositions of individuals influence their affective reactions to situations or events in the workplace. Folkman, Lazarus, Gruen and DeLongis (1986) suggest that individuals have a characteristic way of appraising stress and coping.

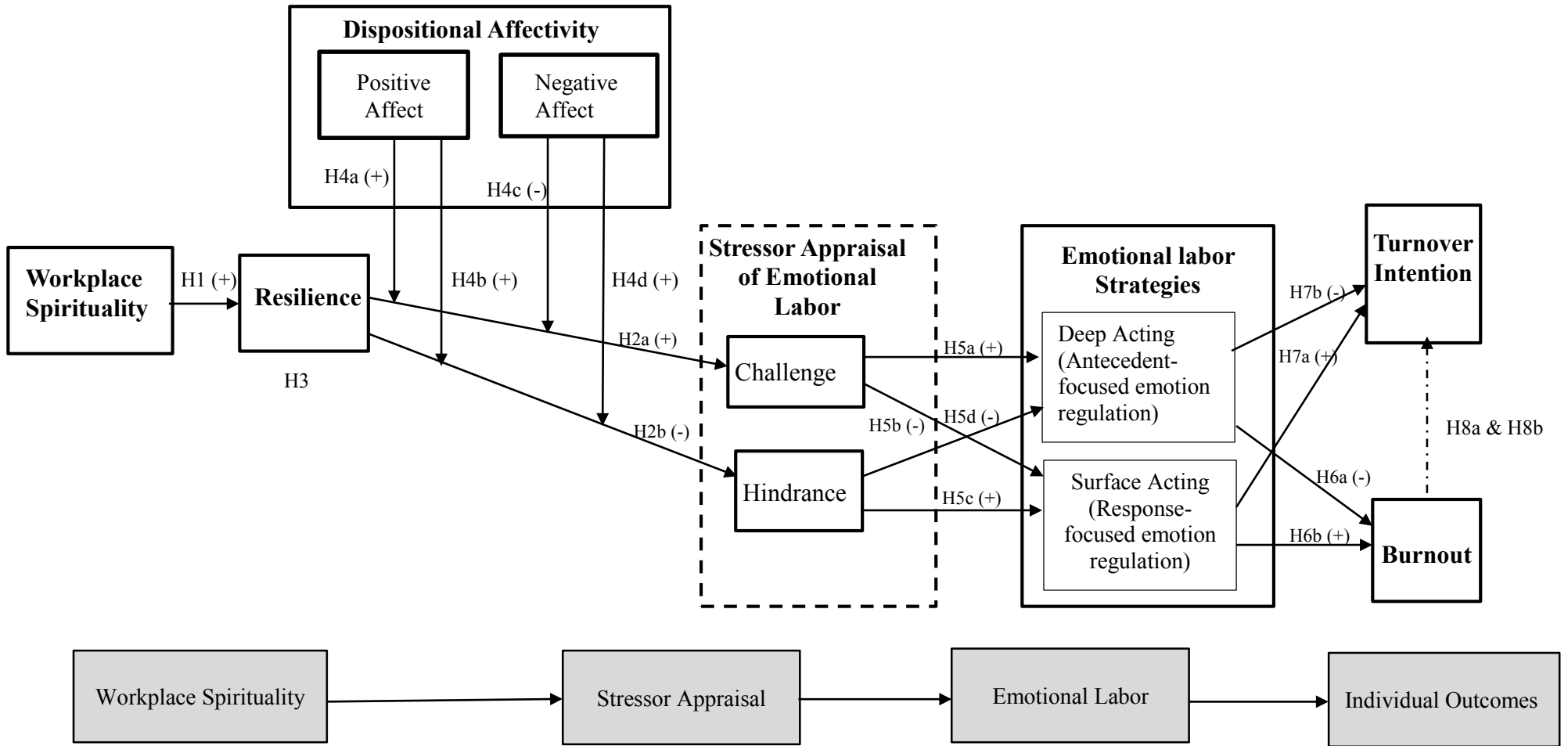
Additionally, past researchers (e.g. Bolger and Schilling, 1991; Bolger and Zackerman, 1995) found the influence of individual dispositions due to personality had an influence on the way individuals perceive and react to stress.

In addition to individual dispositions (Lazarus and Folkman, 1984; Folkman et al., 1986) Brief and George (1995) argued work contexts to have a significant and consistent influence on the stress appraisals (c.f. LePine et al., 2005). Job demand resource model (Demerouti et al 2001; Bakker and Demerouti, 2007), argues that employees working under similar job demands and job resource conditions might appraise stressors in a similar manner. Additionally, perception of the employees about the work environment affects their perception of job demands and job resources (Zapf et al (1996). Additionally, drawing from the JD-R model, I argue workplace spirituality can be viewed as a job resource (organizational aspect) that facilitates employees overcome the strain caused by job demands.

From the above discussions, in the context of my dissertation, where emotional labor is considered as a prime stressor for employees in service jobs, I propose that an organization perceived to be having workplace spirituality serves as an intervention and influences the cognitive appraisal of emotional labor per se. Additionally, I argue that workplace spirituality will act as a job resource and facilitate employees in managing the job demands of emotional labor.

Based on the above theories, Figure 4 presents a process model explaining the relationship between workplace spirituality and emotional labor. The unit of analysis of this model is the individual (employee). Accordingly, all the variables considered in the model are individual-focused or employee-focused and the measures include perceptions of individuals or employees.

FIGURE 4. Process Model Explaining Relationship between Workplace Spirituality and Emotional Labor



### **3.3 Workplace Spirituality and Resilience**

In this dissertation, I argue that workplace spirituality is positively related to resilience for the following reasons. Past research suggests resilience as a positive adaptation to stress or adversities (Luthar and Cicchetti, 2000; Tugade and Fredrickson, 2004; Fletcher and Sarkar, 2013). Based on the discussion of integrated view of affective events theory, transaction stress theory and job demands-resource model, I argue that any workplace will have daily hassles that can cause stressful experiences to employees. Additionally, in the context of the dissertation, emotional labor is a stressor for employees in service jobs. Therefore, employees experience stress at work and would need some protective factors (resilience) in order to face the stressful circumstances at work.

Drawing from the Meta theory of resiliency and resilience theory (Richardson, 2002), it can be argued that individuals derive protective factors such as positive emotions (Tugade & Fredrickson, 2004) and social support (Brennan, 2008), through their interaction with external sources in the work environment. Accordingly, I argue that workplace spirituality will provide a positive work environment that facilitates as a source of acquiring protective factors for employees to endure and overcome the psychological stressors (emotional labor) at the workplace. Past scholars posited workplace spirituality facilitates a sense of connection among employees themselves, within the workplace and with the larger community (e.g. Ashmos and Duchon, 2000; Giacalone and Jurkiewicz, 2003; Jurkiewicz and Giacalone, 2004; Krinjersky and Skrypnek, 2004) that enhances social support in the workplace. Additionally, resilience research emphasizes the importance of sense of community and social support in building resilience (Dolan & McGrath, 2006; Giiligan, 2001; Pinkerton & Dolan, 2007; c.f. Brennan, 2008). Additionally, I argue that workplace spirituality also enables an environment which caters to the



spiritual quest of individuals (Ashmos and Duchon, 2000; Duchon and Plowman, 2005) where individuals can realize their spiritual source of energy to endure stressors or adversities (Richardson, 2002). Moreover, Giacalone and Jurkiewicz (2003) posit that workplace spirituality creates an environment of transcendence of joy and completeness.

From the above discussion, I argue that workplace spirituality gives rise to positive experiences in the workplace, which will have a strong association with psychological resilience (Tuagade and Fredrickson, 2004). Furthermore, workplace spirituality manifests in the form of meaningfulness, personal fulfillment, mutual respect and trust (e.g. Ashmos and Duchon, 2000; Giacalone and Jurkiewicz, 2003; Mitroff, 2003) which can act as resilient qualities or protective factors to overcome stressors such as emotional labor in the workplace. Hence, I hypothesize the following relationship between workplace spirituality and resilience as –

**Hypothesis 1:** The perception of workplace spirituality in an organization is positively related to resilience among the employees.

### **3.4 Resilience and Stressor Appraisal of Emotional Labor**

Based on the proposed model, I argue resilience affects the way service employees will appraise emotional labor in the workplace. Based on the cognitive appraisal of stressors discussed in Lazarus and Folkman (1984) and stressor appraisal of challenge and hindrance (Cavanuagh, et al., 2000), I argue that resilience will be positively associated with challenge appraisal of emotional labor and negatively related to hindrance appraisal of emotional labor for the following reasons.

First, the grounded theory of psychological resilience (Fletcher and Sarkar; 2012) suggests that psychological resilience affects the way individuals evaluate stressors. It is based on the meta-cognition and positive evaluation of stressors. Meta-cognition can be understood as the control and knowledge of an individuals' thought (cognition) about themselves and others. It enables individuals to be aware of their goals and beliefs, and make strategies to achieve them (Flavell, 1979). In the context of stressors, meta-cognition enables individuals to confront adversities by being self-aware and knowing about themselves and the situation. Additionally, they are able to figure out specific strategies and goals to overcome the demanding situations (Fletcher and Sarkar, 2012).

In addition, Fletcher and Sarkar posited that challenge appraisal and meta-cognition enrich psychological factors of positive personality, motivation, confidence, focus, and perceived social support within the individuals. Additionally, these mental processes promoted "facilitative responses" (Fletcher and Sarkar, 2012: 674) enabling individuals to overcome the demands of adversity, leading to better performance. In their study, Fletcher and Sarkar found the majority of the Olympic champions in the sample, especially those who won gold medals had encountered some kind of stressors in their life, sometimes which were very highly demanding adversities.

Furthermore, Fletcher and Sarkar (2013) suggests that the protective factors contributing to resilient qualities promote positive appraisal of stressors and prevent individuals from negative appraisal of stressors. Accordingly, Fletcher et al., (2006) (c.f. Fletcher and Sarkar, 2013) and Tugade and Fredrickson (2004) suggests that resilience is associated with positive appraisal of stressors. Waller (2001) argues that resilience can be considered as an interplay between the individual and the environment. Therefore, it can be argued that when individuals are resilient, they are more likely appraise stressors as more challenging than a hindrance to their work goals.

Hence, I hypothesize the following:

**Hypothesis 2a:** Resilience is positively related to appraisal of emotional labor as a challenge stressor. In other words, when employees are resilient, they are more likely to perceive emotional labor as challenge-related stressor or challenge stressor.

**Hypothesis 2b:** Resilience is negatively related to appraisal of emotional labor as a hindrance stressor. In other words, when employees are resilient they are less likely to perceive emotional labor as a hindrance-related stressor or hindrance stressor.

### **3.5 Mediating Role of Resilience on Workplace Spirituality – Stressor Appraisal of Emotional Labor Relationship**

Based on the proposed model, I argue that resilience will mediate the relationship between workplace spirituality and stressor appraisal of emotional labor. I present my reasoning for the argument in the following paragraphs.

First, I argue that work contexts influence the cognitive appraisal of stressors (Brief and George, 1995). Additionally, job demand resource model (JDR) (Demerouti et al 2001; Bakker and Demerouti, 2007) suggests that employees working under similar job demands and job resource conditions might appraise stressors in a similar manner. Moreover, Zapf et al (1996) suggests that the employees' perception of the work environment affects their perception of job demands and job resources. Accordingly, employees who perceive their work environment to manifest workplace spirituality will perceive it as a job resource.

In addition, resilience theory suggests that workplace spirituality acts as an external source for building protective factors to overcome stress at workplace. Additionally, drawing

from the JDR model (Demerouti et al 2001; Bakker and Demerouti, 2007), I argue that cognitive appraisal of emotional labor as a challenge will enable the individuals to expend their available job resources in the form of workplace spirituality towards the job demand in the form of emotional labor. Therefore, I propose resilience as a mediator between workplace spirituality and challenge appraisal of emotional labor.

**Hypothesis 3a:** Resilience mediates the relationship between workplace spirituality and challenge appraisal of emotional labor.

**Hypothesis 3b:** Resilience mediates the relationship between workplace spirituality and hindrance appraisal of emotional labor.

### **3.6 Moderating role of Dispositional Affectivity on Resilience- Stressor Appraisal of Emotional Labor Relationship**

In the proposed dissertation model, I argue that dispositional affectivity of an individual will moderate the relationship between resilience and stressor appraisal of emotional labor. I argue that the resilience (protective factors due to positive environment) derived from a work environment manifesting workplace spirituality will interact with the dispositional affectivity of an individual and affect the stressor appraisal of emotional labor. Below is my reasoning behind the argument.

First, I emphasize on resilience as a dynamic process of positive adaptation against stressor (Luthar, Cicchetti & Becker, 2000) developed over time because of the interplay between individuals and their environment (Egeland, Carlson and Sroufe, 1993). Additionally, high resilience is associated with positive emotions (Tugade and Fredrickson, 2004; Fletcher and

Sarkar, 2012). Resilience theory (Richardson, 2002) suggests that protective factors are derived from the environment. Accordingly, I argue that positive emotions are acquired from workplace spirituality in the form of protective factors, in addition to social support, sense of accomplishment and so on. Lazarus (1993) suggests the relational meaning associated with appraisal of stressors and emotions results in affective states. Additionally, the personality variables and the environmental characteristics together have an influence on the appraisal of relational meaning. Accordingly, positive emotions are associated with challenge appraisals and negative emotions are associated with hindrance appraisals of emotional labor. Therefore, dispositional affectivity of an individual will interact with the externally acquired positive emotions to strengthen or weaken the relationship between resilience and stressor appraisal of emotional labor.

I examine the dispositional affectivity of individuals based on the two factor model of affectivity (Watson and Tellegen, 1993). Watson and Tellegen (1985) describes affectivity in terms of Positive Affect (PA) and Negative Affect (NA). Positive affect and negative affect explains the general emotional reactions of individuals with respect to the environment around them. Watson and Tellegen (1985) explains positive affect as the extent to which an individual feels positive including expressions of enthusiasm, alertness and high energy in general. In contrast, negative affect is the extent to which an individual has a general tendency to be in negative state of emotions expressed in terms of anger, displeasure, disgust, nervousness. Individuals who are low in positive affect express sadness and lethargy while individuals low in negative affect are generally calm (Watson and Tellegen, 1985).

According to the broaden-and-build theory of positive emotions (Fredrickson, 1998, 2001), experiences of positive emotions broadens people's thought- action repertoires

momentarily and enables them to acquire resources to endure negative situations or stressors. In other words, positive emotions or experiences broadens an individual's' thoughts and enable them to explore and take in novel information and expand resources to overcome negative experiences. In contrast, Fredrickson suggests negative emotions to narrow one's thought- action repertoire and is associated with negative reactions.

Additionally, Lazarus and Folkman (1984, 1991) suggests challenge appraisal of stressors are associated with positive emotions while threat appraisals are associated with negative emotions towards the stressors. Therefore, I argue that positive experiences from the workplace facilitate individuals to appraise stressors in a positive light, as a challenge stressor. However, the interaction of the dispositional affectivity of the individual and the external positive emotions acquired from the work environment might affect the appraisal of stressors.

From the above arguments, I propose that dispositional positive affect of an employee will positively moderate the resilience- challenge appraisal of emotional labor while the dispositional negative affect of an individual will negatively moderate the relationship between resilience and hindrance appraisal of emotional labor. Hence, the hypothesized relationships are as follows-

#### *Positive Affect*

**Hypothesis 4a:** The dispositional positive affect of the individual moderates the relationship between resilience and appraisal of emotional labor as a challenge stressor in such a way that the positive relationship between them will be strengthened.

**Hypothesis 4b:** The dispositional positive affect of the individual moderates the relationship between resilience and appraisal of emotional labor as a hindrance stressor, in such a way that the negative relationship between them will be strengthened.

*Negative Affect*

**Hypothesis 4c:** The dispositional negative affect of the individual moderates the relationship between resilience and appraisal of emotional labor as a challenge stressor, in such a way that the positive relationship between them will be weakened.

**Hypothesis 4d:** The dispositional negative affect of the individual moderates the relationship between resilience and appraisal of emotional labor as a hindrance stressor, in such a way that the negative relationship between them will be weakened.

### **3.7 Stressor Appraisal of Emotional Labor and Emotional Labor Strategies**

Based on the proposed model, I argue that the cognitive stressor appraisal of emotional labor will be associated with the emotional labor strategies employed by the employees to manage emotional labor. I argue a challenge appraisal of emotional labor will be associated with deep acting strategy while a hindrance appraisal of emotional labor will be associated with surface acting emotional strategy for the following reasons.

I draw from two theories namely emotion regulation theory (Gross, 1998a, 1998b; Grandey, 2000) and control theory perspective of emotional labor (Diefendorff and Gosslerland, 2003) to base my arguments. Emotion regulation theory (Gross, 1998a, 1998b) suggests that individuals respond to external stimuli with emotions and the individuals can regulate emotions

at two intervention points- (1) where the individual modifies the situation or perception of the situation to adjust their emotional reactions called antecedent-focused emotion regulation or (2) where the individual modifies or manipulates the emotional response to the situation called response-focused emotion regulation or response modulation (Gross, 1998a, 1998b).

Accordingly, Grandey (2000) mirrored antecedent –focused emotion regulation to deep acting and response-focused emotion regulation to surface acting. Also, Grandey discussed attentional deployment and cognitive change as the two techniques of antecedent-focused emotion regulation relevant in the context of service employees. While attentional deployment involves thinking about any event that trigger certain emotions required by the individuals in a situation, cognitive change involves reappraising the situation so that the emotional impact is reduced (drawn from cognitive appraisal described in Lazarus and Folkman (1986), and Lazarus (1991)). Hence, deep acting involves modifying internal thoughts and feelings to express genuine emotions (Grandey, 2000). Additionally, Totterdell and Holman (2003) suggests deep acting is associated with positive emotions and performance.

Drawing from the control theory perspective on emotional labor (Diefendorff and Gosslerland, 2003) suggests that when an individual perceives discrepancy between his/her emotional display and display rules, he/ she perceives the need for emotion regulation strategies. Additionally, the emotion regulation strategies might be dependent on whether this discrepancy is anticipated or unexpected. Diefendorff and Gosslerland (2003) posits that when the discrepancy is anticipated, individuals might be able to manage the situations in a proactive manner and hence the emotion strategy used in such situations is antecedent-focused emotion regulation (Gross, 1998a, 1998b) or deep acting (Hochschild, 1983). In contrast, when the discrepancy is unexpected or not anticipated, individuals might not have the opportunity to



manage the situation, hence the emotion regulation strategy used is response-focused emotion strategy (Gross, 1998a, 1998b) or surface acting (Hochschild, 1983). Furthermore, applying expectancy theory (Vroom, 1964) to explain the motivation of employees or individuals to follow display rules they posited that an individual will be motivated to display organizationally desired emotion if he/she believes that displaying those emotions will lead to a positive outcome. On the other hand, the individual will have low motivation if the displayed emotion is effortful or the outcome of the effort of displaying that is uncertain or unclear (Diefendorff and Gosslerland; 2003).

Past research found that deep acting has fewer cognitive costs involved as compared to surface acting, which makes surface acting detrimental to the employees (Richards and Gross, 2000). Additionally, surface acting was found to have greater association with emotional exhaustion than deep acting (Brotheridge & Grandey, 2002; Brotheridge and Lee, 1998; 2002; Grandey, 2003). Therefore, drawing from the above discussion, given the abundance of job resources available to the employees because of workplace spirituality in the form of a climate of authenticity and meaningfulness, I argue that employees are more likely to use the deep acting or antecedent- focused emotion regulation as a strategy to manage emotional labor. Additionally, Le Pine et al (2005) suggests that challenge appraisal of stressors are associated with high motivation in individuals to actively engage in meeting the job demands of emotional labor while hindrance stressor is associated with low motivation and passively meeting the demands of emotional labor.

From the above discussion, I propose that in a work environment manifested by work spirituality, the employees are more likely to appraise emotional labor as a challenge stressor and will consequently use deep acting (antecedent-focused) emotional strategy. Alternatively, in a

work environment perceived to be manifested by workplace spirituality, the employees are less likely to perceive emotional labor as a hindrance stressor. Therefore, they are less likely to resort to surface- acting as an emotional labor strategy.

**Hypothesis 5a:** There is a positive correlation between stressor appraisal of emotional labor as a challenge stressor and deep acting (antecedent-focused emotion regulation) as an emotional labor strategy.

*The more the employees appraise emotional labor as a challenge, they are more likely to resort to deep acting (antecedent- focused emotion regulation) as an emotional labor strategy.*

**Hypothesis 5b:** There is a negative correlation between stressor appraisal of emotional labor as a challenge stressor and surface acting (response-focused emotion regulation) as an emotional labor strategy.

*The more the employees appraise emotional labor as a challenge, they are less likely to resort to surface acting (response- focused emotion regulation) as an emotional labor strategy.*

**Hypothesis 5c:** There is a positive correlation between stressor appraisal of emotional labor as a hindrance stressor and surface acting (response-focused emotion regulation).

*The more the employees appraise emotional labor as a hindrance stressor, they are more likely to resort to surface acting (response- focused emotion regulation) as an emotional labor strategy.*

**Hypothesis 5d:** There is a negative correlation between stressor appraisal of emotional labor as a hindrance stressor and deep-acting (antecedent-focused emotion regulation).

*The more the employees appraise emotional labor as a hindrance stressor, they are less likely to resort to deep acting (antecedent-focused emotion regulation) as an emotional labor strategy.*

### **3.8 Emotional Labor Strategies and Individual Outcomes –Burnout**

In this dissertation, I argue that the emotional labor strategies used by the employees are related to extent of the burnout experienced by them. I argue deep acting emotional strategy to be negatively related to burnout while surface acting emotional strategy to be positively related to burnout. I present my reasoning for the argument in the following paragraphs.

First, I argue that deep acting is associated with authenticity and greater control of individuals over their emotions. Tolich (1993) suggested that emotional labor can be rewarding despite the effort involved (c.f. Brotheridge & Grandey, 2002). Past studies suggest deep acting is associated with a greater sense of accomplishment and customer satisfaction (Brotheridge and Grandey, 2002). Therefore, employees are less likely to get strained when they involve in deep acting as compared to surface acting. On the other hand, past studies (Hochschild, 1979, 1983; Ashforth and Humphrey, 1993) suggest surface acting involves faking emotions and is inauthentic. Additionally surface acting over time might result in detachment from one's true feelings and other's feelings and might eventually lead to depersonalization. Moreover, surface acting is associated with feeling of reduced personal accomplishment when the effort does not meet customer satisfaction (Ashforth and Humphrey, 1993; Brotheridge, 1999; c.f. Brotheridge and Grandey, 2002). Also, Brotheridge and Grandey (2002) and Brotheridge and Lee (2002)

found surface acting to be related to emotional exhaustion. In addition, Cote and Morgan (2002) suggest that response-focused emotional regulation (surface acting) leads to increased signs of strain than when individuals are involved in antecedent- focused emotion regulation (deep acting).

Second, drawing from control theory perspective of emotional labor (Diefendorff and Gosslerland, 2003) and expectancy theory (Vroom, 1964), employees will feel more accomplished when the effort expended in managing displayed rules is purposeful and value of outcome is perceived as beneficial by the employees. Ashforth and Humphrey (1993) argued that authentic expressions have a beneficial outcome. Accordingly, Ashforth and Humphrey (1993) affirmed that deep acting is associated with customer satisfaction when customers perceive the emotions displayed are genuine. Moreover, Grandey (2003) found deep acting was unrelated to emotional exhaustion, and Philip and Schupbach (2010) found that fostering deep acting reduces emotional exhaustion over longer periods of time. On the other hand, surface acting is associated with lesser control and more taxing for the employees as there is a greater discrepancy between felt and displayed emotions. Additionally surface acting is associated with sense of guilt and dissatisfaction (Hochschild, 1983; Brotheridge and Grandey, 2002). Muraven and Baumeister (2000) suggest that emotional control in emotional labor depletes the available resources that lead to emotional exhaustion. Hence, I hypothesize the following-

**Hypothesis 6a:** Deep acting (Antecedent –focused emotion regulation) will be negatively related to burnout.

**Hypothesis 6b:** Surface-acting (Response- focused emotion regulation) will be positively related to burnout.

### **3.9 Emotional Labor Strategies and Individual Outcomes –Turnover Intentions**

In the dissertation model, I argue that emotional labor strategies will be related to turnover intention of the employees. I predict that deep- acting emotional labor strategy will be associated with lesser intentions of turnover while surface- acting will be associated to greater intentions of turnover. Additionally, I argue that employees are more likely to have intentions to quit when they experience burnout. I have presented my reasoning behind the arguments in the following paragraphs.

Past research in emotional labor literature suggests withdrawal behaviors such as intention to turnover as an important individual outcome (e.g. Brotheridge and Lee, 2002; Grandey, 2000). Research in attitudes and behaviors suggest the cognition or the intention as a proximal predictor to behaviors –theory of planned behavior (Ajzen, 1991; Ajzen & Fishbein, 1977; Madden, Ellen, & Ajzen, 1992). Accordingly, intention to turnover is a significant predictor of actual turnover (Mobley, Griffith, Hand & Meglino, 1979, c.f. Chau, Dahling, Levy and Diefendorff, 2009). Brotheridge and Grandey (2000) argued burnout is related to increased intention to leave and reduced performance. Additionally, Zerbe (2000) showed that emotional dissonance resulted in increased turnover intentions.

In addition, applying job-demands resource theory (Demerouti et al., 2001), the more the individuals expend resources on emotion regulation, the more likely they are more likely to develop withdrawal behaviors (Grandey, 2000; Brotheridge and Grandey, 2002), turnover intention being one of them. Additionally, Frijda ( 1994, 2007) suggests that surface acting is positively associated with increased negative work attitudes and reports of work withdrawal behaviors while deep acting is positive attitudes and negatively associated with withdrawal behaviors (c.f. Scott and Barnes, 2011). Additionally, past studies have shown that emotional

exhaustion (burnout) is positively related to turnover intentions (Cropanzano, Rupp, & Byrne, 2003; Westman & Eden, 1997; Chau et al., 2009). Therefore, I argue burnout to have a mediating role in turnover intentions of the service employees.

In addition to the above, I argue that the different emotion regulation strategies of surface acting and deep acting will have both a direct and indirect relationship with turnover intention. From the burnout literature, it is evident that surface acting is an antecedent to emotional exhaustion due to the inauthenticity involved in surface acting and expend more effort is emotionally draining as compared to deep acting (e.g. Bono and Vey, 2005; Brotheridge and Lee, 2002; Brotheridge and Grandey, 2002). Additionally, Chau et al (2009) found that emotional exhaustion partially mediated the relation between surface acting and turnover intention. I propose a similar indirect relationship between surface acting and turnover intentions. In addition, I also argue that surface acting will have a direct relationship with turnover intention. Surface acting is known to more taxing as the individual puts in effort to reduce the emotional dissonance by suppressing true feelings at the surface. Along with the inauthenticity involved in surface acting, it is generally related to negative experiences and outcomes in terms of customer expectations and affective delivery (e.g. Beal et al, 2006; Grandey, 2000; Brotheridge and Grandey, 2002; Erickson and Wharton, 1997). Also, in surface acting, individuals are susceptible to reveal negative emotions and this requires greater self-regulation to suppress this over a period of time. This infers that they are more likely to evaluate the job as emotionally demanding and have higher chances to exhibit withdrawal behavior (Grandey, 2000). On the other hand, in deep acting, individuals reappraise the situations and change felt emotions internally. This is accompanied by authenticity and positive experiences and positive outcomes in terms of service performance (Brotheridge and Grandey, 2002; Totterdell and Holman, 2003). Additionally,

Richards and Gross (2000) suggests that deep acting involves fewer cognitive costs as compared to surface acting. Hence, there are lesser chances for individuals to evaluate the emotional labor as stressful and consequently they are less likely to perceive a need to leave the job or organization (Grandey, 2000). Therefore, I hypothesize the following-

*Direct effect of emotion regulation on turnover intention*

**Hypothesis 7a:** Response-focused emotion regulation (surface acting) has a positive relationship with turnover intention.

**Hypothesis 7b:** Antecedent-focused emotion regulation (deep acting) has a negative relationship with turnover intention.

*Indirect effect of emotion regulation on turnover intention*

**Hypothesis 8a:** Burnout mediates the positive relation between response –focused emotion regulation (surface acting) and turnover intention

**Hypothesis 8b:** Burnout mediates between the negative relation between antecedent-focused (deep acting) and turnover intention.

### 3.10 Summary of Hypotheses

Table 2: Summary of Research Hypotheses

H1	<p><b>Workplace Spirituality and Resilience</b></p> <p>The perception of workplace spirituality in an organization is positively related to resilience among the employees</p>
H2	<p><b>Resilience and Stressor Appraisal of Emotional Labor</b></p> <p>Hypothesis 2a: Resilience is positively correlated to appraisal of emotional labor as a challenge stressor.</p> <p>Hypothesis 2b: Resilience is negatively correlated to appraisal of emotional labor as a hindrance stressor.</p>
H3	<p><b>Mediating Role of Resilience on Workplace Spirituality- Stressor Appraisal of Emotional Labor Relationship</b></p> <p>Resilience mediates the relationship between workplace spirituality and challenge stressor appraisal of emotional labor.</p> <p>Resilience mediates the relationship between workplace spirituality and hindrance appraisal of emotional labor.</p>
H4	<p><b>Moderating role of Dispositional Affectivity on Resilience- Stressor Appraisal of Emotional Labor Relationship</b></p> <p>Hypothesis 4a: The dispositional positive affect of the individual moderates the relationship between resilience and appraisal of emotional labor as a challenge stressor in such a way that the positive relationship between them will be strengthened.</p> <p>Hypothesis 4b: The dispositional positive affect of the individual moderates the relationship between resilience and appraisal of emotional labor as a hindrance stressor, in such a way that the negative relationship between them will be strengthened.</p> <p>Hypothesis 4c: The dispositional negative affect of the individual moderates the relationship between resilience and appraisal of emotional labor as a challenge stressor, in such a way that the positive relationship between them will be weakened.</p> <p>Hypothesis 4d: The dispositional negative affect of the individual moderates the relationship between resilience and appraisal of emotional labor as a hindrance stressor, in such a way that the negative relationship between them will be weakened.</p>



H5	<p><b>Stressor Appraisal of Emotional Labor and Emotional Labor Strategies</b></p> <p>Hypothesis 5a: There is a positive correlation between stressor appraisal of emotional labor as a challenge stressor and deep acting (antecedent-focused emotion regulation).</p> <p>Hypothesis 5b: There is a negative correlation between stressor appraisal of emotional labor as a challenge stressor and surface acting (response-focused emotion regulation).</p> <p>Hypothesis 5c: There is a positive correlation between stressor appraisal of emotional labor as a hindrance stressor and surface acting (response-focused emotion regulation).</p> <p>Hypothesis 5d: There is a negative correlation between stressor appraisal of emotional labor as a hindrance stressor and deep-acting (antecedent-focused emotion regulation).</p>
H6	<p><b>Emotional Labor Strategies and Individual Outcomes –Burnout</b></p> <p>Hypothesis 6a: Deep acting (Antecedent –focused emotion regulation) will be negatively related to burnout.</p> <p>Hypothesis 6b: Surface-acting (Response- focused emotion regulation) will be positively related to burnout.</p>
H7	<p><b>Emotional Labor Strategies and Individual Outcomes - Turnover intentions</b></p> <p><i>Direct Effect of emotion regulation on turnover intention</i></p> <p>Hypothesis 7a: Response-focused emotion regulation (surface acting) has a positive relationship with turnover intention.</p> <p>Hypothesis 7b: Antecedent-focused emotion regulation (deep acting) has a negative relationship with turnover intention.</p>
H8	<p><b>Emotional Labor Strategies and Individual Outcomes - Turnover intentions</b></p> <p><i>Indirect Effect of emotion regulation on turnover intention</i></p> <p>Hypothesis 8a: Burnout mediates the positive relation between response –focused emotion regulation (surface acting) and turnover intention</p> <p>Hypothesis 8b: Burnout mediates between the negative relation between antecedent-focused (deep acting) and turnover intention.</p>

## CHAPTER IV

### RESEARCH DESIGN AND METHODOLOGY

This chapter presents the research design and methodology to empirically test the hypothesized relationships explaining how workplace spirituality affects emotional labor and its psychological outcomes. The chapter discusses the following topics: - (1) Research approach, (2) Sample frame, (3) Data collection procedure and the (4) Measures used in the study (4) Analytical Approach are discussed. Survey questionnaire used to collect the data is presented. Finally, the data analysis technique is discussed.

#### **4.1 Research Approach – Survey Research**

This dissertation used self-administered, structured survey research methodology to empirically test the above hypothesized relationships. Survey was developed and distributed using an online survey software Qualtrics. The survey was administered online using research panel Mturk- Amazon Mechanical Turk, through a web survey.

Online surveys are becoming an increasingly popular method of data collection. Past studies have discussed the strengths of using online surveys in research and suggested that online surveys are more flexible and convenient than any other forms of surveys (Evans and Mathur, 2005). Additionally, online surveys are efficient and allow researchers to collect large sample size in comparatively lesser time. Additionally, it allows for wide geographic coverage and helps in improving the generalizability of the study (Evans and Mathur, 2005). Moreover, Mehta and Sivadas (1995) and Jones and Pitt (1999) suggest that online surveys are less expensive than mail surveys (c.f. Schonlau, Ronald & Elliott, 2002). Some criticisms on online survey have been on the response rate and the quality of the sample. However, previous research suggest that online surveys have much higher item completion rate than mail surveys (Ilieva et al., 2002; c.f. Evans and Mathur, 2005) and have fewer missing responses (Londsedale, Hodge, and Rose 2006). Additionally, past studies found that the quality of sample in online surveys were as good as mail surveys in terms of response rates, psychometric properties and reliability (e.g. Meyerson and Tryon, 2003; Callas et al., 2009). Furthermore, Dillman (2000) suggests that web surveys are cost effective than any other modes of surveys, given that the marginal cost of respondents is lesser than in an interview or mail survey. In addition, research panels have been used in recent studies due to the relative ease of obtaining data in shorter span of time, with a reasonable cost. Therefore, it can be inferred that online surveys are well suited for this dissertation.

The survey questionnaire was created using existing measures (will be discussed in the later section) using Qualtrics software, provided by the university. Prior to the distribution of the survey, the survey and other information related to the data collection procedure was reviewed and approved by the Institutional Review Board (IRB) at the University of Texas Pan American to ensure its compliance with the IRB guidelines.

## 4.2 Sampling Frame and Sampling Design

Sampling frame includes “the sets of all cases from which the sample is selected” (Singleton and Straits, 2005:116) and it provides the basis for sampling (Singleton and Straits, 2005). The target population here consists of service (frontline) employees. Past research suggests employees who engage in high customer interactions in their jobs experience emotional labor (e.g. Ashforth and Humphrey, 1993; Hochschild, 1983, Wharton, 1999). Therefore, employees in the hospitality industry such as staffs, waiter/waitresses, and managers in hotels, nurses and staffs in healthcare industry; and frontline employees in retail stores were included in the target population. Accordingly, the criteria for sample are employees who are above 18 years of age and are currently working in the any of the above-mentioned jobs or any kind of service jobs for at least six months. For the purpose of understanding, service jobs are defined as those jobs that involve a great extent of customer interaction.

Sampling design indicates how the cases are selected for observation. There are mainly two broad categories- Probability sampling and non-probability sampling (Singleton and Straits, 2005). Probability sampling involves randomly selecting the cases from the population where in there is a known probability of a case being included in the sample whereas in non-probability sampling, the chances of selecting the cases are unknown, In other words, the cases are selected non-randomly (Singleton and Straits, 2005). In this dissertation, I selected the requisite number of respondents from cases that are readily available. Hence the sampling design is non-probability (convenient) sampling design.

### 4.3 A-Priori Sample Size Determination

Before data collection, a-priori sample size was determined to estimate the sample-size required for the study. Research suggests that sample size impacts the power and statistical significance of a study. To determine an appropriate a-priori sample size, power analysis was conducted. Cohen (1969, 1988) suggests that power of a statistical test is a function of significance level criterion, the reliability of the sample results, and the effect size. The power of a statistical test is the probability of correctly rejecting the null hypothesis when it should be rejected (Hair et al., 2006). In other words, it is the probability that the proposed phenomenon exists. Additionally, past research suggests the number of subjects needed for a study can be determined by power analysis by setting the desired levels of power, effect size and statistical significance criteria (Cohen, 1969, 1988; Kramer & Thiemann, 1987; Murphy, Myers and Wolach, 2009). Accordingly, the desired levels of power, effect size and statistical significance for the study was determined. The following paragraph will explain how I arrived at the values for power analysis and the resultant a-priori sample size needed for the study.

Cohen (1992) suggests that sample size increases with an increase in desired power, and with a decrease in effect size and level of significance. Murphy et al (2009) suggests that the desired power should be set greater than 0.50, as when power drops below 0.50, the study is more likely to fail. Additionally, Cohen (1969) suggests 0.80 as a convention to set power value, when the investigator has no other basis for setting power. Next, effect size explains the meaning of the relationships in a study and the practical significance of a study (Hair et al., 2006; Grissom and Kim, 2012). Cohen (1969) defines effect size as “the degree to which the phenomenon is present in the population (p.9). According to Hair et al (2006) effect size can be defined as the difference of means in terms of standard deviations ( $d$ ) or based on the correlation between

variables ( $r$ ). Past research suggests effect size can be determined by previous theory and empirical research in the field. Alternatively, to determine a desired effect size for power analysis, Murphy and colleagues (2009) suggests a conservative estimate, when there is no other basis to determine effect size. Additionally, Cohen (1988) suggests conventions of small, medium and large effect sizes for power analysis as  $d = 0.20, 0.50$  and  $0.80$ , respectively (Murphy et al, 2009: 39, Table 2.2; Cohen, 1988; Grissom, 1994). In addition, Cohen (1992) suggests effect size is dependent on the research design and the tests used in the study. For multiple regression, the effect size indices are  $f^2 = 0.02, 0.15$  and  $0.35$  for conventions of small, medium and large effect sizes respectively. Statistical significance level for the study is set at  $0.05$  (two-tailed) for most studies in behavioral science (Cohen, 1969). From Cohen (1992: 158, Table 2) Power tables for effect small size and eight independent variables as put forth in the research model), the suggested sample would be 757 (from Table 2 in Cohen, 1992).

Although the power analysis suggests a sample size in the range of 645-757, Hair et al (2006) suggests that as a general rule of thumb, in multiple regression, for the sample size to be generalizable, the minimum ratio of observations to independent variables should be 5 and the desired level should be between a ratio of 15 to 20 observations for each independent variable. Accordingly, considering the eight variables in the model and a ratio of 20 observations for each variable, the desired sample size is 160. Additionally, this study intends to do a confirmatory factor analysis to test the factor structure of the measures. Bartlett et al (2001) suggests that the sample size for factor analysis should not be less than 100. Hence, I argue a sample size in the range of 160-200 would be sufficient for this study.

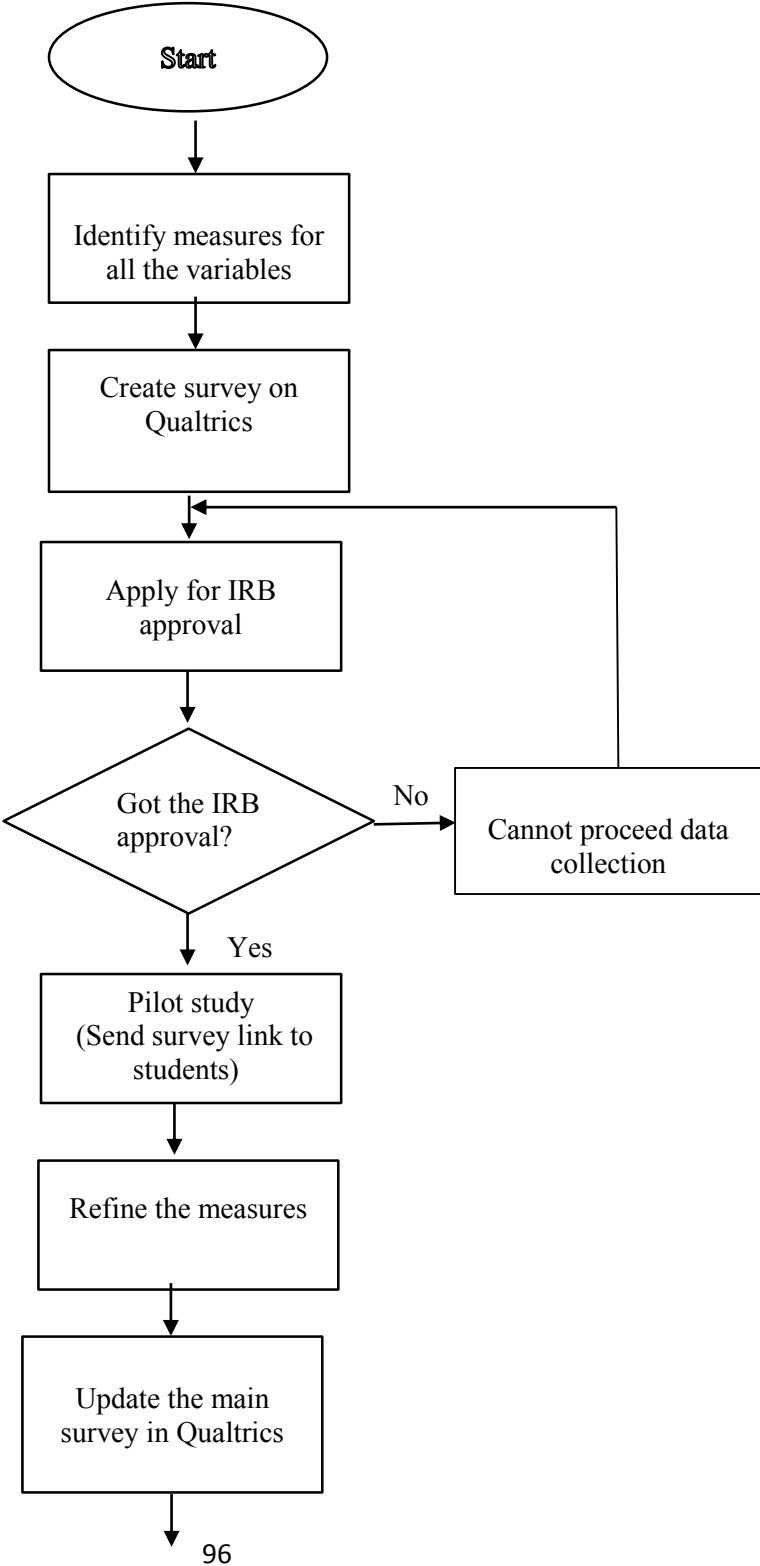
## **4.4 Data Collection Procedure**

### **IRB Approval**

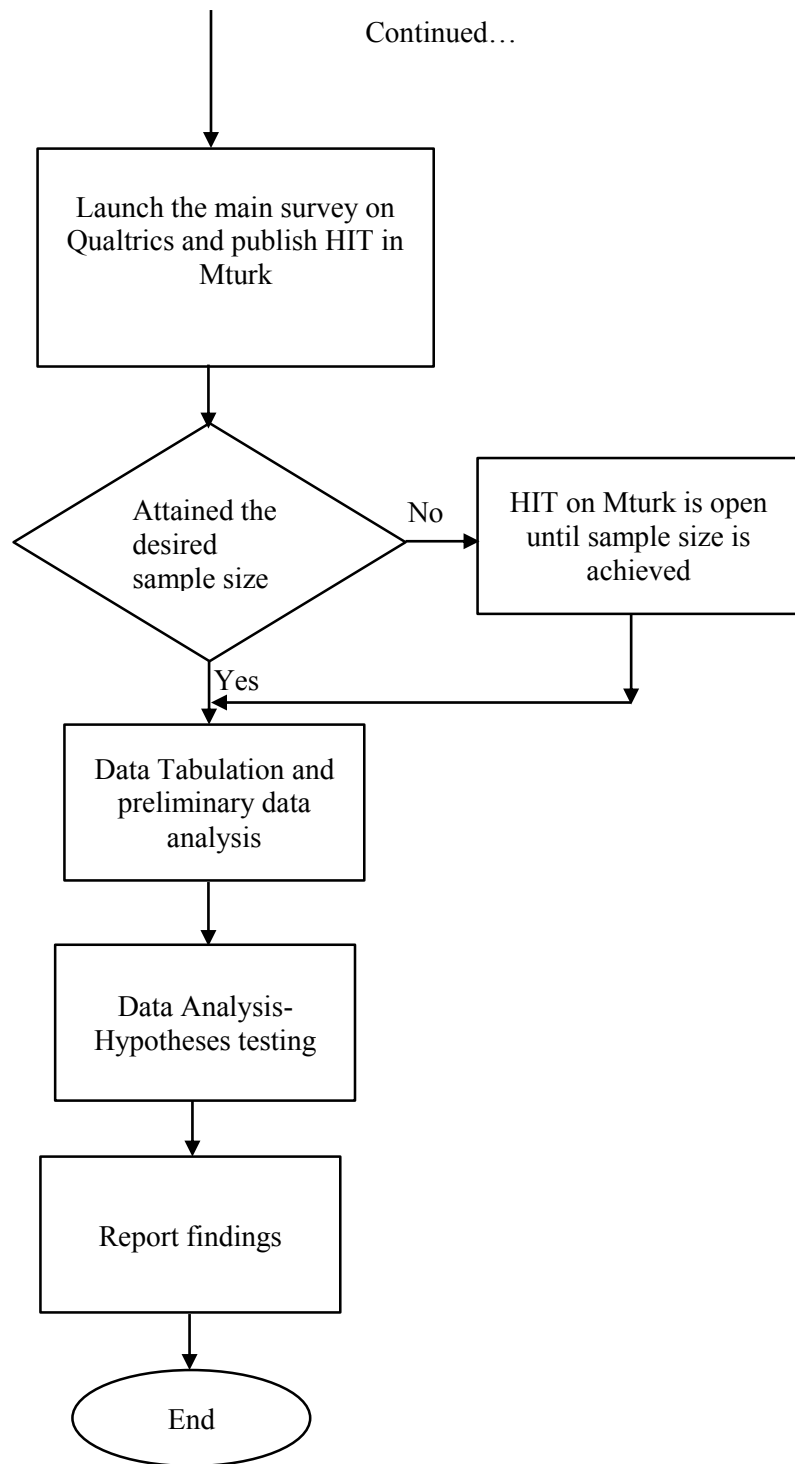
Prior to starting the data collection, the data collection procedure and survey reviewed and was approved by the Institutional Review Board (IRB) at the University of Texas Pan American. An application containing a detailed description of the data procedure including the consent form, the compensation for the participation, and the extent of risk involved in the study to human subjects, along with the Qualtrics survey link was submitted to the IRB. Only after the IRB approval, the survey link was launched for data collection. A copy of the IRB approval is added in Appendix.

The data collection is divided into two parts – Pilot Study and Main Study. The next sections provide a detailed description of the two studies. A step-step process of data collection is depicted in the form of a flowchart in Figure 5.

Figure 5: Flowchart of the Data Collection Procedure







#### 4.5 Pilot Study

After the IRB approval and prior to the main data collection for the study, a pretest was conducted with student samples using an online survey. Pretest was conducted only on the measures of the independent variable of stressor appraisal of emotional labor – challenge appraisal and hindrance appraisal. The measures of challenge appraisal and hindrance appraisal specifically for emotional labor was developed for this study by adapting and rewording items from previous studies Brotheridge and Lee (2003) and De Jong et al (2007). The main purpose of the pretest was to ensure the appropriateness of wordings in the measures and internal consistencies of those measures.

Permission was sought from some of the faculty members to invite the students enrolled in their courses to participate in the survey. A pretest survey link along with the invitation to survey (included in appendix) was emailed to the faculty members who accepted to offer assistance with the survey. I requested the faculty member to forward the invitation and the survey link to their students. Students were rewarded extra-credit in exchange of their participation in the survey. A total of forty-six students were invited and forty-two students participated in the survey. Of those, forty-one students qualified to take the survey based on three qualifying questions checking the age, job and tenure of the respondent (discussed in detail in the later sections). A total usable sample of forty-one responses was analyzed to check the readability and comprehensibility of the items, as well as internal scale consistency. The internal consistency of the challenge appraisal of emotional labor scale was 0.657 and hindrance appraisal of emotional labor was 0.793. The Cronbach's alpha for challenge appraisal was below the acceptable value of 0.70, suggesting a need for closer examination of the items comprising this scale. A comment box was provided at the end of the survey so students could provide

feedback on the items. Based on the responses, slight modifications were made in the survey considered to improve the clarity of the items and reduce response burden for the main study. The modifications were in the form of instructions for the subscale of challenge appraisal. Some of the respondents were confused with use of the word “emotions” in the challenge appraisal items –they reported to have assumed negative emotions while responding to the survey. So, I clarified in the instructions that emotions at work could also be positive and neutral emotions. Additionally, some of the respondents mentioned that they could not understand the meaning of “positive challenge” in the challenge appraisal items. So, “positive challenge” was replaced by “challenges me positively to perform”. Additionally, the items in hindrance slightly reworded to improve readability. The changes are summarized in Table 3.

Table 3. Modifications after Pilot Study

Pilot Study	Modifications
<p>Instructions for Challenge Appraisal:</p> <p>The following statements refer to situations you may experience as part of your job. Please indicate to the extent to which you agree or disagree the below mentioned situations or events are positively challenging and promote your performance.</p> <p>Challenge Appraisal</p> <p>Sample Item: Displaying many different emotions when interacting with customers at work is a <u>positive challenge that promotes my performance</u>.</p> <p>Hindrance Appraisal</p> <p>Sample item: Dealing with customers or clients at work, who have unrealistic expectations is a hindrance to my performance.</p>	<p>Instructions for Challenge Appraisal:</p> <p><u>As a service employee, you might experience situations where you need to express emotions (positive, negative or neutral) at work. Please indicate to the extent to which the below mentioned situations challenge you in a positive way to perform.</u></p> <p>Challenge Appraisal</p> <p>Sample Item: <u>I believe</u> displaying many different emotions when interacting with customers at work <u>challenges me positively to perform</u>.</p> <p>Hindrance Appraisal</p> <p>Sample Item: <u>I believe</u> dealing with customers at work, who have unrealistic expectations is a hindrance to my performance.</p>

After the pilot study was conducted, the survey was modified for the main study. The amendments were informed to IRB and a separate approval (added in the appendix) was obtained for the modified survey before the main study was launched in Mturk

#### **4.6 Main Study**

Respondents for the survey was recruited through two sources- Employee Survey and Amazon Mechanical Turk.

##### **I. Sample Recruitment Procedure – Organizational Contacts**

Some of the organizational representatives (within my social network) working in service organizations such as healthcare, hotels, call centers and banks in South Texas (who were willing to provide access to service employees in their organizations) were approached. They were contacted prior to survey distribution to briefly describe about the research, survey and expectations from the respondents. Upon obtaining their consent to assist in the study, invitation and survey link were emailed to the contacts. The survey link was forwarded to the employees in their respective organizations. However, the survey response rate was very low from this data source and the sample recruitment procedure was abandoned. Hence, the main study includes the data from the online research panel Amazon Mechanical Turk. The procedure is described below in detail.

##### **II. Sample Recruitment Procedure – Amazon Mechanical Turk (Mturk)**

Respondents for the survey was recruited through an online research panel – Amazon Mechanical Turk (Mturk). Mechanical Turk is an online research panel owned by Amazon.com.

Mturk is “a marketplace” where businesses or individuals (also known as requesters) interact with human providers (workers) to fulfill their business needs (Amazon Web services, 2013). A requester requests the workers to complete a task called Human Intelligence Task (HIT) i.e. a task which might be difficult to be accomplished by a computer. Generally, a requester can create and post a task virtually such as surveys or experiments by using templates or an external online survey building tool such as Qualtrics or Survey Monkey. Workers can browse through the available tasks and get compensated for their work upon completion (Buhrmester, Kwang and Gosling, 2011). A typical monetary incentive for an hour survey is about six dollars (\$6) (Amazon Web-Services, 2013). Alternatively, a requester can compensate based on a particular HIT. In other words, a requester can compensate the workers based on each survey item.

Additionally, Mturk has several features that allows the requesters to control the quality of the data they obtain from the workers. Mturk allows the requester to refuse payments to a worker which is not at par with a requesters’ requirement. On rejecting a worker, his/her general record is affected in a negative manner as all the requesters can get a worker’s quality report as to how many HITs were approved and if he or she was blocked by any requester. In other words, the workers are conscious about their work quality and would try their best to prevent any rejections or block on their account by any requester. Additionally, the workers can sort the HITs based on keywords mentioned by the requesters (Amazon Web Services, 2013; Buhrmester, Kwang and Gosling, 2011) so that they can choose to participate in HITs that interest them. In addition, a requester has an option to filter out workers based on high quality workers with lowest refusal rates or high requester ratings. The requester can also restrict the availability of a HIT to a particular location and based on qualifications and skills of the workers. Hence, the requester can control the quality of the HIT to an extent.

### **Advantages of Mturk**

Recently, social scientists and scholars suggest that online research panels such as Mturk is being considerably used as a source of respondents for empirical studies for its relative ease of collecting data (e.g. Buhrmester, Kwang and Gosling, 2011; Holden, Dennie, and Hicks, 2013; Paolacci and Chandler, 2014; ). However, there is growing questions on the quality of Mturk data. Some studies suggest that the respondents' pool in Mturk are large and diverse with majority of the workers from US and India (Paolacci et al., 2010; Paolacci & Chandler, 2014; Ross et al., 2010). Buhrmester, Kwang and Gosling (2011) suggests that Mturk samples were more demographically diverse than standard internet samples and more diverse than college samples. Additionally, past research suggests that the data quality of sample obtained from Mturk are reliable and the quality is comparable to college samples (Sprouse, 2011; c.f. Paolacci and Chandler, 2014). Additionally, self-reports of individual differences were found to be psychometrically valid (Buhrmester, Kwang and Gosling, 2011; Paolacci & Chandler, 2014). Furthermore, Buhrmester, Kwang and Gosling (2011) suggests that the data quality of Mturk meets the psychometric standards of published research in social science.

### **Limitations of Mturk**

Despite the above mentioned pros of using Mturk, there are some areas of caution while using Mturk as a source of sample for study. Past research suggests that sample drawn from Mturk might replace traditional convenience sampling, but it might not be generalizable to a broader population. However, some scholars suggest such samples are appropriate for making inferences about a theory (Schillewaert and Meulemeester, 2005). Additionally, other obvious limitations might be of non-response bias, attentiveness of respondents and truth of the

responses, and cognitive ability of the workers to fill the survey. I have discussed the various ways I controlled these limitations in the later sections of the study.

### **Survey on Mturk**

To launch the survey on Mturk, I created an Mturk Requester account. A requester account provides the interface for a requester (researcher) to place a task (survey) for workers and to make payments to the workers who complete the task in an expected manner. A human intelligence task (HIT) was created with a general information about the survey including HIT title, description and keywords (as per Mturk template). The HIT title was “Workplace Behavior Survey” and the description read “Give us your opinion about your work and workplace”. Keywords such as “service, work, workplace, organization, beliefs, feelings and emotions at workplace, and customer interaction” were provided to enable the desired workers to view and participate in the survey. The Qualtrics survey link was embedded in the Mturk template. The requester specifies the reward he/she is willing to pay for each HIT and the number of assignments (respondents) needed for the HIT. Once these details are entered, the requester makes the requested payment to Amazon, which includes the compensation for the total number of workers requested plus a fees for Amazon. I chose to compensate three dollars for each completed HIT and requested two hundred workers to complete the task. The HIT was then published (made available to workers). The Mturk workers would self- select to participate in the survey based on the HIT listing available to them. Additionally, they could view the HIT based on the keywords. On completing the task, the responses were reviewed by the requester and on approval, Mturk compensates from the prepaid amount.

Once the Mturk worker accepts to complete the HIT, he/she was directed to the Qualtrics survey website. At the beginning of the survey, the worker viewed the consent form. On providing consent, he/she was able to view the qualifying questions (explained in detail in the next section). The workers (respondents) who pass all the screening questions were only allowed to take the survey. Past research on Mturk suggests that in order to improve data quality, and increased attentiveness of the respondents, researchers could include tasks where participants need to exhibit extra commitment (Rand, Greene, & Nowak, 2012), do something meaningful or answer some factually verifiable question (Heer & Bostock, 2010; Kittur, Chi, & Suh, 2008, c.f. Paolacci and Chandler, 2014). Accordingly, all qualified respondents were requested to provide a short written description of their customer interaction experience. The respondents were requested for a written description with the following instruction – “This survey relates to service employees and their interactions with customers. Please think of a customer interaction you had during the past month and write a short description of the situation and how you handled the situation (in approx. 120 words). Please be completely honest!” The purpose of the written description was to ensure the respondent is attentive and is providing quality responses. Moreover, the written description served as a check if the respondents’ job matched with the requirement of the research in terms of their customer interaction experience at work. Additionally, this provides a general assessment of the cognitive capability of the respondents. Overall, it improves the quality of data.

Once the worker completed the survey, his/her responses were stored in Qualtrics. In the Mturk requester account, only the Mturk IDs of the workers and survey code (this is requested at the end of the survey) is displayed to the requester. The requester can check the responses in Qualtrics and choose to compensate or reject the worker based on the responses. The respondents



who completed the task satisfactorily were approved by the requester and were monetarily rewarded as mentioned above. A detailed description of the data analysis will be discussed in the next chapter.

#### **4.7 Components of Survey**

Two surveys were included in the dissertation – (1) Pilot study Survey and (2) Main study Survey- Survey on Mturk. Each of the surveys build on Qualtrics consisted of two parts – (1) Qualifying Questions (2) Survey items measuring the variables in the study. The following section discusses the qualifying criteria used in the surveys. The second part of the survey-variables and measures are discussed the next section.

##### **Qualifying Questions**

Respondents participating in the study were requested to answer qualifying questions to assess their eligibility to participate in the survey. The respondents for the pilot study consisted of student sample as mentioned in the previous section. Hence, pilot study survey had three qualifying questions – (1) if the age of the respondent was above 18 years or not (2) if the respondent worked in a service job or not (3) if the respondent worked in the reported job for at least six months. In addition to the above criteria, the respondents in the main study consisted of U.S. based employees working in any kind of service jobs involving a greater extent of customer interaction. Therefore, for main study respondents an additional qualifier was added in Mturk to ensure they are U.S. Citizens or Legal Permanent residents. Only the responses of the qualified respondents were considered for further data analysis in the study. The qualifying criteria set for the respondents in both the surveys are summarized in Table 4.

Table 4: Qualifying Questions

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**Qualifying Questions for Pilot Study Survey**

- 1) Are you above 18 years?
- 2) Are you currently working in any kind of service jobs? (Service jobs are jobs where an employee experiences great extent of customer interactions as a part of the job. This includes (but is not limited to) jobs such as waiter/waitress in restaurants, nurses, staffs in the healthcare, staffs and managers at hotels, bank tellers, call center employees, frontline employees at retail stores.)
- 3) Have you been in this type of job for at least 6 months?

*All respondents who answer “Yes” to all the above questions are qualified for the main survey.*

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**Qualifying Questions for Main Study Survey**

- 1) Are you above 18 years?
- 2) Are you currently working in any kind of service jobs? (Service jobs are jobs where an employee experiences great extent of customer interactions as a part of the job. This includes (but is not limited to) jobs such as waiter/waitress in restaurants, nurses, staffs in the healthcare, staffs and managers at hotels, bank tellers, call center employees, frontline employees at retail stores.)
- 3) Have you been in this type of job for at least 6 months?
- 4) Are you a U.S. citizen or a legal permanent resident?

*All respondents who answer “Yes” to all the above questions are qualified for the main survey.*

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## **4.8 Variables and Measures**

Majority of the variables in this dissertation were measured using validated scales adapted from previous studies. The unit of analysis is individuals or workers. The variables and each of their measures are discussed below in detail.

### **1) Workplace Spirituality**

Previous studies measured workplace spirituality using various measures and dimensions with varying units of analysis (e.g. Ashmos and Duchon, 2000; Duchon and Plowman, 2005;

Krinjerski and Skrypnek, 2006; Milliman et al., 2003; Rego and Cunha, 2008). However, predominantly studies focused on four dimensions of workplace spirituality. They are– (1) Meaningful work and Purpose (2) Sense of community and Connection (3) Alignment of Values between individuals and organization (4) Inner life. Hence, I focus on these four dimensions in this dissertation to measure workplace spirituality. Milliman et al (2003) is the first empirical study on workplace spirituality research. They focused on the first three dimensions mentioned above. Additionally, the authors adapted the measures from Ashmos and Duchon (2000). However, Milliman et al (2003) ignored the dimension of inner-life in their study. Hence, for the current study, I adopted the sub scale of inner-life from Ashmos and Duchon (2000) and the rest of the three dimensions of workplace spirituality from Milliman et al (2003). The responses were collected using a 5-point Likert scale ranging from “strongly disagree” to “strongly agree”. The items were slightly modified to personalize and increase readability of the items. For example, a sample item is – “experience joy in work” was modified to “I experience joy in my work”. Milliman et al (2003) and Ashmos and Duchon (2000) reported Cronbach’s alpha of the sub-scale of WS to range from 0.85-0.95. The items used to measure workplace spirituality are shown in Table 5.

Table 5. Workplace Spirituality Scale

<b>Items</b>	<b>Reference</b>
Meaningful work and Purpose	Milliman et al., (2003)
<ol style="list-style-type: none"> <li>1. I experience joy in my work</li> <li>2. My spirit is energized by my work</li> <li>3. My work is connected to what I think is important in life</li> <li>4. I look forward to coming to work</li> <li>5. I see a connection between work and social good</li> <li>6. I understand what gives my work personal meaning</li> </ol>	
Sense of Community and Connection	

- 
- 7. Working cooperatively with others is valued at my workplace
  - 8. I feel part of a community at my work
  - 9. I believe people support each other at my work
  - 10. I feel free to express my opinions at my work
  - 11. I think employees are linked with a common purpose at my workplace
  - 12. I believe employees genuinely care about each other at my workplace
  - 13. I feel there is a sense of being a part of a family at my workplace

Milliman et al., (2003)

Milliman et al., (2003)

Alignment of values between individuals and organization

- 14. I feel positive about the values of my organization
- 15. My organization is concerned about the poor
- 16. My organization cares about all its employees
- 17. My organization has a conscience
- 18. I feel connected with my organization's goals
- 19. My organization is concerned about health of employees
- 19. I feel connected with the mission of my organization
- 20. My organization cares about whether my spirit is energized

Ashmos and Duchon (2000)

Inner life

- 22. I feel hopeful about life.
- 23. My spiritual values influence the choices I make.
- 24. I consider myself a spiritual person.
- 25. Prayer is an important part of my life.
- 26. I care about the spiritual health of my coworkers

Response format – Strongly Disagree [1] to Strongly Agree [5]

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## 2) Resilience

Resilience was measured using the developed by Connor and Davidson (2003). It consists of twenty-five items measuring resilience. The response format included a 5-point Likert scale with response ranging from 0 -4 where 0 indicating “not true at all” to 4 indicating “true nearly all of the time”. A score was calculated for each individual respondent that ranged from 0-100. The higher score indicates greater resilience. A sample item is –“I am able to adapt to change”. The Cronbach’s alpha for the measure is 0.89 (Connor and Davidson, 2003).

### **3) Stressor Appraisal of Emotional Labor**

Stressor appraisal of emotional labor was measured using the combination of scales developed by Brotheridge and Lee (1998) and Brotheridge and Lee (2003) that measures emotional labor and De Jong et al (2007) that measures emotional demands of employees. The first three items are adapted from Brotheridge and Lee (1998) and Brotheridge and Lee (2003) while the rest of the items are from De Jong et al (2007). The wording of the measures is changed to suit the requirements of the study. The newly developed measure captured the extent to which the employees perceive the emotional requirements of their job to be challenging and as a hindrance to their performance. Accordingly, the response format was a 5 point Likert scale ranging from “strongly disagree” to “strongly agree” A sample item for challenge appraisal is –“I believe expressing intense emotions at work challenges me positively to perform”. A sample item for hindrance appraisal is – “I believe expressing intense emotions at work is a hindrance to my performance”. As discussed in previous section, a pilot test was conducted on the above mentioned measures and necessary modifications were made for the main survey.

### **4) Dispositional Affectivity**

Dispositional affectivity of an individual was assessed using Positive and Negative Affectivity Schedule (PANAS: Watson, Clark and Tellegen, 1988). PANAS consists of two 10-item sub-scales measuring positive activation (PA) and negative activation (NA), respectively. I used the 10-item scale for positive activation and negative activation (NA) to assess the general disposition of positive and negative affectivity, respectively. PANAS can be used to assess affectivity to the extent to which individuals felt the emotions at different time frames – present moment, today, past few days, past week, past few weeks, past year, in general (Watson, et al.,

1988). In this dissertation, I am interested in the general dispositional affectivity of the employees. Hence, participants were requested to rate the extent to which they felt the above mentioned emotions in general. The response format was a 5 point Likert scale where 1, “very slightly or not at all”; to 5, “extremely”. The Cronbach’s alpha for the sub scale for PA was reported to range from 0.86 to 0.90 and NA was reported to range from 0.84 to 0.87.

Additionally, the reliability of the scale was not affected by the time instructions used (Watson et al., 1988).

### **5) Emotional Labor Strategies**

In this dissertation, two emotional labor strategies of deep acting and surface acting were assessed. The measures used were adapted from Diefendorff, Croyle, & Gosserland (2005), initially adapted from Grandey (2003) and Krum and Geddes (2000). The scale consists of seven items to assess surface acting and four items for deep acting. The response format was a 5 point Likert scale with “strongly disagree” to “strongly agree”. A sample item for surface acting includes “I fake the emotions I show when dealing with customers” and a sample item for deep acting includes “I try to actually experience the emotions that I must show to customers”. The internal consistency of the scale was 0.92 and 0.85 for surface acting and deep acting, respectively. Gosserland and Diefendorff (2005) used the same measure and reported Cronbach’s alpha of 0.89 for surface acting and 0.85 for deep acting.

### **6) Burnout**

Burnout was assessed using the **OL**denburg **B**urnout **I**nventory (OLBI) measure developed by Demerouti, (1999); Demerouti and Nachreiner (1998) (c.f. Demerouti et al., 2001)

and Demerouti, Bakker, Vardakas & Kantars (2003). The measure consists of 16 items measuring two- 8 item sub scales measuring the dimensions of burnout namely, exhaustion and disengagement. However, I focused on only the exhaustion dimension of burnout as the majority of the studies in burnout emphasized emotional exhaustion as a major form of burnout in emotional labor (e.g. Hochschild, 1983; Brotheridge and Lee, 1998; Brotheridge and Lee, 2003; Grandey, 2000). The response choice was a 4 point rating scale “strongly agree” to “strongly disagree”. I adapted the response scale to a 5 point Likert with the choices “strongly disagree” and “strongly agree”. A sample item for exhaustion includes “During my work, I often feel emotionally drained” The internal consistency of the scale is reported as 0.74 for the sub scale (Demerouti et al., 2001).

## **7) Turnover intention**

Turnover intention was assessed adapting the scale used in Konovsky and Cropazano (1991). The measures were initially adapted from Shore, Newton and Thornton (1990) by Cropazano and James (1990) (c.f. Konovsky and Cropazano, 1991). The measure consists of three items assessing the likelihood of an individual to quit a job. The response format used 7 point Likert scale (with different wordings) ranging from “very unlikely” to “very likely”, which was adapted to 5 point rating scale with a similar response format for this study. The three items are: (1) “How likely is that you will look for a job outside this organization during the next year?” (2) “How often do you think about quitting your job at this organization?” (3) “If it were possible, how much would you like to get a new job?” The internal consistency of the items was 0.84 (Konovsky and Cropazano, 1991).

## 8) Control and Demographic variables

Control variables consisted of the demographics of the survey participants, including their age, gender, education level, tenure, job type/title, type of industry, ethnicity and number of working hours in a week. Additionally, I also controlled the average customer interaction of the service employee. I discuss the reasoning for each of the control variables below.

Past research suggests women are more prone to emotional labor than men in their jobs (e.g. Hochschild, 1983; Wharton and Erikson, 2001). Hence, I controlled for gender to prevent any confounding relationships. Additionally, age might have an influence on the way individuals regulate their emotions and react to stress (Gross et al., 1997; Motowidlo et al., 1986; c.f. Cote and Morgan, 2002). Moreover, ethnic backgrounds, education level, job positions and type of industry might directly or indirectly affect the way employees regulate emotions and perceive stressors. Thus, I controlled some of the demographic variables to test the proposed hypotheses. Additionally, I controlled for the extent of interaction of the employee with the customer to ensure there is no influence on the amount of emotional labor experienced in the proposed relationships. Additionally, I controlled for the number of hours an employee works in a week. Table 6 shows the control and demographic variables in the study.

Table 6 Control and Demographic Variables

<b>Control and Demographic variables</b>	<b>Measure</b>
Age	Please indicate your age 16-20, 21-25, 26-30, 31-35, 36-40, 41-45,46-50,51-55, 56-60, Above 60
Gender	Please indicate your gender: Male /Female
Tenure	How long have been in your current job? Please answer in years and months.
Job type/ Job title	
Industry	



Education	Please list your Job type /Job Title (e.g. Senior customer consultant)
Number of working hours	Please indicate the industry you work in : (e.g. Hotel, healthcare, bank, call center)
Duration of Customer Interaction	Please provide your highest education (e.g. Bachelors)
Ethnicity	How many hours do you work in a week? A typical interaction I have with a customer takes about .....minutes Select the most appropriate one: <ul style="list-style-type: none"> <li><input type="radio"/> Black, African, African-American</li> <li><input type="radio"/> American Indian, Eskimo</li> <li><input type="radio"/> White (non-Hispanic), Anglo, Caucasian, European</li> <li><input type="radio"/> Asian/Pacific Islander</li> <li><input type="radio"/> Hispanic/Latino</li> <li><input type="radio"/> Other</li> </ul>

#### 4.9 Common Method Variance

As the dissertation uses self-reporting measures, one of the potential problem or criticisms of the research design is of common method variance (CMV). Past research suggests common method variance to inflate the relationships between variables when the investigator uses self-reports and the same source for the study (e.g. Campbell, 1982; Organ and Ryan, 1995; Podsakoff and Todor, 1985). Additionally, Bagozzi and Yi (1990) suggests that CMV causes a potential threat to the validity of empirical findings. Conway and Lance (2010) clarify the misconceptions about CMV in self-reported measures and suggests ways to mitigate the problem of CMV through research design. Accordingly, I will discuss some of the potential problems adding to CMV in this study and the ways to control it in the study.

Conway and Lance (2010) suggest that self-rating measures are not always a reason for common method bias and suggests the investigators to justify the reason for using self-report

scales for the study. Accordingly, I argue that the variables in the dissertation captures variables that include the perceptions of individuals about the work values, ones' inner feelings and values, the extent of effort they put in to regulate emotions, personality and dispositional variables, their feeling of exhaustion and so on. Hence, it is appropriate to use a self-report measure for this study. Additionally, I believe supervisor ratings or coworker ratings might dilute the effect of the proposed relationships in the study as it does not capture the variables as much as a self-report would do. Secondly, another concern regarding common method bias is that of construct validity. Following recommendations in Conway and Lance (2010), evidence of the reliabilities of the used measures are provided in the next chapter. Additionally, all the measures used in the study are valid and reliable scales. Additionally, past research (Williams and Anderson. 1994) suggests social desirability and negative affectivity might not affect CMV. Hence this study does not measure social desirability.

Podsakoff et al (2003) suggests design technique and methodological separation of measurement. Podsakoff and colleagues suggest collecting data in two time waves to mitigate the CMV. However, the investigator is unable to apply this recommendation in the dissertation due to time and cost constraints. Alternatively, I made an attempt to reduce CMV through well explained questionnaire and through keeping the responses anonymous (Podsakoff et al, 2003; Conway and Lance, 2010). Following the above, I proactively considered the potential threats of CMV on the study and measures were taken to reduce the bias.

### **Harman's Single Factor Test**

In addition to the above, prior to hypothesis testing, I conducted Harman's single factor test to verify if there was a possibility of common method bias. According to Harman's single

factor test examines if the majority of the variance can be explained by a single factor in the model, then there is common method bias. I conducted an exploratory factor analysis by constraining the number of factors to one with an unrotated factor solution. I found that the single factor explained only 25.69% of the variance in the model. Hence, I affirmed there was no issue of common method bias in the study.

#### **4.10 Non- Response Bias**

Non response bias is generally caused when respondents might choose not to respond to the survey. Generally, non-response might occur due to response burden on the respondents due to the length of the survey or the lack of motivation or interest to take the survey. Armstrong and Overton (1977) suggests that if the response of respondents differs from that of a person who does not respond to the survey, then it is not indicative of the responses of the sample. Hence, there is a need to reduce non-response bias. In this study, I made an attempt to reduce non-response bias by designing an effective survey by providing clear instructions to the respondents before each sub scales stating the way to respond to the specified items in the survey.

Additionally, screening questions were included in the beginning of the survey to ensure only qualified and relevant respondents participate in the survey. Moreover, respondents taking survey through Mturk were requested to write a short written description about any of the customer interaction experiences at work to check the interest level of the respondents and to ensure the data quality. Additionally, filters were applied in Mturk to ensure only respondents from US participate in the survey. Moreover, past research suggests that late responders in a survey are generally the non-responders. Hence, non-response bias was statistically tested using chi-square difference test to check if there is any difference between the means of early and late

responders (Armstrong and Overton, 1977). There was no difference between the means of early and late respondents, indicating no non-response bias.

#### **4.11 Analytical Approach**

This section provides an overview of the analytical approach used in the dissertation. It will consist of the following steps. First of all, the obtained data will be cleaned for missing values. In order to clean the data, I will identify if the missing values are ignorable or non-ignorable. Based on the type of the missing data, I will decide to delete the individual cases or variables. Accordingly, the imputation methods will be employed to ensure valid data before further analysis. Next, the data will be examined for potential outliers. For this, I will calculate the standardized the scores for all the metric variables. In case of extreme values, outliers will be identified and removed if needed. Additionally, the data will be graphically examined to check for any violations of multivariate statistical assumptions. Furthermore, the data will be examined for means, median, mode, standard deviations, skewness, kurtosis, and probability plots for each of the variables will be assessed. Moreover, composite scores will be computed for all the variables. Descriptive statistics including means, standard deviation and inter-correlations will be analyzed. Reliability coefficients (Cronbach's alpha) will be computed for all the variables. Once all the above mentioned preliminary data analysis is done, Moderated Regression Analysis (MRA) technique (Aiken and West, 1991) will be used to test the proposed hypotheses. The relevant regression results and tables will be presented. The statistical significance of the proposed relationships will be analyzed using the F-distribution at a significance level of 0.05. Additionally slope analysis will be done to explain the moderating effect of variables in the proposed research model. Following the data analysis, results and findings will be reported

followed by a discussion of the findings. Furthermore, theoretical and managerial implications of the study will be presented.

#### **4.12 Expected Contributions of the Study**

This study is expected to make the following contributions. First, it determines if workplace spirituality has an influence on emotional labor. Second, it will discuss how workplace spirituality affects emotional labor through stress appraisal of emotional labor. More specifically, it will reveal whether workplace spirituality encourages services employees to appraise emotional labor as a challenge. Third, the study will examine the relation between stressor appraisal and the emotional labor strategies of deep acting and surface acting. Fourth, it will determine whether the challenge and hindrance appraisal has an impact on work outcomes such as burnout and turnover through the emotional strategies of deep acting and surface acting, respectively.

The process link between workplace spirituality and emotional labor tested in this study will explain how managers could reduce emotional labor experienced by their employees and how to mitigate its negative consequences by incorporating and practicing workplace spirituality. Additionally, it will inform the managers to lay emphasis on the spiritual dimensions of meaningfulness and purpose, inner life, sense of connection and the alignment of values between Individuals and organizations, to enable a self-regulating mechanism of positive stress appraisal of emotional labor. Additionally, this study might inform managers how workplace spirituality facilitates to build a service climate by enabling employees to deep act during emotional labor.

On the other hand, the study is expected to present some notable theoretical contributions. It adds value to the ongoing research on workplace spirituality literature by

establishing an empirical link between workplace spirituality and emotional labor. Additionally, this study will potentially provide emotional labor literature with a new strategy of workplace spirituality to manage emotional labor. Furthermore, it adds value to the theoretical framework of challenge and hindrance stressor by extending and applying the model in an empirical study. In addition, this study would provide a theoretical integration of three areas of study- workplace spirituality, emotional labor and organizational stress. Moreover, the process model linking workplace spirituality and emotional labor will encourage future studies to examine other work behaviors and their relationships with workplace spirituality. In summary, the study expects to reasonably contribute to theory and practice.

#### **4.13 Summary**

In summary, this chapter provided a detailed description of the research design and the data collection procedure. A discussion on sampling frame was provided along with a discussion on a-priori sample determination. The chapter also discussed about the pilot study that was conducted prior to the main data collection. Additionally, I provided a detailed description about Mturk and the data collection procedure employed in Mturk. Moreover, I discussed the components of survey including qualifiers used to screen respondents in the survey. In addition, the variables and measures used in the study were discussed. The issues in survey research such as common method variance and non-response bias were also discussed along with measures taken to control them. The chapter provided an overview of the analytical approach used in analyzing the data. Additionally, the chapter discussed the expected contributions of the study. The next chapter will provide a detailed description of the sample characteristics, preliminary

data analysis and results of the data analysis. I will also discuss the results of the hypotheses testing and put forth the key findings of the study.

## CHAPTER V

### RESULTS AND FINDINGS

This chapter presents the results of the data analysis and key findings of the dissertation. The chapter is organized into four major sections. The first section provides a detailed description of the response rate, initial data screening and preliminary data analysis. The second section provides information on the sample characteristics. The third section reports the results of confirmatory factor analysis (CFA) of the measurement model followed by construction of summated scales for the measures and descriptive statistics for the measures. The fourth section elaborates on the results of hypotheses testing using linear regression analysis and moderated regression analysis technique (Aiken and West, 1991). Additionally, mediation was tested based on the procedure set forth by Baron and Kenny (1986). I discuss the key findings of the study presenting the summary of the hypotheses that were supported.



## 5.1 Participants and Responses

As mentioned in the previous chapter, after the pilot study was conducted, the survey items were modified and the main study was launched in Qualtrics and an HIT (any task requested in Mturk-survey in this case) was created in Mturk for the workers to take the survey. A sample of two-hundred US workers was requested. I selected a filter to restrict other location respondents from viewing the HIT. The HIT was available to the Mturk US workers and whoever chose to take the survey were directed to the Qualtrics website. Once the respondent completed a survey, he or she was provided a survey code that needed to be entered in Mturk along with Mturk ID. Additionally, the respondents were requested to enter their Mturk IDs and survey code manually in their Mturk account page to ensure their task was recorded in Mturk for compensation purpose (based on Mturk requirements). Mturk tracks the workers who completed the survey through the survey code. Therefore, when two-hundred workers have completed the survey, the requested assignment HIT is achieved. However, all responses (both complete and incomplete responses are collected in Qualtrics. In other words, if a respondent chooses to abandon the survey in between, the response is collected in Qualtrics. But he or she would not obtain a survey code. Hence, although the response is collected in Qualtrics, it is not recorded in Mturk.

Qualtrics reported two hundred and fifty six participants started the survey, out of which fifty-four of them did not complete the survey. The incomplete survey response might be due to the following reasons – the respondents did not qualify for the survey, chose to abandon the survey in between, failed to provide Mturk ID and survey code at the end of the survey. An initial look at the data report revealed that forty- nine of them were not qualified to take the survey (did not pass the qualifying criteria) and the remaining six of them abandoned the survey

in between. Therefore, two-hundred and two completed surveys were obtained which needed initial screening to check the data quality and to compensate the workers. A summary of the response rate is provided in Table 7. As mentioned in the previous chapter, Mturk requesters can review the responses and choose to reject the responses (not compensate the worker) if it does not meet the required quality. The next section discusses how I conducted the initial screening to ensure data quality.

Table 7 Summary of Mturk Survey Responses

	Number	Percentage
Respondents participated in the survey	256	
Completed surveys	202	78.5%
Incomplete surveys	54	21.01%
Respondents not qualified	49	19.14%
Respondents abandoned	5	1.95 %
Usable Sample (before screening )	202	
Usable sample for data analysis	201	

## 5.2 Initial Screening and Preliminary Data Analysis

After obtaining the data from Mturk, I conducted an initial screening of the data to ensure the quality of data obtained and to approve payments for the Mturk workers (respondents). The written descriptions provided by the respondents were reviewed. I focused on their example of customer interaction experience and the job they reported to ensure it fits with the research context. Responses without written description were excluded. Additionally, the duration of the survey response was scrutinized to check for spammers and haste in filling the survey (Buhrmester et al. 2011). I found that the overall quality of written description was reasonable. Additionally, it provided a wealth of information on the customer interaction experiences of the workers. All the respondents were approved. However, one of the responses was not considered for the data analysis as the written description was repetitive and same as another respondent's

response. This resulted in a total usable sample of two hundred and one responses qualified for further data analysis. The next section discusses the preliminary data analysis.

The sample was further examined for missing values and outliers. All the cases were free from missing values. Additionally, standardized scores for the metric variables was analyzed. It was found that most of them were within the feasible range and did not exhibit extreme values for a considerable number of variables, to be removed. Hair et al., (2006) suggests that if the outliers represent a viable segment of the population, the values can be considered. In the current sample, the outliers were not significant enough to influence the data analysis. Hence, all the cases were retained. Additionally, I graphically examined the data to check the histogram, skewness, kurtosis, and probability plots for each of the variables. Moreover, mean, median, modes standard deviations were examined. The data was checked to ensure the assumptions of multivariate regression analysis were met. The data was checked for normality of distribution and linearity of the individual variates. The shape of the distribution was checked for each of the variables. Additionally, box plots and residual plots for each variables were examined.

### **5.3 Sample Characteristics**

The usable sample was analyzed to reveal the characteristics of the sample based on demographic variables such as age, gender and tenure. Additionally, sample characteristic was analyzed based on the industry the respondents belonged to. Table 8 shows the sample distribution by age. Majority of the sample was between the age group of 21-35 years (60.78%). More specifically, 40 respondents (19.99%) belonged to the age group of 21-25, 43 respondents (21.39%) belonged to the age group of 26-30 years and 39 of them belonged to the age group of 31-35 years. Nearly ten percent of them were above 50 years. The mean of the age was 34 years

(Standard deviation [SD] = 2.1). Additionally, majority of the sample were males (53.73%) and the remaining 46.26% are females. Table 8 shows the sample distribution by gender. Tenure of the sample ranged from less than a year to 32 years. The mean of the tenure was 4.87 years (Standard deviation [SD] = 5.11). For ease of analyzing the sample, the tenure of the sample was grouped into five time periods ranging from 0-5 years, 5-10 years, 10-15 years, 15-20 years and above 20 years. Majority of the respondents had a tenure of less than 5 years (67%), followed by 5-10 years (20%). Table 8 provides the sample distribution by tenure in detail.

Additionally, sample distribution by industry was analyzed. The respondents reported the specific industry they belonged to. Based on the industry and job type reported by the respondents, I categorized the industries into six major groups in consultation with the North American Industry Classification system (NAICS) (retrieved from [https://www.osha.gov/pls/imis/sic\\_manual.html](https://www.osha.gov/pls/imis/sic_manual.html)) – Retail trade, Food and Restaurant, Hospitality (hotels), Call Center/Support services (banks, finance, technical support), Educational services and Miscellaneous. Miscellaneous included industries such as entertainment (1.4%), social services including childcare (0.9%), personal services including beauty shops (1.4%), public administration including security, law enforcement (2.48%), business consulting and services (0.9%), real estate (0.49%), automotive services, transport services and travel (1.99%), amusement and recreation including health clubs,(0.4%) , pet supplies (0.4%) and manufacturing (0.4%). Majority of the sample belonged to retail industry (35%) followed by food and restaurant industry (21.39%) and call center and support services (15.4%). Remaining respondents belonged to healthcare (11.44%), miscellaneous (11.44%), hotel/hospitality (1.49%) and educational services (3.98%). Table 8 shows the summary of sample distribution by industry.

In addition, the sample was analyzed based on ethnicity of the respondents. Table 8 shows the sample distribution by ethnicity. Majority of the sample were Whites, Anglos, Caucasians or Europeans (79.6%). Another characteristic of the sample analyzed was based on the duration of customer interaction. For ease of analysis, I grouped the duration reported by the respondents into 7 groups ranging from 0- 105 with an interval of 15 minutes. Table 8 shows the sample distribution by customer interaction. The mean of the duration was 20 minutes (SD =51.32). Majority of the respondents reported their customer interaction to range within 15 minutes (74.6%). Two of the respondents reported their duration as 480 minutes and three of them 120 minutes and one respondent 180 minutes contributing to 2.4% of the sample with customer interaction of more than 105 minutes. Furthermore, I analyzed the sample based on the number of working hours. The number of working hours ranged from 20hours in a week to 75 hours in a week with a mean of 37 hours (SD = 11.83). Table 8 shows the summary of all the sample characteristics discussed above.

Table 8. Summary of Sample Characteristics

<b>Characteristics</b>	<b>Category</b>	<b>Frequency</b>	<b>Valid (Percent)</b>
Age (in years)	16-20	4	1.99%
	21-25	40	19.99%
	26-30	43	21.39%
	31-35	39	19.40%
	36-40	24	11.90%
	41-45	17	8.45%
	46-50	15	7.46%
	51-55	8	3.98%
	56-60	6	2.98%
	Above 60	5	2.48%
Gender	Male	108	53.73%
	Female	93	46.26%

Ethnicity	Black or African American	15	7.46%
	American Indian, Eskimo	1	0.49%
	White (non-Hispanic), Anglo, Caucasian, European	160	79.60%
	Asian/Pacific islander	15	7.46%
	Hispanic/Latino	8	3.98%
	Other	2	0.99%
Customer Interaction (in minutes)	0-15	150	74.60%
	16-30	28	13.90%
	31-45	6	2.90%
	46-60	10	4.90%
	61-75	0	0
	76-90	2	0.99%
	91-105	0	0
	Above 105	5	2.40%
Tenure (in years)	0-5	135	67.16%
	5-10	41	20.39%
	10-15	16	7.96%
	15-20	4	1.99%
	Above 20	5	2.48%
Industry	Retail	70	34.82%
	Call Center/ Support Services	31	15.42%
	Healthcare	23	11.44%
	Educational Services	8	3.98%
	Hotel/Hospitality	3	1.49%
	Food & Restaurant	43	21.39%
	Miscellaneous	23	11.44%

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### 5.4 Exploratory Factor Analysis

Exploratory factor analysis was conducted for the two measures of challenge appraisal of emotional labor (ELC) and hindrance appraisal of emotional labor (ELH) to extract the factor loadings of the construct and to ensure there are no cross loadings. Factor analysis conducted was based on the guidelines provided by Hair et al (2006).

Prior to this, KMO (Kaiser – Meyer- Olkin) test and Bartlett’s test was conducted to ensure the sample was adequate. The KMO value was 0.793 confirming the sample is adequate for the factor analysis. First, factor analysis was conducted on challenge appraisal items using the extraction method of principal component analysis and varimax rotation. The factors with Eigen value more than 1 (and scree plot) were considered. Additionally, a factor loading of 0.40 was considered significant for the current study (Hair et al., 2006). Factor loadings on varimax rotation were examined to check for cross loading and further communalities were assessed. The communalities (variance accounted for by the factor solution for each variable) above 0.50 was considered as an acceptable range for the variable to be retained (Hair et al., 2006). The rotation component matrix was assessed for the challenge appraisal items. Three factors were extracted. Table 9 shows the factor loadings above 0.40 and the respective communalities.

Table 9. Exploratory Factor Analysis: Challenge Appraisal of Emotional Labor

<b>Variables (Items)</b>	<b>Factor 1</b>	<b>Factor 2</b>	<b>Factor 3</b>	<b>Communalities</b>
<b>ELC 1</b>			0.86	0.79
<b>ELC2</b>			0.85	0.78
<b>ELC3</b>		0.69		0.57
<b>ELC4</b>	0.62	0.49		0.63
<b>ELC5</b>		0.75		0.66
<b>ELC6</b>		0.69	0.41	0.66
<b>ELC7</b>	0.8			0.75
<b>ELC8</b>	0.8			0.72
<b>ELC9</b>	0.75			0.60

From the above, it can be inferred that all the variables have communalities within the acceptable range of 0.50. However, ELC4 and ELC6 had cross loadings on Factor 1 and 2 and Factors 2 and 3, respectively. Hence, these two items can be removed and new factor solution can be obtained. Accordingly, these two items were removed and factors were extracted. Two factors were extracted in varimax rotation. Table 10 below depicts the factor loadings for the new factor solution. It can be inferred that all the factors were loading well with no cross-loadings. Although the communality was below the threshold of 0.50, I chose to retain ELC3 as it had an acceptable factor loading of above 0.40 (Hair et al., 2006).

Table 10 Exploratory Factor Analysis: New Factor Solution for Challenge Appraisal of Emotional Labor

<b>Variables (Items)</b>	<b>Factor 1</b>	<b>Factor 2</b>	<b>Communalities</b>
<b>ELC 1</b>		0.89	0.80
<b>ELC2</b>		0.86	0.76
<b>ELC3</b>	0.56		0.37
<b>ELC5</b>	0.70		0.53
<b>ELC7</b>	0.79		0.66
<b>ELC8</b>	0.67		0.58
<b>ELC9</b>	0.74		0.57

The above factor structure of challenge appraisal was considered for confirmatory factor analysis.

Similarly, factor analysis was conducted on the hindrance appraisal items to determine the factor solution for the variable. The KMO value of 0.79 confirmed the sample adequacy. On conducting the factor analysis, three factors were extracted from the extraction method Principal component analysis with a varimax rotation. Table 11 shows the factor loadings and the communalities.



Table 11: Exploratory Factor Loadings: Hindrance Appraisal of Emotional Labor

<b>Variables (Items)</b>	<b>Factor 1</b>	<b>Factor 2</b>	<b>Factor 3</b>	<b>Communalities</b>
<b>ELH 1</b>			0.89	0.83
<b>ELH2</b>		0.78		0.71
<b>ELH3</b>	0.79			0.70
<b>ELH4</b>		0.76		0.65
<b>ELH5</b>	0.88			0.79
<b>ELH6</b>			0.89	0.83
<b>ELH7</b>		0.82		0.68
<b>ELH8</b>	0.68			0.61
<b>ELH9</b>	0.70			0.55

From the above table it can be inferred that all the factor loadings were above 0.40 with no cross loadings. Additionally, all the communalities were above the threshold of 0.50. Hence, all the items of hindrance appraisal were retained. Table 12 shows the results of EFA including factor loadings and reliability scores for challenge and hindrance appraisals of emotional labor.

Table 12. Factor Loadings and Reliability Scores for Stressor Appraisals of Emotional Labor

<b>Variable</b>	<b>Items</b>	<b>Factor 1</b>	<b>Factor 2</b>	<b>Factor 3</b>	<b>Cronbach's Alpha</b>
Challenge Appraisal of Emotional Labor	ELC 1		0.89		0.77
	ELC2		0.86		
	ELC3	0.56			
	ELC5	0.70			
	ELC7	0.79			
	ELC8	0.67			
	ELC9	0.74			
Hindrance Appraisal of Emotional Labor	ELH1			0.89	0.81
	ELH2		0.78		
	ELH3	0.79			
	ELH4		0.76		
	ELH5	0.88			
	ELH6			0.89	
	ELH7		0.82		
	ELH8	0.68			
	ELH9	0.70			

## 5.5 Confirmatory Factor Analysis

After the preliminary analysis of the data and exploratory analysis of challenge and hindrance appraisal of emotional labor measures, confirmatory factor analysis (CFA) was conducted to assess the measurement model and construct validity of the measures. Among the measures in the research model, resilience was determined to have a formative measure (index). I followed the criteria put forth by Jarvis, Mackenzie and Podsakoff (2003) to recognize resilience measure as a formative measure. Jarvis et al (2003) put forth four questions as criteria for a construct to have a formative structure (1) the indicators are defining characteristics of the construct; causality between the construct and its indicators (2) the indicators of a formative construct may not be interchangeable (3) the indicators of a formative measure need not covary (4) in a formative measure the indicators may not have the same antecedents and consequences (Jarvis et al., 2003). Based on the above criteria, I argue that resilience measure has an underlying formative structure. Additionally, resilience is measured as sum of the items on a 4 point scale ranging from 0-100. Hence, every item in the measure defines the construct. Accordingly, formative measures are not considered as latent because indicators are the cause of the construct (Hair et al., 2006). Hence, resilience was excluded from CFA.

CFA was conducted on the remaining measures of workplace spirituality (with four dimensions), challenge appraisal, hindrance appraisal, negative affect, positive affect, surface acting, deep acting, burnout and turnout, using Lisrel 9.1. As discussed in the previous chapter, workplace spirituality is recognized to have four dimensions. Accordingly, the four dimensions of workplace spirituality were considered while conducting CFA to check if the items were loading to their respective dimensions. However, consistent with the conceptual model workplace spirituality is considered as a single construct in all hypothesis testing. The goodness

of fit indices were analyzed to assess the extent to which the proposed model fit the data. CFA revealed chi-square ( $\chi^2 = 7135.35$ ,  $df= 3503$ ;  $p=0.0$ ); Goodness of fit index (GFI) = 0.55; Adjusted Goodness of fit (AGFI) = 0.526; Comparative Fit Index (CFI) = 0.93; Root Mean Square Error of Approximation (RMSEA) = 0.07. As per Hair et al (2006), the key goodness of fit values – chi-square, one absolute fit index (RMSEA) and one incremental fit index (CFI) were assessed as per the prescribed cut off ranges. The cut off range for RMSEA is 0.05-0.08; CFI value above 0.90 are associated with model fit (Hair et al., 2006). The above mentioned GOF values indicate that the measurement model has a good fit with the data (Refer Table 13).

CFA

Table 13. Goodness of fit Statistics for the Model

Goodness of fit	Model
Chi-square	7135.357
Df	3503
P	0.0
Goodness of Fit Index (GFI)	0.556
Adjusted Goodness of Fit Index (AGFI)	0.526
Comparative Fit Index (CFI)	0.931
Normed Fit Index (NFI)	0.873
Root Mean Square Error of Approximation (RMSEA)	0.071

The above model had a reasonable fit with the data. However, there was a scope for improving the model from a scale refinement standpoint. As discussed in the previous section, the measures for workplace spirituality was adopted by combining measures from Milliman et al (2003) and Ashmos and Duchon (2000). Although the measure is from a previous study, the scales required validation and one of the items for inner life was not in sync with the other items. So, from a theoretical standpoint it was appropriate to drop the item. Additionally from an empirical standpoint, the item had factor loadings lesser than 0.5. Additionally, the measures for stressor appraisals of emotional labor were adapted from previous measures Brotheridge and Lee (2003) and De Jong et al (2007). These measures were tested for the first time in this study. Hence, the above mentioned measures for workplace

spirituality and stressor appraisals of emotional labor would benefit from further refining by deleting some of the items which had the standardized factor loadings below the cut off of 0.5 (Hair et al., 2006). Eight items were identified that had standardized loading estimates below 0.5 – one item from workplace spirituality (WS 22-inner life), three items from challenge appraisal of emotional labor (ELC1, ELC2, ELC5), four items from hindrance appraisal of emotional labor (ELH1, ELH4, ELH6, ELH7). Items with their standardized loading estimates are shown in Table 14. Therefore, alternate measurement was obtained by removing the above mentioned items and CFA was conducted to assess and compare the derived model with first one.

Table 14. Summary of items of deleted for Alternate Model –Model 2

<b>Item</b>	<b>Description</b>	<b>Std. loading</b>
WS22	WS Inner life - I feel hopeful about life	0.278
ELC1	Challenge appraisal of EL1- I believe expressing intense emotions at work challenges me positively to perform.	0.457
ELC2	Challenge appraisal of EL2- I believe displaying many different emotions when interacting with customers at work challenges me positively to perform.	0.476
ELC5	Challenge appraisal of EL5- I believe controlling my emotions to complete tasks within a limited time frame is a challenges me positively to perform.	0.466
ELH1	Hindrance appraisal of EL1- I believe expressing intense emotions at work is a hindrance my performance.	0.449
ELH4	Hindrance appraisal of EL4- I believe dealing with customers at work, who have unrealistic expectations is a hindrance to my performance.	0.494
ELH6	Hindrance appraisal of EL6- I believe dealing with clients or customers at work whose problems touch me emotionally is a hindrance to my performance.	0.465
ELH7	Hindrance appraisal of E7- I believe dealing with clients or customers who get easily angered is a hindrance to my performance.	0.351

### **CFA of the alternate model**

Model was assessed for the goodness of fit values (GOF). The chi-square statistic for the new model was  $\chi^2 = 5466.09$ ,  $df = 2859$ ,  $p = 0.0$ ; RMSEA was 0.067, and CFI was 0.946. These values were compared with the initial model. Summary of the GOF values for both the models

are shown in Table 15. Comparing the GOF values indicated that the Model 2 had a better fit with the data. Hence, Model 2 was considered for further data analysis and hypotheses testing.

Table 15. Comparison of Goodness of Fit Statistics for Model 1 and Model 2

Goodness of fit	Model 1 (Initial Model)	Model 2 (Items deleted)
Chi-square	7135.357	5466.094
Df	3503	2859
P	0.0	0.0
Goodness of Fit Index (GFI)	0.556	0.596
Adjusted Goodness of Fit Index (AGFI)	0.526	0.566
Comparative Fit Index (CFI)	0.931	0.946
Normed Fit Index (NFI)	0.873	0.893
Root Mean Square Error of Approximation (RMSEA)	0.071	0.067

The standardized parameter estimates for all the items were significant and explained a significant portion of the item variance, as shown by the squared multiple correlations (Refer Table 16). Hair et al (2006) suggests individual standardized factor loadings should be at least 0.5 and preferably 0.7 indicates construct validity. Additionally, Fornell and Larcker (1981) suggests item reliabilities or squared multiple correlations (SMC) 0.5 or higher indicated convergent validity of the measures. Additionally, average variance extracted (AVE) was calculated. AVE of 0.5 or higher is a good rule of thumb indicating convergent validity. The AVE for the measures indicated confirmed the convergent validity of the measures. Next, discriminant validity was examined. Discriminant validity is the extent to which a construct is distinct from other constructs. To assess the discriminant validity, AVE values were compared between two constructs with the square of the correlation estimates between two constructs (Refer Table 16). Discriminant validity is established between the two constructs when the variance extracted estimate is greater than the squared correlation estimate (Hair et al., 2006; Fornell and Larcker, 1981). Accordingly, the squared multiple correlations were compared with the AVE estimates. The values indicated discriminant validity among the constructs.

Table 16. Confirmatory Factor Analysis

<b>Measures and Items</b>	<b>Standardized loadings</b>	<b>SMC</b>	<b>AVE</b>
<b>Workplace Spirituality (WS)</b>			0.92
<i>WS-Meaningful work</i>			
WS1. I experience joy in my work	0.88	0.77	
WS2. My spirit is energized by my work	1.04	1.08	
WS3. My work is connected to what I think is important in life	1.02	1.04	
WS4. I look forward to coming to work	0.93	0.86	
WS5. I see a connection between work and social good	0.93	0.86	
WS6. I understand what gives my work personal meaning	0.98	0.96	
<i>WS-Sense of connection</i>			
WS7. Working cooperatively with others is valued at my workplace	0.62	0.38	
WS8. I feel part of a community at my work	0.78	0.61	
WS9. I believe people support each other at my work	0.72	0.52	
WS10. I feel free to express my opinions at my work	0.75	0.56	
WS11. I think employees are linked with a common purpose at my workplace	0.59	0.35	
WS12. I believe employees genuinely care about each other at my workplace	0.8	0.64	
WS13. I feel there is a sense of being a part of a family at my workplace	0.92	0.85	
<i>WS-Alignment of values</i>			
WS14. I feel positive about the values of my organization	0.94	0.88	
WS15. My organization is concerned about the poor	0.98	0.96	
WS16. My organization cares about all its employees	1.06	1.12	
WS17. My organization has a conscience	0.99	0.98	
WS18. I feel connected with my organization's goals	0.98	0.96	
WS19. My organization is concerned about health of employees	0.99	0.98	
WS20. I feel connected with the mission of my organization	1.02	1.04	
WS21. My organization cares about whether my spirit is energized	1	1	

*WS -Inner Life*

WS23.	My spiritual values influence the choices I make.	1.18	1.39
WS24.	I consider myself a spiritual person.	1.37	1.88
WS25.	Prayer is an important part of my life.	1.26	1.59
WS26.	I care about the spiritual health of my coworkers.	0.81	0.66

**Challenge Appraisal of Emotional Labor**

0.55

ELC3.	I believe the extent to which I interact with customers on an average day challenges me positively to perform.	0.53	0.28
ELC4.	I believe dealing with customers at work, who have unrealistic expectations challenges me positively to perform.	0.84	0.71
ELC 6.	I believe dealing with customers whose problems touch me emotionally challenges me positively to perform.	0.46	0.21
ELC7.	I believe dealing with customers who get easily angered challenges me positively to perform.	1.013	1.03
ELC8.	I believe doing a lot of emotionally draining work challenges me positively to perform.	0.81	0.66
ELC 9.	I believe displaying emotions towards customers at work that are inconsistent with my current feelings challenges me positively to perform.	0.66	0.44

**Hindrance Appraisal of Emotional Labor**

0.63

ELH2.	I believe displaying many different emotions when interacting with customers at work is a hindrance to my performance.	0.53	0.28
ELH3.	I believe that the duration of interaction with customers on an average day is a hindrance to my performance.	0.99	0.98
ELH5.	I believe controlling my emotions to complete tasks within a limited time frame is a hindrance to my performance	0.96	0.92
ELH8.	I believe doing a lot of emotionally draining work is a hindrance to my performance.	0.74	0.55
ELH 9.	I believe displaying emotions towards clients or customers at work that are inconsistent with my current feelings is a hindrance to my performance.	0.66	0.44

**Negative Affect(NA)**

0.77

1.	Afraid	0.66	0.52
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2.	Ashamed	0.68	0.61
3.	Distressed	0.86	1.04
4.	Guilty	0.43	0.48
5.	Hostile	0.52	0.31
6.	Irritable	0.66	1.04
7.	Jittery	0.57	1.12
8.	Nervous	0.75	0.76
9.	Scared	0.64	0.92
10.	Upset	0.75	0.98

**Positive Affect(PA)**

0.75

1.	Interested	0.72	0.52
2.	Alert	0.53	0.28
3.	Inspired	1.02	1.04
4.	Determined	0.69	0.48
5.	Attentive	0.56	0.31
6.	Enthusiastic	1.02	1.04
7.	Proud	1.06	1.12
8.	Active	0.87	0.76
9.	Strong	0.96	0.92
10.	Excited	0.99	0.98

**Surface Acting (ELSA)**

1.05

1.	I put on an act in order to deal with customers in an appropriate way	1.03	1.06
2.	I fake a good mood when interacting with customers	1.02	1.04
3.	I put on a “show” or “performance” when interacting with customers	0.98	0.96
4.	I just pretend to have the emotions I need to display for my job	1	1.00
5.	I put on a “mask” in order to display the emotions I need for the job	1.06	1.12
6.	I show feelings to customers that are different from what I feel inside.	1.02	1.04
7.	I fake the emotions I show when dealing with customers	1.06	1.12



<b>Deep Acting (ELDA)</b>			0.79
1. I try to actually experience the emotions that I must show to customers	0.68	0.46	
2. I make an effort to actually feel the emotions that I need to display towards others	0.91	0.83	
3. I work hard to feel the emotions that I need to show to customers	0.96	0.92	
4. I work developing feelings inside of me that I need to show to customers	0.98	0.96	
<b>Burnout</b>			0.5
1. There are days when I feel tired before I arrive at work	0.6	0.36	
2. After work, I tend to need more time than in the past in order to relax and feel better	0.86	0.74	
3. I can tolerate the pressure of my work very well ®	0.59	0.35	
4. During my work, I often feel emotionally drained	0.74	0.55	
5. After working, I have enough energy for my leisure activities ®	0.76	0.58	
6. After my work, I usually feel worn out and weary	0.91	0.83	
7. Usually, I can manage the amount of my work well ®	0.39	0.15	
8. When I work, I usually feel energized ®	0.57	0.32	
<b>Turnover</b>			1.46
1. How likely is that you will look for a job outside this organization during the next year?	1.22	1.49	
2. How often do you think about quitting your job at this organization?	1.21	1.46	
3. If it were possible, how much would you like to get a new job?	1.2	1.44	

## 5.6 Descriptive Statistics

Following the CFA, summated scales were calculated for each of the variables (except Resilience) by calculating the average of the items' scores. Resilience is an index (formative structure) and was calculated by adding the scores of items- refer section on “variables and measures” in chapter 4). Table 17 shows the descriptive statistics, reliability and inter-correlations among the variables. Reliability of the scales are indicated by the Cronbach's alpha as shown along the diagonal of the table. All the measures had Cronbach's alpha above the threshold of 0.70 (Hair et al., 2006) indicating scales have good construct reliability or internal consistency.

Table 17. Descriptive Statistics

	<b>Mean</b>	<b>SD</b>	<b>WS</b>	<b>ELC</b>	<b>ELH</b>	<b>R Score</b>	<b>NA</b>	<b>PA</b>	<b>ELSA</b>	<b>ELDA</b>	<b>B</b>	<b>T</b>
<b>WS</b> Workplace Spirituality	3.42	0.80	<b>0.95</b>									
<b>ELC</b> Challenge Appraisal of Emotional labor	3.33	0.79	0.43**	<b>0.81</b>								
<b>ELH</b> Hindrane Appraisal of Emotional Labor	3.06	0.85	-0.29**	-0.28**	<b>0.81</b>							
<b>R Score</b>	68.50	14.39	0.48**	0.25**	-0.10	<b>0.93</b>						
<b>NA</b> Negative Affect	1.62	0.68	-0.33	-0.11**	0.12	-0.59**	<b>0.92</b>					
<b>PA</b> Positive Affect	3.39	0.87	0.41**	0.20**	-0.12	0.66**	-0.33**	<b>0.93</b>				
<b>ELSA</b> Surface Acting	3.31	1.04	-0.39**	-0.09**	0.23**	-0.26**	0.27**	-0.27**	<b>0.96</b>			
<b>ELDA</b> Deep Acting	3.22	0.93	0.36**	0.34**	-0.16*	0.19**	-0.04	0.17*	-0.06	<b>0.89</b>		
<b>B</b> Burnout	2.82	0.72	-0.49**	-0.18**	0.34**	-0.48**	0.40**	-0.45**	0.41**	-0.18**	<b>0.85</b>	
<b>T</b> Turnover	3.09	1.27	-0.61**	-0.18**	0.26**	-0.24**	0.27**	-0.19**	0.38**	-0.10	0.56**	<b>0.92</b>

\*\* Correlation is significant at p<0.01; \* Correlation is significant at p<0.05; Coefficient alpha reliabilities are displayed in the diagonal.

## 5.7 Hypothesis Testing

Regression Analysis was conducted to test the hypotheses. SPSS software was used in the analysis. Based on the research model, each of the links had to be tested to examine the process model. Hence, separate linear regression models were examined to test each of the hypothesis. Control variables were included in all analyses and in the first step of the regression before predictor variables. Additionally, Moderated Regression Analysis technique (Aiken and West, 1991) was used to test the moderation effects in the model. Mediating effects were examined based on Baron and Kenny (1986). The following sections will describe the results of the hypothesis testing.

### H1: Link between Workplace spirituality and Resilience

The hypothesis stated a positive relationship between workplace spirituality and resilience. The control variables age, gender, ethnicity, tenure were included in the first step of regression before the predictor variables. Resilience was regressed on workplace spirituality. The results of the regression analysis indicated statistically significant positive relationship ( $\beta = 0.48$   $p < 0.05$ ;  $p < 0.01$ ) between the two variables. Hence, the hypothesis was supported.

Table 18: Regression Analysis- Workplace Spirituality and Resilience

Predictor Variables	Dependent Variables Resilience	
	Model 1	Model 2
Workplace Spirituality		0.48**
<i>Control Variables</i>		
Age	0.07	0.01
Gender	-.004	.07
Ethnicity_ Black or African American	0.06	-0.06
Ethnicity_ American Indian, Eskimo	0.02	-0.05

Ethnicity_ White (non-Hispanic), Anglo, Caucasian	-0.09	-0.19
Ethnicity_Asian/Pacific islander	-0.02	-0.15
Ethnicity_Hispanic Latino	0.03	-0.04
R Square	0.04	0.25
Adjusted R Square	0.00	0.21
Change in R Square	0.04	0.21**

\*\*p<0.01; \*p<0.05

## H2: Link between Resilience and Stressor Appraisal of Emotional Labor

Two hypotheses were proposed linking the relationship between resilience and stressor appraisals of emotional labor; for challenge and hindrance appraisal respectively.

H2a. Linking resilience and challenge appraisal of emotional labor.

The hypothesis stated a positive relationship between resilience and challenge appraisal of emotional labor. The control variables of age, gender, ethnicity, duration of customer interaction were included in the regression in the first step prior to the predictor variables. Duration of customer interaction was added here as a control in addition to other demographic variables because the extent of customer interaction was relevant for emotional labor. Challenge appraisal of emotional labor was regressed on resilience. The results of the regression analysis ( $\beta = 0.25$ ,  $p < 0.05$ ;  $p < 0.01$ ) indicated statistically significant relationship between the two variables as hypothesized. Hence, the hypothesis was supported.

Table 19: Regression Analysis -Resilience and Challenge Appraisal of Emotional Labor

Predictor Variables	Dependent Variables	
	Challenge Appraisal of Emotional Labor	
	Model 1	Model 2
Resilience		.25**
<i>Control variables</i>		
Age	0.02	0.00

Gender	0.05	0.04
Tenure years	0.14	0.11
Ethnicity_ Black or African American	-0.32	-0.41
Ethnicity_ American Indian, Eskimo	-0.03	-0.05
Ethnicity_ White (non-Hispanic), Anglo, Caucasian,	-0.38	-0.48
Ethnicity_ Asian/Pacific islander	-0.15	-0.23
Ethnicity_ Hispanic Latino	-0.02	-0.08
Customer Duration (minutes)	-0.02	-0.04
R Square	0.06	0.13
Adjusted R Square	0.02	0.08
Change in R Square	0.07	0.06**

\*\*p<0.01; \*p<0.05

## H2b. Linking resilience and hindrance appraisal of emotional labor

The hypothesis stated a negative relationship between resilience and hindrance appraisal of emotional labor. The control variables of age, gender, ethnicity, duration of customer interaction were included in the regression in the first step prior to the predictor variables. Hindrance appraisal of emotional labor was regressed on resilience. The results of the regression analysis ( $\beta = -0.10, p > 0.05$ ) was statistically non-significant indicating no relationship between the two variables. Hence, the hypothesis is not supported.

Table 20: Regression Analysis -Resilience and Hindrance Appraisal of Emotional Labor

Predictor Variables	Dependent Variable Hindrance Appraisal of Emotional Labor	
	Model 1	Model 2
Resilience		-0.10
<i>Control variables</i>		
Age	-0.12	-0.11
Tenure years	0.11	0.11
Gender	0.05	0.06
Ethnicity_ Black or African American	0.13	0.17
Ethnicity_ American Indian, Eskimo	-0.03	-0.02

Ethnicity_ White (non-Hispanic), Anglo, Caucasian,	0.37	0.41
Ethnicity_ Asian/Pacific islander	0.20	0.24
Ethnicity_ Hispanic Latino	0.14	0.17
Customer Duration (minutes)	0.10	0.11
R Square	0.05	0.06
Adjusted R Square	0.01	0.02
Change in R Square	0.05	0.01

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\*\*p<0.01, \*p<0.05

### **H3: Mediating effect of resilience on the relationship between workplace spirituality and stressor appraisal of emotional labor**

The hypothesis stated that resilience ( $R_{score}$ ) mediates the relationship between workplace spirituality and challenge appraisal of emotional labor. I followed Baron and Kenny (1986) approach to test the mediation. Baron and Kenny put forth three conditions to check mediation – (1) independent variable affects the mediator (2) variation in mediator accounts for variation in the dependent variable (3) when the conditions (1) and (2) are controlled, a previously significant relationship between independent and dependent variable is no longer significant – implies full mediation. On the other hand if the significance reduces, the mediation is partial mediation. Three regression models were run to test mediation (Judd and Kenny, 1981; c.f. Baron and Kenny, 1986). Accordingly, first, resilience (mediator) was regressed on workplace spirituality (IV). The regression results indicated statistically significant relationship ( $\beta = 0.48$   $p < 0.05$ ;  $p < 0.01$ ) – H1. Hence, the first condition was satisfied. The relationship between resilience and challenge appraisal was supported in H2a. Next, Challenge appraisal (DV) was regressed on workplace spirituality (IV) and the relationship was found to be statistically significant ( $\beta = 0.46$ ,  $p < 0.05$ ;  $p < 0.01$ ). Finally, challenge appraisal of emotional labor was regressed on workplace spirituality (IV) and resilience (mediator). Regression results indicated statistically significant

relationship between workplace spirituality and challenge appraisal ( $\beta = .44$ ,  $p < 0.05$ ;  $p < 0.01$ ). To test for partial mediation, a Sobel test was conducted. Sobel test statistic = 3.19, std error = 0.037 and  $p = 0.000$  (calculated using online calculator from <http://quantpsy.org/sobel/sobel.htm>). The test statistic suggested that the relationship between workplace spirituality and challenge appraisal of emotional labor is (partially) mediated by resilience. Hence, the hypothesis was supported.

Similarly, mediating effect of resilience was tested on the relationship between workplace spirituality and hindrance appraisal. The hypothesis was not supported as the relationship between resilience and hindrance appraisal – H2b was found non-significant (a necessary condition for mediation). Table 21 shows the mediating role of resilience on challenge appraisal of emotional labor.



Table 21. Mediating role of Resilience between Workplace Spirituality and Challenge Appraisal of Emotional Labor

	Dependent Variable Resilience		Dependent Variable Challenge Appraisal of EL		Dependent Variable Challenge Appraisal of EL	
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
<b>Controls</b>						
Age	0.07	0.01	0.02	-0.03	0.02	-0.03
Gender	-0.004	0.07	0.06	0.12	0.06	0.12
Tenure	0.13	0.06	0.13	0.06	0.13	0.06
Ethnicity_ Black or African American	0.06	-0.06	-0.08	-0.19	-0.08	-0.19
Ethnicity_ American Indian, Eskimo	0.02	-0.05	0.04	-0.03	0.04	-0.03
Ethnicity_ White (non-Hispanic), Anglo, Caucasian	-0.09	-0.19	-0.02	-0.12	-0.02	-0.11
Ethnicity_ Asian/Pacific islander	-0.02	-0.15	0.09	-0.04	0.09	-0.04
Ethnicity_ Hispanic Latino	0.03	-0.04	0.16	0.09	0.16	0.09
Workplace Spirituality		0.48**		.46**		0.44**
Resilience						0.04
R Square	0.04	0.25	0.06	0.24	0.06	0.25
Adjusted R Square	0	0.21	0.02	0.21	0.02	0.21
Change in R Square	0.04	0.21**	0.06	.18**	0.06	.18**

\*\*p<0.01; \*p<0.05

**H4. Testing the moderating effect of dispositional affectivity on resilience-stressor appraisal of emotional labor**

Four hypotheses were proposed to examine the relationships between the two types of stressor appraisals-challenge and hindrance and the two types of dispositional affects in the model. The hypotheses are as follows.

H4a. Testing whether positive affect moderates the relationship between resilience and challenge appraisal of emotional labor

The hypothesis stated that dispositional positive affect moderates the relationship between resilience and challenge appraisal in such a way that the relationship between the two variables is strengthened. Moderated Regression Analysis (Aiken and West, 1991) was used to test the moderation. Control variables were entered in step 1. The predictor variables were transformed into mean centered values and interaction terms were calculated. The main effects resilience and positive affect were entered into the regression in step 2. In the step 3, the interaction term between positive affect and resilience was entered into the regression. The regression results (suggested that dispositional positive affect of the employees did not moderate ( $\beta = 0.07, p > 0.05$ ) the relationship between resilience and challenge appraisal of emotional labor. Hence hypothesis was not supported.

Table 22: Moderating role of Positive Affect on Resilience – Challenge Appraisal of Emotional Labor

Predictor Variables	Dependent Variables		
	Challenge Appraisal of Emotional Labor		
	Model 1	Model 2	Model 3
Resilience		0.19*	0.21*
Positive Affect		0.06	0.05
Positive Affect X Resilience			0.07

<i>Control variables</i>			
Tenure years	0.13	0.09	0.09
Age	0.02	-0.001	0.001
Gender	0.06	.06	0.06
Ethnicity_ Black or African American	-0.08	-0.09	-0.09
Ethnicity_ American Indian, Eskimo	0.04	0.03	0.03
Ethnicity_ White (non-Hispanic), Anglo, Caucasian,	-0.02	0	0
Ethnicity_ Asian/Pacific islander	0.09	0.09	0.10
Ethnicity_ Hispanic Latino	0.16	0.15	0.15
R Square	0.06	0.12	0.12
Adjusted R Square	0.02	0.07	0.07
Change in R Square	0.06	0.05**	0

\*\*p<0.01; \*p<0.05

H4b. Testing whether positive affect moderates the relationship between resilience and hindrance appraisal of emotional labor

The hypothesis stated that dispositional positive affect moderates the relationship between resilience and hindrance appraisal of emotional labor in such a way that the relationship between the two variables is strengthened. Similar to the above mentioned relationship, the moderating effect of positive affect on resilience- hindrance stressor was tested using moderated regression analysis (Aiken & West, 1991). As mentioned in the previous section, the mean centered values for the predictor variables were computed. Control variables were entered in the regression in step 1. The main effects of positive affect and resilience were entered in step 2. The two way interaction term of resilience and positive affect were entered into regression in step 3. The regression results ( $\beta = 0.14$ ,  $p > 0.05$ ) suggests that dispositional positive affect did not moderate the relationship between resilience and hindrance appraisal of emotional labor. Hence the hypothesis was not supported.

Table 23: Moderating role of Positive Affect on Hindrance Appraisal of Emotional Labor

Predictor Variables	Dependent Variables		
	Hindrance Appraisal of Emotional Labor		
	Model 1	Model 2	Model 3
Resilience		-0.05	-0.02
Positive Affect		-0.06	-0.08
Positive Affect X Resilience			0.14
<i>Control variables</i>			
Age	-0.12	-0.11	-0.11
Gender	0.09	0.09	0.08
Tenure years	0.07	0.08	0.08
Ethnicity_ Black or African American	0.00	0.00	0.00
Ethnicity_ American Indian, Eskimo	-0.06	-0.05	-0.05
Ethnicity_ White (non-Hispanic), Anglo, Caucasian,	0.17	0.16	0.16
Ethnicity_ Asian/Pacific islander	0.06	0.05	0.06
Ethnicity_ Hispanic Latino	0.04	0.04	0.05
R Square	0.04	0.05	0.07
Adjusted R Square	0.00	0.00	0.01
Change in R Square	0.04	0.01	0.02

\*\*p<0.01; \*p<0.05

H4c. Testing whether negative affect moderates the relationship between resilience and challenge appraisal of emotional labor

The hypothesis stated that dispositional negative affect moderates the relationship between resilience and challenge appraisal of emotional labor in such a way that the relationship between the two variables is weakened. Similar to the above mentioned relationship, moderation effect was tested using moderated regression analysis (Aiken & West, 1991). Following Aiken and West, the mean centered values for the predictor variables were computed. Control variables were entered in the regression in step 1. The main effects of negative affect and resilience were entered in step 2. The two way interaction term of resilience and negative affect were entered into regression in step 3. The regression results of the two –way interaction ( $\beta = -0.05$ ,  $p>0.05$ )

suggest that the dispositional negative affect did not moderate the relationship between resilience and challenge appraisal of emotional labor. Hence hypothesis was not supported.

Table 24: Moderating role of Negative Affect on Challenge Appraisal of Emotional Labor

Predictor Variables	Dependent Variables		
	Challenge Appraisal of Emotional Labor		
	Model 1	Model 2	Model 3
Resilience		0.27**	.28**
Negative Affect		0.07	0.04
Negative Affect X Resilience			-0.05
<i>Control variables</i>			
Age	0.02	0.02	0.01
Gender	0.06	0.06	0.06
Tenure years	0.13	0.09	0.09
Ethnicity_ Black or African American	-0.08	-0.09	-0.10
Ethnicity_ American Indian, Eskimo	0.04	0.04	0.03
Ethnicity_ White (non-Hispanic), Anglo, Caucasian,	-0.02	0.00	0.00
Ethnicity_ Asian/Pacific islander	0.09	0.09	0.09
Ethnicity_ Hispanic Latino	0.16	0.16	0.16
R Square	0.06	0.12	0.12
Adjusted R Square	0.02	0.07	0.07
Change in R Square	0.06	0.05**	0.00

\*\*p<0.01; \*p<0.05

H4d Testing whether negative affect moderates the relationship between resilience and hindrance appraisal of emotional labor

The hypothesis stated that dispositional negative affect moderates the relationship between resilience and hindrance appraisal of emotional labor in such a way that the relationship between the two variables is weakened. Similar to the above mentioned relationship, following the procedure recommended in Aiken and West (1991) the two-way interaction of negative affect on resilience-hindrance appraisal was tested. The regression results for the two-way

interaction ( $\beta = -0.08, p > 0.05$ ) suggests the dispositional negative affect did not moderate the relationship between resilience and hindrance appraisal of emotional labor. Hence, the hypothesis was not supported.

Table 25: Moderating role of Negative Affect on Resilience- Hindrance Appraisal of Emotional Labor

Predictor Variables	Dependent Variables		
	Hindrance Appraisal of Emotional Labor		
	Model 1	Model 2	Model 3
Resilience		-0.06	-0.05
Negative Affect		0.06	0.01
Negative Affect X Resilience			-0.08
<i>Control variables</i>			
Age	-0.12	-0.10	-0.11
Gender	0.09	0.09	0.09
Tenure years	0.07	0.07	0.07
Ethnicity_ Black or African American	0.00	0.00	0.00
Ethnicity_ American Indian, Eskimo	-0.06	-0.06	-0.06
Ethnicity_ White (non-Hispanic), Anglo, Caucasian,	0.17	0.16	0.16
Ethnicity_ Asian/Pacific islander	0.06	0.06	0.06
Ethnicity_ Hispanic Latino	0.04	0.05	0.05
R Square	0.04	0.05	0.05
Adjusted R Square	0.00	0.00	0.00
Change in R Square	0.04	0.01	0.00

#### H5. Link between stressor appraisal of emotional labor and emotional labor strategies

Hypotheses H5a and H5d hypothesized the relationship between the two appraisals of emotional labor-challenge and hindrance with deep acting, respectively.

H5a. Relationship between challenge appraisal and deep acting emotional labor strategy

The hypothesis stated a positive relationship between challenge appraisal of emotional labor and deep-acting.

H5d. Relationship between hindrance appraisal and deep acting emotional labor strategy

The hypothesis stated a negative relationship between hindrance appraisal and deep acting. Hence, these two hypotheses were tested by regressing deep acting on challenge appraisal and hindrance appraisal of emotional labor in the same regression model. Control variables were entered in the regression before the predictor variables. Then, deep acting was regressed on challenge and hindrance appraisal. The regression results suggested the relationship was significant between challenge appraisal and deep acting ( $\beta = 0.32$ ,  $p < 0.05$ ;  $p < 0.01$ ) as hypothesized. Hence the hypothesis 5a was supported. On the other hand, the relationship between hindrance appraisal and deep acting was non-significant ( $\beta = -0.10$ ,  $p > 0.05$ ). Hence, H5d was not supported.

Table 26: Stressor Appraisals of Emotional Labor and Deep Acting

<b>Predictor Variables</b>	<b>Dependent Variables</b>	
	<b>Model 1</b>	<b>Model 2</b>
Challenge Appraisal of Emotional Labor		0.32**
Hindrance Appraisal of Emotional Labor		-0.10
<i>Control variables</i>		
Age	0.00	-0.02
Gender	-0.02	-0.02
Tenure years	0.02	-0.02
Ethnicity_ Black or African American	0.30	0.40
Ethnicity_ American Indian, Eskimo	0.00	0.01
Ethnicity_ White (non-Hispanic), Anglo, Caucasian,	0.52	0.68
Ethnicity_ Asian/Pacific islander	0.44	0.50*
Ethnicity_ Hispanic Latino	0.34	0.36
Customer Duration (minutes)	-0.01	0.01
Industry_ Retail	0.05	0.03
Industry_ Call Center & Support Services	-0.03	-0.04
Industry_ Healthcare	0.00	-0.02
Industry_ Educational Services	-0.02	-0.03
Industry_ Hotel/Hospitality	0.06	0.07

Industry_Food & Restaurant	0.04	0.03
R Square	0.04	0.16
Adjusted R Square	-0.04	0.08
Change in R Square	0.04	0.12**

\*\*p<0.01; \*p<0.05

Hypotheses H5b and H5c hypothesized the relationship between the two appraisals of emotional labor-challenge and hindrance with surface acting, respectively.

H5b. Relationship between challenge appraisal and surface acting emotional labor strategy

The hypothesis stated a negative relationship between challenge appraisal and surface acting.

H5c. Relationship between hindrance appraisal and surface acting emotional labor strategy

The hypothesis stated a positive relationship between hindrance appraisal and surface acting.

Hence, these two hypotheses were tested by regressing surface acting on challenge appraisal and hindrance appraisal of emotional labor in the same regression model. Control variables were entered in the regression before the predictor variables. Then, surface acting was regressed on challenge appraisal and hindrance appraisal of emotional labor. The regression results suggested the relationship between challenge appraisal of emotional labor and surface acting was not significant with ( $\beta = -0.02, p > 0.05$ ) Hence the hypothesis 5b was not supported. On the other hand, the relationship between hindrance appraisal of emotional labor and surface acting was significant ( $\beta = 0.23, p < 0.05; p < 0.01$ ). Hence, hypothesis 5c was supported.



In addition, two industry categories had a significant relationship with surface acting. Dummy variables were created for each of the industry categories to check if the specific industry categories were related to surface acting. The regression coefficients were as follows: Call center and Support Services ( $\beta = 0.34$ ,  $p < 0.05$ ;  $p < 0.01$ ); Food and Restaurant ( $\beta = 0.28$ ,  $p < 0.05$ ;  $p < 0.01$ ).

Table 27: Stressor Appraisals of Emotional Labor and Surface Acting

<b>Predictor Variables</b>	<b>Dependent Variables</b>	
	<b>Surface Acting</b>	
	<b>Model 1</b>	<b>Model 2</b>
Challenge Appraisal of Emotional Labor		-0.02
Hindrance Appraisal of Emotional Labor		0.23**
<i>Control variables</i>		
Age	-0.20*	-0.18*
Gender	-0.07	-0.10
Tenure years	0.05	0.04
Ethnicity_ Black or African American	-0.27	-0.30
Ethnicity_ American Indian, Eskimo	-0.20*	-0.19
Ethnicity_ White (non-Hispanic), Anglo, Caucasian,	-0.36	-0.45
Ethnicity_ Asian/Pacific islander	-0.39	-0.44
Ethnicity_ Hispanic Latino	-0.22	-0.25
Customer Duration (minutes)	0.05	0.02
Industry_ Retail	0.18	0.21
Industry_ Call Center & Support Services	0.31**	0.34**
Industry_ Healthcare	0.09	0.10
Industry_ Educational Services	0.01	0.02
Industry_ Hotel/Hospitality	-0.01	-0.03
Industry_ Food & Restaurant	0.26*	0.28**
R Square	0.14	0.19
Adjusted R Square	0.07	0.12
Change in R Square	0.14	0.05**

\*\* $p < 0.01$ ; \* $p < 0.05$

## H6. Link between Emotional labor strategy and Burnout

### H6a. Relationship between deep acting and burnout

The hypothesis stated a negative relationship between deep acting and burnout.

### H6b. Relationship between surface acting and burnout

The hypothesis stated a positive relationship between surface acting and burnout.

For the above two hypotheses, burnout was regressed on surface acting and deep acting in the regression equation. Control variables were entered prior to the predictor variables. The regression results indicated significant relationships as hypothesized both between burnout and surface acting ( $\beta = .37, p < 0.05; p < 0.01$ ) and burnout and deep acting ( $\beta = -.18, p < 0.05; p < 0.01$ ). Hence, both the hypotheses were supported.

Table 28: Emotional Labor Strategies and Burnout

Predictor Variables	Dependent Variables	
	Burnout	
	Model 1	Model 2
Surface Acting		0.37**
Deep Acting		-0.18**
<i>Control variables</i>		
Age	-0.16	-0.08
Gender	-0.11	-0.08
Tenure years	-0.10	-0.11
Ethnicity_ Black or African American	-0.21	0.06
Ethnicity_ American Indian, Eskimo	-0.14	-0.07
Ethnicity_ White (non-Hispanic), Anglo, Caucasian,	-0.04	0.18
Ethnicity_ Asian/Pacific islander	-0.19	0.02
Ethnicity_ Hispanic Latino	-0.08	0.06
Customer Duration (minutes)	0.08	0.06
Industry_ Retail	0.06	0.00
Industry_ Call Center & Support Services	0.11	0.00

Industry_Healthcare	0.18	0.15
Industry_Educational Services	-0.07	-0.07
Industry_Hotel/Hospitality	-0.03	-0.02
Industry_Food &Restaurant	0.04	-0.05
R Square	0.13	0.28
Adjusted R Square	0.06	0.22
Change in R Square	0.13	0.15**

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\*\*p<0.01; \*p<0.05

### **H7. Link between Emotional labor strategy and turnover intention**

H7a. Relationship between surface acting and turnover intention

The hypothesis stated a positive relationship between surface acting and turnover intention.

H7b. Relationship between deep acting and turnover intention

The hypothesis stated a negative relationship between deep acting and turnover intention.

For the above mentioned hypotheses, turnover was regressed on surface acting and deep acting in the regression equation. Additionally, control variables were entered prior to the predictor variables. The regression results indicated that surface acting has a positive relationship with turnover ( $\beta = .36, p<0.05; p<0.01$ ). However, the relationship between deep acting and turnover was not significant ( $\beta = -.11, p>0.05$ ). Hence, hypothesis H7a was supported and H7b was not supported. Moreover, educational services industry was related to turnover intention ( $\beta = -.19, p<0.05; p<0.01$ )

Table 29: Emotional Labor Strategies and Turnover

Predictor Variables	Dependent Variable	
	Turnover Intention	
	Model 1	Model 2
Surface Acting		0.36**
Deep Acting		-0.11
<i>Control variables</i>		
Age	0.01	0.08
Gender	0.04	0.06
Tenure years	-0.13	-0.14
Ethnicity_ Black or African American	0.04	0.17
Ethnicity_ American Indian, Eskimo	-0.05	0.02
Ethnicity_ White (non-Hispanic), Anglo, Caucasian,	0.28	0.47
Ethnicity_ Asian/Pacific islander	0.14	0.33
Ethnicity_ Hispanic Latino	0.19	0.31
Customer Duration (minutes)	0.03	0.01
Industry_ Retail	-0.04	-0.10
Industry_ Call Center & Support Services	0.03	-0.09
Industry_ Healthcare	0.00	-0.04
Industry_ Educational Services	-0.19*	-0.19*
Industry_ Hotel/Hospitality	-0.02	0.00
Industry_ Food & Restaurant	0.09	0.00
R Square	0.11	0.24
Adjusted R Square	0.04	0.16
Change in R Square	0.11	0.13**

\*\*p<0.01; \*p<0.05

**H8. Mediating role of Burnout on the relationship between emotional labor strategy and turnover intention.**

H8a. Mediating role of burnout in the relationship between surface acting and turnover intention.

The hypothesis stated that burnout mediates the positive relationship between surface acting and turnover intention. Baron and Kenny (1986) approach was used to test the mediation effect of

burnout. Baron and Kenny put forth three conditions to check mediation – (1) independent variable affects the mediator (2) variation in mediator accounts for variation in the dependent variable (3) when the conditions (1) and (2) are controlled, a previously significant relationship between independent and dependent variable is no longer significant – implies full mediation. On the other hand if the significance reduces, the mediation is partial mediation. Three regression models were run to test mediation (Judd and Kenny, 1981; c.f. Baron and Kenny, 1986). First, regression was run between surface acting (IV) and burnout (mediator) i.e. H6b. There was a significant relationship ( $\beta = 0.38, p < 0.05; p < 0.01$ ) i.e. condition (1) was met. Next, regression between surface acting (IV) and turnover intention (DV) was run. The results suggested significant relationship ( $\beta = 0.37, p < 0.01$ ). Finally, turnover intention (DV) was regressed on surface acting (IV) and burnout (mediator). The regression results suggested the regression coefficient and the significance level between surface acting and turnover intention reduced ( $\beta = 0.18, p < 0.05; p < 0.01$ ) suggesting burnout partially mediated the relationship between the two variables. Additionally, Sobel was conducted to test the partial mediation. The following values were obtained - Sobel test statistic = 4.936, std error = 0.048 and  $p = 0.000$  (calculated using online calculator from (<http://quantpsy.org/sobel/sobel.htm>)). The test suggested that the relationship between surface acting and turnover intention is partially mediated by burnout. Hence, the hypothesis was supported.

Table 30 shows the mediating role of burnout on the relationship between surface acting and turnover intention.

H8b. Mediating role of burnout in the relationship between deep acting and turnover

The hypothesis stated burnout mediates the negative relation between deep acting and turnover.

To test the mediation, Baron and Kenny (1986) approach was used. It was found that that one of the conditions for mediation was not met. The relationship between deep acting (IV) and turnover was not significant ( $\beta = -0.140, p > 0.05$ ). Hence, the mediation hypothesis was not supported.

Table 30. Mediating role of burnout on the relationship between surface acting and turnover intention.

	Dependent Variable Burnout		Dependent Variable Turnover Intention		Dependent Variable Turnover Intention	
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
<b>Controls</b>						
Age	-0.16	-0.07	-0.04	0.04	-0.04	0.08
Gender	-0.12	-0.12	0.05	0.05	0.05	0.11
Tenure	-0.07	-0.08	-0.14	-0.15*	-0.14	-0.11
Ethnicity_ Black or African American	-0.05	-0.12	0.11	0.04	0.11	0.1
Ethnicity_ American Indian, Eskimo	-0.06	-0.03	-0.04	0	-0.04	0.01
Ethnicity_ White (non-Hispanic), Anglo, Caucasian	0.19	0.06	0.37	0.25	0.37	0.23
Ethnicity_ Asian/Pacific islander	-0.02	0.17	0.19	0.17	0.19	0.2
Ethnicity_ Hispanic Latino	0.05	0	0.24	0.2	0.24	0.2
Surface Acting		.38**		0.37**		.18**
Burnout						.49**
R Square	0.086	0.22	0.07	0.2	0.07	0.38
Adjusted R Square	0.05	0.18	0.03	0.15	0.03	0.35
Change in R Square	0.09	.13**	0.07	.12**	0.07	.31**

\*\*p<0.01; \*p<0.05

Table 31 Summary of Hypothesis Testing

H1	<p><b>Workplace Spirituality and Resilience</b></p> <p>The perception of workplace spirituality in an organization is positively related to resilience among the employees</p>	<b>Supported</b>
H2	<p><b>Resilience and Stressor Appraisal of Emotional Labor</b></p> <p>Hypothesis 2a: Resilience is positively correlated to appraisal of emotional labor as a challenge stressor.</p>	<b>Supported</b>
	<p>Hypothesis 2b: Resilience is negatively correlated to appraisal of emotional labor as a hindrance stressor.</p>	Not Supported
H3	<p><b>Mediating Role of Resilience on Workplace Spirituality- Stressor Appraisal of Emotional Labor Relationship</b></p> <p>Resilience mediates the relationship between workplace spirituality and challenge appraisal of emotional labor.</p> <p>Resilience mediates the relationship between workplace spirituality and hindrance appraisal of emotional labor</p>	<p><b>Supported</b></p> <p>Not Supported</p>
H4	<p><b>Moderating role of Dispositional Affectivity on Resilience- Stressor Appraisal of Emotional Labor Relationship</b></p> <p>Hypothesis 4a: The dispositional positive affect of the individual moderates the relationship between resilience and appraisal of emotional labor as a challenge stressor in such a way that the positive relationship between them will be strengthened.</p> <p>Hypothesis 4b: The dispositional positive affect of the individual moderates the relationship between resilience and appraisal of emotional labor as a hindrance stressor, in such a way that the negative relationship between them will be strengthened.</p> <p>Hypothesis 4c: The dispositional negative affect of the individual moderates the relationship between resilience and appraisal of emotional labor as a challenge stressor, in such a way that the positive relationship between them will be weakened.</p>	<p>Not Supported</p> <p>Not Supported</p> <p>Not Supported</p>



	Hypothesis 4d: The dispositional negative affect of the individual moderates the relationship between resilience and appraisal of emotional labor as a hindrance stressor, in such a way that the negative relationship between them will be weakened.	Not Supported
H5	<p><b>Stressor Appraisal of Emotional Labor and Emotional Labor Strategies</b></p> <p>Hypothesis 5a: There is a positive correlation between stressor appraisal of emotional labor as a challenge stressor and deep acting (antecedent-focused emotion regulation).</p> <p>Hypothesis 5b: There is a negative correlation between stressor appraisal of emotional labor as a challenge stressor and surface acting (response-focused emotion regulation).</p> <p>Hypothesis 5c: There is a positive correlation between stressor appraisal of emotional labor as a hindrance stressor and surface acting (response-focused emotion regulation).</p> <p>Hypothesis 5d: There is a negative correlation between stressor appraisal of emotional labor as a hindrance stressor and deep-acting (antecedent-focused emotion regulation).</p>	<p><b>Supported</b></p> <p>Not Supported</p> <p><b>Supported</b></p> <p>Not Supported</p>
H6	<p><b>Emotional Labor Strategies and Individual Outcomes –Burnout</b></p> <p>Hypothesis 6a: Deep acting (Antecedent –focused emotion regulation) will be negatively related to burnout.</p> <p>Hypothesis 6b: Surface-acting (Response- focused emotion regulation) will be positively related to burnout.</p>	<p><b>Supported</b></p> <p><b>Supported</b></p>
H7	<p><b>Emotional Labor Strategies and Individual Outcomes - Turnover intentions</b></p> <p><i>Direct Effect of emotion regulation on turnover intention</i></p> <p>Hypothesis 7a: Response-focused emotion regulation (surface acting) has a positive relationship with turnover intention.</p>	<b>Supported</b>

	Hypothesis 7b: Antecedent-focused emotion regulation (deep acting) has a negative relationship with turnover intention.	Not Supported
H8	<p><b>Emotional Labor Strategies and Individual Outcomes - Turnover intentions</b></p> <p><i>Indirect Effect of emotion regulation on turnover intention</i></p> <p>Hypothesis 8a: Burnout mediates the positive relation between response –focused emotion regulation (surface acting) and turnover intention</p> <p>Hypothesis 8b: Burnout mediates between the negative relation between antecedent-focused (deep acting) and turnover intention.</p>	<p><b>Supported</b></p> <p>Not Supported</p>

## 5.8 Summary

The current chapter discussed the major steps in data analysis including cleaning, preliminary data analysis. Table 31 summarized the results listing the hypotheses supported and not supported. It can be inferred the overall proposed process model linkages have been supported. However, the moderating role of dispositional affectivity on resilience – stressor appraisal of emotional labor was not supported. The next chapter will elaborate on the findings of the study. Additionally, I will provide alternate explanations as to why the hypotheses on the moderating role of dispositional affectivity were not supported. Furthermore, the implications of the study will be discussed. The next chapter will also discuss the limitations of the study and future research directions.

## CHAPTER VI

### DISCUSSION

This chapter provides an overview of the purpose of the study and enumerates the major findings of the study. Additionally, this chapter discusses some alternate explanations and interpretations of the findings. The current chapter also discusses implications of the study to theory. Moreover, managerial implications of the study are discussed. In addition the chapter concludes with a discussion of the limitations of the study and future research directions.

#### **6.1 Discussion**

This dissertation emphasized on the burgeoning framework of workplace spirituality and its potential to examine how workplace spirituality can be used as an organizational intervention to manage organizational issues. Workplace spirituality can be understood as an attempt to acknowledge the spiritual dimension of employees in the organization by focusing on the meaning and purpose of work, sense of connection with coworkers and emphasis on humanistic values (Ashmos and Duchon, 2000). Recent scholars suggest workplace spirituality as a plausible framework to address organizational issues. Accordingly, the current study recognizes emotional labor as a pressing problem especially in service organizations and posits workplace spirituality as a plausible framework to manage emotional labor. A considerable amount of literature in emotional labor emphasize on the negative psychological consequences of emotional labor mainly in the form of burnout and withdrawal behaviors such as turnover (Ashforth and

Humphrey, 1993; Brotheridge and Lee, 2002; Brotheridge and Grandey, 2002; Grandey, 2000; Grandey, 2012; Hochschild, 1983). Additionally, past research emphasized service employees and their behaviors to play a pivotal role in the perception of service encounter and overall quality of a service (e.g. Berry and Parasuraman, 1991; Bitner et al., 1994). Accordingly, this study focuses on the frontline employees and their behaviors during service encounters. It emphasizes on their evaluation of emotional labor during service encounters and its impact on outcomes.

The main purpose of this study was to examine how workplace spirituality facilitates in reducing the negative consequences of emotional labor. Burnout (emotional exhaustion) and turnover were examined in the study as individual outcome variables. The study proposed a process model to explain how workplace spirituality enables service employees to manage emotional labor in a self-regulated manner through challenge appraisal of emotional labor. Furthermore, the study posited that challenge appraisal of emotional labor will enable employees to use deep acting strategy to manage emotional labor, thereby reducing the negative consequences of burnout and turnover. I used a sample from Mturk workers in US who confirmed themselves as working in some kind of service organizations and had considerable amount of customer interaction (antecedent of emotional labor) in their job. The respondents answered a web survey and the process model was tested.

The major findings of the study reported some support for the process model. I will discuss the findings in detail as follows.

## **Workplace Spirituality, Resilience and Stressor Appraisal of Emotional Labor**

The findings of the study revealed that workplace spirituality is positively related to resilience. In other words, workplace spirituality provides the service employees with some protective factors in the form of a positive work environment (Richardson, 20002) that allows them to find meaning in their work, acknowledge their inner life and reach their potential; and seek social support in the organization. These protective factors enable them to enhance their resilience.

Additionally resilience and challenge appraisal was found to be positively related. This is consistent with Fletcher and Fletcher (2013) and Tugade and Fredrickson (2004) who suggest that individuals having resilience is associated with positive appraisals of stressors.

Contrary to the hypothesized relationship, the study did not find support for the negative relationship between resilience and hindrance appraisal of emotional labor. This suggests that high resilience does not imply an employee will be less likely to appraise emotional labor as a hindrance. A possible interpretation of this finding could be explained by applying the transactional stress theory (Lazarus and Folkman, 1986) and Lazarus (1993). Lazarus (1993) suggests that appraisals are associated with affective state of individuals. Tugade and Fredrickson (2004) suggest resilience to be associated with positive emotions. Hence, it can be argued that hindrance appraisals are more associated with negative emotions. Additionally, for any individual, the threshold for perceiving emotional labor as a challenge or hindrance is different and unique. Luthar, Cicchetti & Becker (2000) suggests resilience as a dynamic process rather than a static one. Hence, it can be argued that beyond a certain threshold of emotional labor, the acquired protective factors are unable to alleviate the negative appraisal of emotional labor.

However, resilience was considered as a static phenomenon in the current study and testing the alternative explanation is beyond the scope of the current study.

Moderating role of dispositional affectivity on the relationship between resilience and stressor appraisal of emotional labor.

The next link in the process model was to examine the moderating role of dispositional affectivity on the relationship between resilience and appraisals of emotional labor. Contrary to the hypotheses, in the current study, I found that the dispositional affectivity did not influence the relationship between resilience and stress appraisal of emotional labor. I argued that dispositional positive affectivity of an individual will interact with the positive experiences in the workplace and strengthen the positive relationship between resilience and challenge appraisal. On the other hand, I argued it will strengthen the negative relationship between resilience and hindrance appraisal. However, these were not supported; positive or negative disposition of the individual did not impact the relationship between resilience and stress appraisal. An alternative explanation of the finding is as follows. Resilience theory (Richardson, 2002) suggests that protective factors acquired from the work environment through social support and other organizational factors create positive emotions. Transaction stress theory posits that positive emotions affect positive appraisals (Lazarus and Folkman, 1986). Hence, the finding is informative and insightful as it informs that positive experiences from work environment are more instrumental in positive appraisals than individual dispositions of the individuals. Similarly, the findings explain that negative dispositions of individuals do not affect the relationship between resilience and appraisal of emotional labor. This also infers that positive work environment can overcome the negative dispositions of the individuals in the organization

and can encourage challenge appraisal of emotional labor or reduce hindrance appraisal of emotional labor.

### **Stressor Appraisals of Emotional Labor and Emotional Labor Strategies**

The process model hypothesized relationship between appraisals of emotional labor and the emotional strategies endorsed by individuals. I hypothesized that individuals who appraise emotional labor as a challenge are more likely to endorse deep acting and less likely to use surface acting. The finding supported a positive relationship between challenge appraisal and deep acting. This is consistent with past research (Le Pine et al ., 2005) that individuals who assess stressors as challenge are highly motivated to overcome the strain caused by a stressor in an active manner. Additionally, deep acting is more associated with a sense of accomplishment (Brotheridge and Grandey, 2002).

On the other hand, the study did not support the negative relationship between hindrance appraisal and deep acting. The lack of support might be explained as follows. Stress literature suggests hindrance appraisal to be associated with negative appraisals of stressors (Lazarus, 1991). On the contrary, in emotional labor literature deep acting is recognized as a more positive and proactive way of managing emotional labor (Brotheridge and Grandey, 2002; Gross, 1998). Additionally, Le Pine et al (2005) suggests that individuals who appraise stressors as a hindrance are less motivated to put an effort to overcome strain. That might be a possible reason why they do not endorse deep acting.

In addition to above hypotheses, I also hypothesized relationships between appraisals of emotional labor and surface acting. The study found support for a positive relationship between hindrance and surface acting. This is very consistent with past research and the above



explanation why hindrance appraisals were not related to deep acting. Additionally, the finding did not support the hypothesized relationship between challenge appraisal and surface acting. This implies that although an individual appraises emotional labor as a challenge, he or she may not necessarily engage in less surface acting. However, the study found a positive relationship between challenge appraisal and deep acting. Therefore, it can be inferred that challenge appraisal of emotional labor motivates an individual to deep act and may or may not engage an individual to surface act. Additionally, in a typical customer interaction during a service encounter, an employee experiences uncertainty and is unable to anticipate customer reactions. In this scenario, although he or she might have a positive outlook towards emotional labor, it might be easier to fake emotions rather than to internalize or deep act (Diefendorff and Gosslerland, 2003). Moreover, this suggests that individuals might use surface acting as a latent secondary strategy along with deep acting as their primary strategy to manage emotional labor. It also infers that the perception of effort for an individual to surface act or deep act might vary from situation to situation independent of the appraisal of emotional labor. These arguments were beyond the scope of the current study and it might benefit from further investigation.

### **Emotional Labor Strategies and Individual Outcomes**

Going further, the process model examined the relationship between emotional strategies and individual outcomes of burnout and turnover. I hypothesized that deep acting is negatively related to burnout while surface acting is positively related to burnout. Both the hypotheses were supported. This is consistent with previous research that both deep acting and surface acting are effortful and lead to burnout (Muraven and Baumeister, 2000). However, deep acting is associated with a sense of accomplishment, authenticity and positive emotions (e.g. Brotheridge

& Grandey, 2002; Brotheridge & Lee, 2002; Grandey, 2000; Grandey, 2003; Diefendorff et al., 2011). Additionally, deep acting is associated with individuals having greater control of the situation (Diefendorff and Gosslerland, 2003). Additionally, Philip and Schupbach (2010) found that deep acting reduces emotional exhaustion over longer periods of time. Hence, the emotional exhaustion for individuals endorsing deep acting is lesser than individuals who endorse surface acting. On the contrary, surface acting is associated with guilt and inauthentic emotions, (Hochschild, 1983; Brotheridge and Grandey, 2002) and individuals are more likely to expend their resources to suppress negative emotions and surface acting is associated with reduced accomplishment. Additionally, Richards and Gross (2000) suggests surface acting to be associated with more cognitive effort than deep acting.

In addition to above hypotheses on burnout, I hypothesized relationships between emotional labor strategies and turnover intention. Zerbe (2000) suggests that emotional dissonance is associated with turnover. So, turnover was hypothesized to be positively related to surface acting and negatively related to deep acting. Consistent to the hypothesis, it was found that surface acting was positively related to turnover intention. Past research suggests that surface acting is associated with negative work attitudes and withdrawal behaviors (Frijda, 1994; 2007).

On the contrary, the results suggested that the negative relationship between deep acting and turnover intention was not significant. It was hypothesized that the more an individual resorts to deep acting to manage emotional labor, he or she is less likely to quit the job. Past studies have found an indirect relationship with surface acting and turnover and turnover intention (e.g. Chau et al., 2009; Cote and Morgan, 2002). However, no prior studies found direct relationship with deep acting and turnover. Cote and Morgan (2002) suggests that emotional

dissonance alone cannot explain why positive emotions due to deep acting might reduce turnover intentions. So the findings are consistent with previous research. However, an alternate explanation is needed to further investigate the relationship.

Past research on turnover and turnover intentions (e.g. Cote and Morgan, 2002; Mobley et al., 1979; Hom and Griffith, 1991) suggests that negative work attitudes such as job dissatisfaction are antecedents to turnover. But past research on emotional labor suggests deep acting to be associated with sense of accomplishment and positive work attitudes (e.g. Brotheridge and Grandey, 2000). An alternative explanation for this might be that deep acting is more an individual strategy an employee endorses in his or her job while there might be several other reasons for an employee to quit an organization such as salary, leadership, salary, and work environment and so on. However, this might or might not be specific to the job where emotional labor strategy is an integral part.

Additionally, a positive relationship was found with surface acting and turnover. Scott and Barnes (2011) argue that affective states due to emotional labor affect the withdrawal intentions. Past research suggests negative affect associated with surface acting. This provides an insightful argument that emotional strategy of surface acting increases the chance of turnover due to negative attitudes such as job dissatisfaction and burnout although deep acting might or might not reduce turnover. Additionally, the study also found support for the mediating role of burnout on surface acting and turnover. This is consistent with previous research (Chau et al., 2009). Chau et al (2009) argued that surface acting leads to increased burnout and motivates an individual to quit job. In other words, given all the organizational factors constant, perhaps surface acting will lead to increased turnover intention and deep acting might lead to decreased turnover intention. However, this explanation could not be tested here as organizational factors

were beyond the scope of the current study. Additionally, inclusion of other work attitudes such as job satisfaction could explain the phenomena. Future investigation on these aspects might reveal more information.

Overall the study met its expected contributions to a reasonable extent. It established a process link between workplace spirituality and emotional labor through challenge appraisal of emotional labor. Resilience mediated the relationship between workplace spirituality and challenge appraisal. Workplace spirituality enables organizations to provide protective factors in the form of a supportive, meaningful work environment and positive experiences (Richardson, 2002) that enable employees to appraise emotional labor with a positive outlook. Additionally, it showed that when individuals appraise emotional labor as a challenge, they are more likely to invest in deep acting. Moreover, when employees used deep acting, they were more invested and as it involves fewer cognitive costs than surface acting (Richards and Gross, 2000), they experienced lesser burnout than employees who endorsed using surface acting. Consistent with the control theory perspective (Diefendorff and Gosslerland, 2003) and expectancy theory (Vroom, 1964) employees who perceive emotional labor as a hindrance will endorse using surface acting as a strategy to manage emotional labor. Additionally, employees who experienced burnout due to emotional labor had higher chances of turnover. The process model examined in this study has some noteworthy implications.

## **6.2 Implications to Research**

The current study has noteworthy implications to the academic research. It established an empirical link between workplace spirituality and emotional labor through a process model. The current study is the first empirical study to establish a link between the two variables. The study

makes a theoretical contribution by extending the workplace spirituality literature in the domain of emotional labor and services. In addition, this study provides a theoretical integration of three areas of study- workplace spirituality, emotional labor and organizational stress. Additionally, the study integrated the psychology literature on resilience to emphasize on the protective factors contributed to organizations practicing workplace spirituality. Along with the above mentioned contributions, the study developed a new measure to assess appraisals of emotional labor which can be used by future researchers. Additionally, the process model focused on service organizations as a research context. The sample included a variety of service organizations including both high and low contact services. Hence, I argue that the process model provided a generalizable model to explain the phenomena of emotional labor in both high and low contact services. Moreover, the process model provides a step towards understanding how workplace spirituality can be used as a framework to control and manage organizational issues. It also encourages future studies to examine other work behaviors and their relationships with workplace spirituality.

### **6.3 Managerial Implications**

In addition to above theoretical contributions, the study has some noteworthy managerial implications. It provides service organizations with a novel framework of workplace spirituality to manage emotional labor. It informs managers to encourage and accommodate humanistic values and spiritual dimensions of meaningfulness, purpose, connection and inner life in order to build a self-regulating system in the organization to manage emotional labor. Some of the ways managers or organizations could accomplish this is by conducting trainings to educate employees on the values and beliefs of the organization. Additionally organizations could conduct periodic

surveys on the culture of the organization and take feedback on what are the values that employees associate the most with and do not associate with. This will build an alignment of values between individuals and organizations, thereby building a spiritual bond between organizations and employees. Additionally, managers could encourage workshops where employees could share their experiences of customer interactions and how they handled a tough customer or brought in extra sales. This way managers will encourage a learning environment and provide an environment of sharing (enhancing connection) between employees. Additionally, this will perhaps build a “climate of authenticity” (Grandey 2012) where employees can trust their coworkers and share their true feelings with them so it is not displayed to the customers during service encounters. Additionally, managers could encourage employees to take self-assessments on their jobs and provide them with necessary support rather than evaluating their performance based on service quality alone. In other words, managers need to also focus on the means in addition to the ends. Furthermore, managers can consider emphasizing on the spiritual dimensions in selection and recruitment thereby recruiting employees who seek greater meaning and purpose in their work, have alignment with the organizations values and have a broader sense of accomplishment in providing service to customers.

Additionally, the study also informs the managers that a positive work environment can enhance the protective factors for employees to withstand and bounce back from the organizational demands of emotional labor. Moreover, the study informs the managers that positive experiences at work is instrumental in positive appraisals of emotional labor and affects the emotional labor strategies employed by the workers, which in turn has an influence on burnout and turnover. Furthermore, although the study did not test the influence of workplace

spirituality on service quality, past research (Bitner et al., 1984) emphasizes the importance of the role of frontline employees in the service encounter and argue that their behavioral adjustments are crucial to the customer satisfaction. Hence this study suggests that workplace spirituality has the potential to build a service climate and improve the overall perception of service quality. In summary, the study encourages managers in service organizations to focus on the benefits of organizational interventions such as workplace spirituality to manage emotional labor in addition other aspects of individual and job related variables. The next section enumerates the limitations of the study.

#### **6.4 Limitations of the Study**

Despite the contributions of the current study, there were some limitations in the study. First, the study relied on a cross-sectional data. Hence, all the relationships examined in the study were correlational and no causal inferences could be drawn from the study. Second, the research context of the study focused on service organizations in general. While the process model explored how workplace spirituality and emotional labor are related in a service context, the study could not examine whether workplace spirituality differed between high contact and low contact service organizations. Additionally, the extent of emotional labor might vary among industries. The current study did not examine these aspects. However, future research can examine this. Third, the sample consisted of workers from Mturk. Although Mturk was a good source of data given the time and cost constraints of the study, there were some limitations in terms of restricting service employees from only particular industry types to participate in the survey. Additionally, although past research confirmed Mturk workers to be authentic in their responses, it was difficult to examine this in the sample. Fourth, the current study involved self -

reports from a single source. Self-reports are the most appropriate method of collecting data for the current study as it involved personal experiences of employees, their emotional strategies and individual outcomes. Although preventive measures were taken, it cannot completely negate the chances of common method variance. Hence, I think the study would have benefited from collecting data in two waves. Fifth, the methodology used to explore the relationships in the process model was separate regression models. The current study being the first empirical attempt to build a process model, I thought it was more appropriate to separately test the links between variables. However, a much advanced technique of structural equation modelling to analyze the path will add value to the existing model. Sixth, the current study focused on only two individual outcome variables of burnout and turnover. Further studies can benefit from examining relationships with other relevant outcome variables such as affective delivery, performance of employees, service quality and so on. The next section discusses some of the future research directions based on the above limitations and findings of the current study.

### **6.5 Future Research Directions**

The current study provides an initial step in explore the relationship between workplace spirituality and emotional labor through a process model. Based on some of the limitations discussed above future research directions are follows. Future research can focus on examining the process model on a longitudinal data to better understand the relationships and causalities. Additionally, future research can examine the process model on a particular industry context to examine and validate the process model. Moreover, future study can compare how the process model might vary within high contact service organizations versus low contact service organizations. Additionally, future studies can replicate the current study to check if the process



model is suitable in varying contexts. Moreover, future research can examine the relationships explored in the current study with a different data analysis technique such as Structural equation modelling (SEM) to consider all the relationships at once instead of separate regression models. Moreover, current study focused on an individual unit of analysis emphasizing on the employee. Future study can work on a multi-level model to examine how workplace spirituality and emotional labor are related. Additionally other outcome variables in different levels – individual, group and organizational level will further extend the study. Moreover, in the current study, I considered workplace spirituality as a single construct. Future research can examine the relationships with specific dimensions of workplace spirituality. Furthermore, future studies can consider examining the influence of workplace spirituality on negative behaviors in the organization such as conflicts, counter-productive work behaviors and so on.

## **6.6 Conclusion**

The major contribution of the study is to explain that workplace spirituality affects the stress appraisal of emotional labor in a positive manner. Additionally, the challenge appraisal of emotional labor facilitates deep acting emotional strategy, thereby reducing burnout and turnover intentions among service employees. The current study attempted to add value to the burgeoning field of workplace spirituality through an empirical evidence relating workplace spirituality and emotional labor. In addition, the current study is one of the few studies in workplace spirituality literature that provides a process model to explain the positive role of workplace spirituality in managing an organizational problem. As this study is very exploratory in nature, it sets an initial model and scope for future scholars to extend the model. It illuminates the positive aspects of workplace spirituality and how organizations can benefit from a framework that recognizes

employees as spiritual beings who seek meaningfulness, connection and inner life in addition to the tangible and pragmatic aspects of salary and security in organizations. The current study also emphasizes on how workplace spirituality enables employees to appraise their job demands in a positive manner that is beneficial for themselves and the organization.

Additionally, the current study integrates disciplines of psychology and stress literature. This provides an inter-disciplinary perspective to manage the organizational problem of emotional labor. The emotional labor research area can benefit from this study as it provides a novel perspective to manage it through an organizational intervention such as workplace spirituality. Additionally, the current study paves way for future research to explain how workplace spirituality can facilitate in managing emotional labor through cognitive appraisal of stressors.

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## APPENDIX



## APPENDIX A: SURVEY QUESTIONNAIRE

### **I. Qualifying/Screening Questions**

Please answer “YES” or “NO” for the below questions:

1. Are you 18 years or older?
2. Are you currently working in any kind of service jobs?

(Service jobs are jobs where an employee experiences great extent of customer interactions as a part of the job. This includes (but is not limited to) jobs such as waiter/waitress in restaurants, nurses, staffs in the healthcare, staffs and managers at hotels, bank tellers, call center employees, frontline employees at retail stores.)

3. Have you been employed in the current job for at least six months?
4. Are you a US citizen or a legal Permanent Resident? \*\*

\*\* This question was included in the main survey.

If the respondent answers “YES” to all the above mentioned questions, he/she will be allowed to proceed to the survey. The main survey items will be displayed to the respondent.

If the respondent answers “NO” to any of the above questions, a message will be displayed informing that he/she is not qualified to take the survey. Thank you message will be displayed with an appreciation for participating in the survey.

## II. PILOT STUDY

Pilot Study is conducted to check the effectiveness of the items measuring stressor appraisal of emotional labor.

It consists of two parts – (1) Qualifying Questions (2) Stressor Appraisal Scale

Stressor Appraisal of Emotional Labor

Adapted from Brotheridge and Lee (1998) & Brotheridge and Lee (2003) (first three items) and De Jonge et al (2007) (rest of them)

Invitation to Students

Hi,

My name is Ashwini Gangadharan. I am a Doctoral Candidate at the Department of Management in University of Texas Pan American. I am conducting a research study with a faculty advisor, Dr. Jennifer Welbourne. This study investigates employees' perceptions of their workplace, their attitudes, behaviors and feelings they experience at work.

I would like you to participate in an online survey. The survey will not take more than 10 minutes. Please click on the survey link below and follow the instructions in the survey. The information you provide in this survey is highly confidential.

Survey link: \_\_\_\_\_

Thank you so much for your assistance.

Sincerely,

Ashwini Gangadharan

PhD Candidate

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## SURVEY

### Challenge Appraisal

Instructions:

The following statements refer to situations you may experience as part of your job. Please indicate to the extent to which you agree or disagree the below mentioned situations or events are positively challenging and promote your performance.

Response Format - **1** indicates **Strongly Disagree**; **2** indicates **Disagree**; **3** indicates **Neither Agree nor Disagree**; **4** indicates **Agree**; **5** indicates **Strongly Agree**

1. Expressing intense emotions at work is a positive challenge that promotes my performance.
2. Displaying many different emotions when interacting with customers at work is a positive challenge that promotes my performance.
3. The extent to which I interact with customers on an average day is a positive challenge that promotes my performance.
4. Dealing with customers or clients at work, who have unrealistic expectations is a positive challenge that promotes my performance.
5. Controlling my emotions to complete tasks within a limited time frame is a positive challenge that promotes my performance.
6. Dealing with clients or customers whose problems touch me emotionally is a positive challenge that promotes my performance.

7. Dealing with clients or customers who get easily angered is a positive challenge that promotes my performance.
8. Doing a lot of emotionally draining work is a positive challenge that promotes my performance.
9. Displaying emotions towards clients or customers at work that are inconsistent with my current feelings is a positive challenge that promotes my performance.

### Hindrance Appraisal

The following statements refer to situations you may experience as part of your job. Please indicate the extent to which you agree or disagree the below mentioned events are a hindrance to your performance.

Response Format - **1** indicates **Strongly Disagree**; **2** indicates **Disagree**; **3** indicates **Neither Agree nor Disagree**; **4** indicates **Agree**; **5** indicates **Strongly Agree**

- 1) Expressing intense emotions at work is a hindrance my performance.
- 2) Displaying many different emotions when interacting with customers at work is a hindrance to my performance.
- 3) The extent to which I interact with customers on an average day is a hindrance to my performance.
- 4) Dealing with customers or clients at work, who have unrealistic expectations is a hindrance to my performance.
- 5) Controlling my emotions to complete tasks within a limited time frame is a hindrance to my performance.

- 6) Dealing with clients or customers at work whose problems touch me emotionally is a hindrance to my performance.
- 7) Dealing with clients or customers who get easily angered is a hindrance to my performance.
- 8) Doing a lot of emotionally draining work is a hindrance to my performance.
- 9) Displaying emotions towards clients or customers at work that are inconsistent with my current feelings is a hindrance to my performance.

### **III. MAIN SURVEY ON MTURK**

Please provide your honest opinion as per the response format mentioned for each set of statements or questions. Your responses are anonymous and will be kept confidential under any circumstances.

#### **Workplace Spirituality (Milliman et al., 2003 and Ashmos and Duchon, 2000)**

Please rate how strongly you agree or disagree with the following statements about your work/ workplace and yourself.

Response Format -**1** indicates **Strongly Disagree**; **2** indicates **Disagree**; **3** indicates **Neither Agree nor Disagree**; **4** indicates **Agree**; **5** indicates **Strongly Agree**

#### *Meaningful work*

1. I experience joy in my work
2. My spirit is energized by my work
3. My work is connected to what I think is important in life
4. I look forward to coming to work

5. I see a connection between work and social good
6. I understand what gives my work personal meaning

*Sense of connection/community*

7. Working cooperatively with others is valued at my workplace
8. I feel part of a community at my work
9. I believe people support each other at my work
10. I feel free to express my opinions at my work
11. I think employees are linked with a common purpose at my workplace
12. I believe employees genuinely care about each other at my workplace
13. I feel there is a sense of being a part of a family at my workplace

*Alignment of values*

14. I feel positive about the values of my organization
15. My organization is concerned about the poor
16. My organization cares about all its employees
17. My organization has a conscience
18. I feel connected with my organization's goals
19. My organization is concerned about health of employees
20. I feel connected with the mission of my organization
21. My organization cares about whether my spirit is energized

*Inner Life*

22. I feel hopeful about life.
23. My spiritual values influence the choices I make.
24. I consider myself a spiritual person.
25. Prayer is an important part of my life.
26. I care about the spiritual health of my coworkers.

**Resilience** (Connor and Davidson, 2003) – 25 items

Please indicate how well each of the following statements describes you.

Response Format – **0** indicates **Not True At All**; **1** indicates **Rarely True**; **2** indicates **Sometimes True**; **3** indicates **True**; **4** indicates **True Nearly All of the Time**

1. I am able to adapt to change
2. I believe in close and secure relationships
3. I believe sometimes fate or god can help
4. I can deal with whatever comes
5. My past success gives confidence for new challenge
6. I see the humorous side of things
7. Coping with stress strengthens me
8. I tend to bounce back after illness or hardship
9. I believe that things happen for a reason
10. I believe in giving my best effort no matter what
11. I can achieve my goals

12. When things look hopeless, I don't give up
13. I know where to turn for help
14. Under pressure, I focus and think clearly
15. I prefer to take the lead in problem solving
16. I am not easily discouraged by failure
17. I think of myself as a strong person
18. I make unpopular or difficult decisions
19. I can handle unpleasant feelings
20. Sometimes, I act on a hunch
21. I have a strong sense of purpose
22. I am in control of life
23. I like challenges
24. I work to attain my goals
25. I take pride in my achievements

**Stressor Appraisal of Emotional Labor** – 9 items

Adapted from Brotheridge and Lee (1998) & Brotheridge and Lee (2003) (first three items) and De Jonge et al (2007) (rest of them)

\*\*Revisions after Pilot study

- Wordings of the items are revised to make it more personalized and reduce ambiguity
- Instructions for this sub scale is revised to increase clarity and reduce response burden

Challenge Appraisal

**As a service employee you might experience situations where you need to express emotions (positive, negative or neutral) at work. Please indicate to the extent to which the below mentioned situations challenge you in a positive way to perform.**



Response Format -1 indicates **Strongly Disagree**; 2 indicates **Disagree**; 3 indicates **Neither Agree nor Disagree**; 4 indicates **Agree**; 5 indicates **Strongly Agree**

1. I believe in expressing intense emotions at work challenges me positively to perform.
2. I believe displaying many different emotions when interacting with customers at work challenges me positively to perform.
3. I believe the extent to which I interact with customers on an average day challenges me positively to perform.
4. I believe dealing with customers at work, who have unrealistic expectations challenges me positively to perform.
5. I believe controlling my emotions to complete tasks within a limited time frame ~~is a~~ challenges me positively to perform.
6. I believe dealing with customers whose problems touch me emotionally challenges me positively to perform.
7. I believe dealing with customers who get easily angered challenges me positively to perform.
8. I believe doing a lot of emotionally draining work challenges me positively to perform.
9. I believe displaying emotions towards customers at work that are inconsistent with my current feelings challenges me positively to perform.

## Hindrance Appraisal

The following statements refer to situations you may experience as part of your job. Please indicate the extent to which you agree or disagree the below mentioned events are a hindrance to your performance.

Response Format -**1** indicates **Strongly Disagree**; **2** indicates **Disagree**; **3** indicates **Neither Agree nor Disagree**; **4** indicates **Agree**; **5** indicates **Strongly Agree**

- 1) I believe expressing intense emotions at work is a hindrance my performance.
- 2) I believe displaying many different emotions when interacting with customers at work is a hindrance to my performance.
- 3) I believe that the duration of interaction with customers on an average day is a hindrance to my performance.
- 4) I believe dealing with customers at work, who have unrealistic expectations is a hindrance to my performance.
- 5) I believe controlling my emotions to complete tasks within a limited time frame is a hindrance to my performance.
- 6) I believe dealing with clients or customers at work whose problems touch me emotionally is a hindrance to my performance.
- 7) I believe dealing with clients or customers who get easily angered is a hindrance to my performance.
- 8) I believe doing a lot of emotionally draining work is a hindrance to my performance.
- 9) I believe displaying emotions towards clients or customers at work that are inconsistent with my current feelings is a hindrance to my performance.

**Dispositional Negative Affectivity – PANAS-** (Watson, Clark and Tellegen, 1988) -20 items

Below is a number of words that describe different feelings and emotions. Read each item and then mark the appropriate answer in the space next to that word. Indicate to what extent you generally feel these emotions.

Response Format- **1** indicates **Very Slightly or Not at All**; **2** indicates **A Little**; **3** indicates **Moderately**; **4** indicates **Quite a Bit**; **5** indicates **Extremely**

*Negative Affect*

1. Afraid
2. Ashamed
3. Distressed
4. Guilty
5. Hostile
6. Irritable
7. Jittery
8. Nervous
9. Scared
10. Upset

*Positive Affect*

1. Interested
2. Alert
3. Inspired
4. Determined
5. Attentive
6. Enthusiastic

7. Proud
8. Active
9. Strong
10. Excited

### **Emotional Labor Strategies (Diefendorff et al 2005) -11 items**

Response Format -1 indicates **Strongly Disagree**; 2 indicates **Disagree**; 3 indicates **Neither Agree nor Disagree**; 4 indicates **Agree**; 5 indicates **Strongly Agree**

#### ***Surface Acting***

1. I put on an act in order to deal with customers in an appropriate way
2. I fake a good mood when interacting with customers
3. I put on a “show” or “performance” when interacting with customers
4. I just pretend to have the emotions I need to display for my job
5. I put on a “mask” in order to display the emotions I need for the job
6. I show feelings to customers that are different from what I feel inside.
7. I fake the emotions I show when dealing with customers

#### ***Deep Acting***

1. I try to actually experience the emotions that I must show to customers
2. I make an effort to actually feel the emotions that I need to display towards others
3. I work hard to feel the emotions that I need to show to customers

4. I work developing feelings inside of me that I need to show to customers

**Burnout (Oldenburg Burnout Inventory –OLBI) (Demerouti et al 2003) – 8 items**

Response Format -**1** indicates **Strongly Disagree**; **2** indicates **Disagree**; **3** indicates **Neither Agree nor Disagree**; **4** indicates **Agree**; **5** indicates **Strongly Agree**

1. There are days when I feel tired before I arrive at work
2. After work, I tend to need more time than in the past in order to relax and feel better
3. I can tolerate the pressure of my work very well ®
4. During my work, I often feel emotionally drained
5. After working, I have enough energy for my leisure activities ®
6. After my work, I usually feel worn out and weary
7. Usually, I can manage the amount of my work well ®
8. When I work, I usually feel energized ®

**Turnover Intention (Konovsky and Cropazano, 1991) - 3 items**

Response format- **1** indicates **Very Unlikely**; **5** indicates **Very Likely**

1. How likely is that you will look for a job outside this organization during the next year?
2. How often do you think about quitting your job at this organization?
3. If it were possible, how much would you like to get a new job?

## Control Variables – 9 items

1. Please indicate your age
  - 16-20
  - 21-25
  - 26-30
  - 31-35
  - 36-40
  - 41-45
  - 46-50
  - 51-55
  - 56-60
  - Above 60
2. Please indicate your gender: Male /Female
3. How long have been in your current job? Please answer in years and months.
4. Please list your Job type /Job Title (e.g. Senior customer consultant)
5. Please indicate the industry you work in : (e.g. Hotel, healthcare, bank, call center)
6. Please list your education (e.g. Bachelors)
7. A typical interaction I have with a customer takes about .....minutes (Brotheridge and Lee, 1998; 2003)
8. Ethnicity: Select the most appropriate one:
  - Black, African, African-American
  - American Indian, Eskimo
  - White (non-Hispanic), Anglo, Caucasian, European
  - Asian/Pacific Islander
  - Hispanic/Latino
  - Other
9. How many hours do you work in a week?

\*\*\* For respondents in Mturk, an additional item is added in the survey in the form of a written description to ensure quality of data and gain interest of the respondents. Additionally, filter on

location is applied so that only respondents living in U.S would be allowed to participate in the survey.

The respondents who pass through the qualifying criteria are requested to write a short description on their customer interaction experience. The item is as follows-

This survey relates to service employees and their interactions with customers. Please think of a customer interaction you had during the past month and write a short description of the situation and how you handled the situation (in approx. 120 words). Please be completely honest!

## APPENDIX B: IRB APPROVAL



INSTITUTIONAL REVIEW BOARD FOR HUMAN SUBJECTS IN RESEARCH  
THE UNIVERSITY OF TEXAS - PAN AMERICAN

1201 West University Drive • Edinburg, Texas 78539-2999 • (956) 381-3002 Office • (956) 381-2940 Fax

**NOTICE OF APPROVAL**  
**Institutional Review Board for Human Subjects (IRB)**  
**FWA#00000805**

**TO:** Ashwini Gangadharan  
**FROM:** Institutional Review Board for Human Subjects in Research  
**DATE:** July 11, 2014  
**RE:** IRB# 2014-044-04; "Can I Smile with Spirit? Towards a Process Model Associating Workplace Spirituality and Emotional Labor"

The IRB protocol referenced above has been reviewed and APPROVED.

Basis for approval: Exempt, Category #2

Approval expiration date: N/A

**Recruitment and Informed Consent:** You must follow the recruitment and consent procedures that were approved. If your study uses an informed consent form or study information handout, you will receive an IRB-approval stamped PDF of the document(s) for distribution to subjects.

**Modifications to the approved protocol:** Modifications to the approved protocol (including recruitment methods, study procedures, survey/interview questions, personnel, consent form, or subject population), must be submitted in writing to the IRB at [irb@utpa.edu](mailto:irb@utpa.edu) for review. **Changes must not be implemented until approved by the IRB.**

**Approval expiration and renewal:** Your study approval expires on the date noted above. You will receive a continuing review (renewal) reminder from the IRB approximately 2-4 weeks before approval expiration. At that time you will need to fill out, sign and submit the continuing review form to [irb@utpa.edu](mailto:irb@utpa.edu) using the electronic submission form on the IRB website (<http://www.utpa.edu/irb>). If you will be interacting with subjects or working with individually identifiable private information, you need to have active IRB approval. Failure to return the form will result in your study file being closed on the approval expiration date.

**Data retention:** All research data and signed informed consent documents should be retained for a *minimum* of 3 years after completion of the study.

**Reports:** Submission of a status report to assess the study's progress, or a final report when a study has been completed (*this applies to all IRB approved protocols*) is required. For exempt protocols, a status report should be submitted on a yearly basis, unless the study has been completed in which case a final report will be required. For expedited and full review protocols, the continuing review request form is equivalent to a status report. A final report should be submitted for completed studies or studies that will be completed by their respective expiration date.

Approved by: Kimberly Fernandez  
On Behalf of the IRB Chair  
Institutional Review Board

Date: 7/11/2014

cc: Dr. Sayed Sadiq Shah, Vice Provost for Research and Sponsored Projects  
cc: Dr. Jennifer Welbourne, Assistant Professor, Department of Management



## APPENDIX C: IRB APPROVAL –MODIFICATION REQUEST AFTER PILOT STUDY



INSTITUTIONAL REVIEW BOARD FOR HUMAN SUBJECTS IN RESEARCH  
THE UNIVERSITY OF TEXAS - PAN AMERICAN

1201 West University Drive • Edinburg, Texas 78539-2999 • (956) 381-3002 Office • (956) 381-2940 Fax

**NOTICE OF APPROVAL**  
**Institutional Review Board for Human Subjects (IRB)**  
**FWA#00000805**

**TO:** Ashwini Gangadharan  
**FROM:** Institutional Review Board for Human Subjects in Research  
**DATE:** July 21, 2014  
**RE:** IRB# 2014-044-04; “Can I Smile with Spirit? Towards a Process Model Associating Workplace Spirituality and Emotional Labor”

A modification request for the IRB protocol referenced above has been reviewed and **APPROVED**. Approval has been granted for the following modification(s):

- Minor changes to the survey questions

**Basis for approval:** Modification (Exempt, Category #2)

**Approval expiration date:** N/A

**Recruitment and Informed Consent:** You must follow the recruitment and consent procedures that were approved. If your study uses an informed consent form or study information handout, you will receive an IRB-approval stamped PDF of the document(s) for distribution to subjects.

**Modifications to the approved protocol:** Modifications to the approved protocol (including recruitment methods, study procedures, survey/interview questions, personnel, consent form, or subject population), must be submitted in writing to the IRB at [irb@utpa.edu](mailto:irb@utpa.edu) for review. **Changes must not be implemented until approved by the IRB.**

**Approval expiration and renewal:** Your study approval expires on the date noted above. You will receive a continuing review (renewal) reminder from the IRB approximately 2-4 weeks before approval expiration. At that time you will need to fill out, sign and submit the continuing review form to [irb@utpa.edu](mailto:irb@utpa.edu) using the electronic submission form on the IRB website (<http://www.utpa.edu/irb>). If you will be interacting with subjects or working with individually identifiable private information, you need to have active IRB approval. Failure to return the form will result in your study file being closed on the approval expiration date.

**Data retention:** All research data and signed informed consent documents should be retained for a *minimum* of 3 years after *completion* of the study.

**Reports:** Submission of a status report to assess the study’s progress, or a final report when a study has been completed (*this applies to all IRB approved protocols*) is required. For exempt protocols, a status report should be submitted on a yearly basis, unless the study has been completed in which case a final report will be required. For expedited and full review protocols, the continuing review request form is equivalent to a status report. A final report should be submitted for completed studies or studies that will be completed by their respective expiration date.

Approved by:   
Dr. Stephanie Brickman  
Chair, Institutional Review Board

Date: 7/21/2014

cc: Dr. Sayed Sadiq Shah, Vice Provost for Research and Sponsored Projects  
cc: Dr. Jennifer Welbourne, Assistant Professor, Department of Management

## BIOGRAPHICAL SKETCH

Ashwini Gangadharan hails from Bangalore, India. She completed her schooling from Air Force School, Bangalore. She earned her Bachelor in Engineering from M.V. J College of Engineering, Bangalore, in 2004. Her specialization was in Mechanical Engineering. She then earned Master in Business Administration (MBA) in 2007 from SBS Swiss Business School, Switzerland. Her specialization was in Human Resource Management. Her MBA thesis titled “Exploring the Relationship between Organizational Citizenship Behavior and Work Life Balance among IT Professionals in Bangalore” was presented at National Conference on Role of Management Science in Decision Making, in India in February, 2009. After MBA, she worked as a Business Analyst for two years in one of the top IT firms in India. She then moved to United States in 2009 to pursue her PhD from the University of Texas Pan American, Edinburg, Texas. She earned her Doctoral degree in Business Administration in Aug, 2014.

Ashwini has been active in academic research. Her research interests are in the area of organization behavior and workplace spirituality. Her dissertation was awarded “2013 Most Promising Dissertation Award” by MSR Interest Group at the Academy of Management (AOM). She is also a recipient of Outstanding Reviewer Award from the OB Division at AOM. She has publications in leading management journals and she has presented several papers in reputed national and international conferences in the field of Management. At present, she is working as Associate Professor of Management at Kutztown University of Pennsylvania. Ashwini can be reached at [gangadharan@kutztown.edu](mailto:gangadharan@kutztown.edu).