Emotional Dissonance and Organizational Deviance: The Mediating Role of Intention to Quit

Subhash C. Kundu[1] and Nidhi Gaba[2]

[1]*Corresponding Author: Professor, Haryana School of Business, Guru Jambheshwar University of Science and Technology, Hisar-125001, Haryana (India). Email: sckundu@yahoo.com*

[2]*Research Scholar, Haryana School of Business, Guru Jambheshwar University of Science and Technology, Hisar-125001, Haryana (India), (Presently, Assistant Professor, Mittal School of Business, LPU, Phagwara -144411, Punjab, India). Email: nidhi.gaba9@gmail.com*

ABSTRACT

The main aim of the current study was to investigate the relationship between emotional dissonance and organizational deviance. In addition, we also investigated whether employees' intention to quit mediated in the relationship between emotional dissonance and organizational deviance. Using a questionnaire survey method, a sample of 346 employees was drawn from employees working in different service organizations in India. The data was analyzed using mediating regression analysis to support the stated hypotheses. The results showed that the emotional dissonance influences organizational deviance and further, the relationship between the emotional dissonance and organizational deviance was partially mediated by employees' intention to quit.

Keywords: Emotional dissonance, organizational deviance, intention to quit, India.

1. INTRODUCTION

The rising importance of the services sector in the Indian economy has made it essential to understand the emotional dissonance and the various consequences related to it (Mishra et. al., 2012). For the service companies, its products are the services and the quality of services is completely determined by the behavior of the employees, therefore, the behavior of the employees is specifically important for the service purposes (Wang and Lian, 2015). Service companies frequently expect their employees to be energetic and friendly in the work procedures, however, it may be tough for the employees to perform in the expected manner because of different pressures or distinctive feelings and several other reasons, and all these reasons lead to emotional labor (Wang and Lian, 2015). Emotional dissonance is one of the main aspects of the emotional

labor (Dormann and Zapf, 2004). However, emotional dissonance is determined as a stressor which has negative impact on the organizations as well as the employees (Crego et. al., 2013). The negative emotions at the workplace can evolve for the various reasons. Besides social stressors (Dormann and Zapf, 2002) or occupied in their personal life, the research related to emotional labor has also demonstrated that the service workers hold an intense risk of feeling negative emotions at the workplace (e.g., Zapf, 2002).

Emotional dissonance is a work related stressor and emerges usually among the employees working on the frontline jobs in the service industry (Karatepe and Aleshinloye, 2009). This is not surprising, because such employees are insisted to engage in constant emotional displays that do not match up with their actual emotions (Pizam, 2004). Employees who are frequently expected to express fake emotions in the organizations feel burnout, are disappointed with their jobs, and further, exhibit the intentions' to quit (Wong and Wang, 2009).

Researchers have recognized that empirical evidences readily available for understanding the antecedents which instigate such negative behaviors are inadequate (Henle, 2005). Certainly, the researchers have revealed that the studies related to emotional dissonance are scant, although it is a critical construct in determining the employees' well being and turnover (Hartel, Hsu, and Boyle, 2000). Realizing the importance of emotional dissonance for organizations, the researchers have drawn attention towards the need for carrying out additional research on emotional dissonance (Cheung and Cheung, 2013). Comparatively, very few studies have explored the effect of emotional dissonance on organizational deviance. Except the study by Sharma and Sharma (2014), that explored the relationship between emotional labor and counterproductive work behavior was partially mediated by job satisfaction. Most of the studies related to organizational deviance behavior have been conducted in the West (Smithikrai, 2008), and hence, scant studies have been conducted in the Asian countries like India. So, determining the causation behind the workplace deviant behavior is very important for research and practices (Hastings and Finegan, 2011). Further, the mechanisms which mediate in the relationship between emotional dissonance and organizational deviance also remain undetermined. So, the current study tries to cover up the gap in the existing literature by exploring the above mentioned relationship. Further, this study also examines whether employees' intention to quit mediates between the emotional dissonance and organizational deviance.

2. CONCEPTUAL BACKGROUND AND HYPOTHESES FORMULATION

Emotional dissonance is defined as "*a state of discrepancy between public displays of emotions and internal experiences of emotions that often follows the process of emotion regulation*" (Ashforth and Humphrey, 1993; Grandey, 2000). Emotional dissonance is a persisting problem experienced by the service organizations as it may be a critical causation behind the employees' turnover intentions (Mishra and Bhatnagar, 2010). The previous research regarding emotional dissonance has emphasized that its presence is harmful and further, encourages the employees to terminate themselves from the situations which results into emotional dissonance (Chau et. al., 2009). It has been found that many negative consequences are associated with emotional dissonance such as work-stress (Tewksbury and Higgins, 2006), job dissatisfaction (Adelmann, 1989), burnout (Schaible, 2006), and employee turnover (Moore, 2000). Abraham (1999) explored that emotional dissonance arouses the employees' turnover intentions. Karatepe et. al., (2009) conducted a study on frontline employees of hotel and shared similar findings that emotional dissonance has a higher impact on emotional exhaustion as well as intentions to quit. Similarly, Zerbe (2000) also highlighted that emotional dissonance increases the turnover intentions of the employees. So, the following hypothesis is raised:

Hypothesis 1: Emotional dissonance is positively related to employees' intention to quit.

The concept of emotional labor is one of the most crucial aspect for many service jobs (Yeomans, 2010), as through this, the employees make connect with the customers, colleagues, and the public. In the words of Brotheridge and Lee (2003), emotional labor is the process of managing and controlling the emotions at workplace according to the organizational goals which primarily requires the demonstration of emotions which are socially desirable (or positive). The studies in the past have consistently revealed that emotional dissonance is positively related with emotional exhaustion (e.g., Abraham, 1998). The discrepancy between the emotions and actions will harm the realness of an individual, lead to mental tiredness and emotional exhaustion. Consequently, it generates the workplace deviance behavior (Liu, 2012). Spector and Fox (2002) have claimed that negative emotions result into organizational deviance, whereas the positive emotions have a tendency to promote organizational citizenship behaviors. Emotions contribute to organizational deviance which can take place instantaneously and impulsively or later on. The empirical studies have revealed that emotional exhaustion can prompt organizational deviance behavior in employees (Raman et. al., 2016). Zapf (2002) has also stated that negative emotions can lead to negative consequences such as emotional dissonance, employee turnover and deviant workplace behavior. So, the following hypothesis is raised:

Hypothesis 2: Emotional dissonance is positively related to organizational deviance.

Intention to quit is defined as "*the point at which an employee wishes to terminate the association with his or her employer*" (Kim et. al., 1996). In the words of Krishnan and Singh (2010), the main idea behind investigating the consequences related with the intention to quit is that the employees who wish to continue the organization contrary to their emotions can harm the organizations in terms of low quality of work and also lowering down the morale of other employees with their deviant behavior. The various issues related to deviant behavior are absenteeism, taking sick leave without any reason, refusing instructions, etc. (Aquino et. al., 1999). Organizational deviance behavior is defined as "*an intentional employee behavior that is harmful to the legitimate interests of an organization*" (Gruys and Sackett, 2003). As a result of organizational deviance the employees show negative behavior such as absenteeism and low performance (Bowen, 1982). Krishnan and Singh (2010) studied the relationship between intention to quit and organizational deviance and explored that there exists a strong and positive relationship between them. Liu et. al., (2014) have also claimed that employees' intention to quit are more positively related to organizational deviance, when employees credit their turnover intentions to stronger organization- associated reasons. So, the following hypothesis is proposed:

Hypothesis 3: Employees' intention to quit is positively related to organizational deviance.

A number of studies have indicated the relationship between negative emotions and the job stressors (Szczygieł and Bazińska, 2013), and likewise between negative emotions and the counterproductive work behavior (Fox et. al., 2001). It can be seen from the prior researches that stress generates the negative emotions in individuals and towards the job and encourages them to engage in unethical and deviant behavior by affecting the emotional and behavioral imbalance in individuals (Golparvar et. al., 2012). According to O'Brien (2008), job stress generates negative emotions, and further increases the likelihood of workplace deviant behavior. Golparvar et. al., (2012) have found that job stress moderates the relationship between emotional exhaustion and workplace deviant behaviors. Han and Bae (2015) have claimed that job satisfaction and organizational commitment mediates the relationship between emotional labor and counterproductive work behavior. However, no such study is available where employees' intention to quit

mediates the relationship between emotional dissonance and organizational deviance. So, the following hypothesis is raised:

Hypothesis 4: The relationship between emotional dissonance and organizational deviance is mediated by employees' intention to quit.

3. RESEARCH METHODOLOGY

Sample

The present study is based on primary data gathered by questionnaire survey method from the respondents. The respondents include the employees working in the service organizations in India. A total of 700 questionnaires were distributed to the employees belonging to different organizations. Out of these, 390 questionnaires were received and it was found that a certain number of questionnaires were not completely filled. After deleting the incomplete questionnaires, only 346 questionnaires were found relevant and used as the sample for the current study. Representing a response rate of 49.42%, this response rate is considered valid for the social sciences research (Alreck and Settle, 1995). It was ensured during the data collection that we got at least three or four questionnaires filled from each organization. The distribution of the sample is shown in Table 40.1.

Table 40.1
Demographics and sample characteristics

Variables	Categories	Number	Percentage	Average
1. Ownership organizations	Indian	42	45.2	
	Multinational	51	54.8	
	Total	93	100.0	
Employees	Indian	155	44.8	
	Multinational	191	55.2	
	Total	346	100.0	
2. Gender	Male	272	78.6	
	Female	74	21.4	
	Total	346	100.0	
3. Work Experience				8.98
4. Age	Below 25	94	27.2	
	26-30	123	35.5	
	31-40	67	19.4	
	41-50	20	5.8	
	51-60	39	11.3	
	Above 60 years	3	0.9	
	Total	346	100.0	
5. Industry	ITES	71	20.5	
	Banking	94	27.2	
	Insurance	22	6.4	
	Financial services	49	14.2	
	Food and beverages	27	7.8	
	Retailing	21	6.1	
	Miscellaneous	62	17.9	
	Total	346	100.0	

Table 40.1 shows the demographic data. The sample comprised of both Indian companies (45.2%) and Multinational companies (54.8%). The employees working in Indian organizations were (44.8%) and MNCs were (55.2%). The gender distribution of the sample was 78.6% males and 21.4% females. The average work experience was 8.98 years. The sample comprised of the employees belonging to different age groups and categorization for the age was as follows: below 25 years (27.2%), 26-30 years age (35.5%), 31-40 years age (19.4%), 41-50 years age (5.8%), 51-60 years (11.3%) and above 60 years age (0.9%). Likewise, the organizations were also arranged on the basis of industry i.e., 6.4% belonged to the insurance sector, 27.2% belonged to the banking sector, 20.5% belonged to the ITES, 14.2% belonged to the financial services sector, 7.8% belonged to the food and beverages, 6.1% belonged to the retailing sector, and remaining 17.9% belonged to the miscellaneous industries.

Measures

Emotional Dissonance (Independent Variable)

A four-item scale was used to measure the variable emotional dissonance. Items were measured by using a five point likert scale ranging from 1 (never) to 5 (always) adopted from the study of Zapf et. al., 1999. A sample item is: "How often in your job do you have to display emotions that do not agree with your true feelings?". The cronbach alpha for this scale was 0.848.

Organizational Deviance (Dependent Variable)

A fifteen-item scale was used to measure the variable organizational deviance. Items were measured by using a five point likert scale ranging from 1 (never) to 5 (often) adopted from the study of Aquino et. al., 1999. A sample item is: "Intentionally arrived late for work". The cronbach alpha of this scale was 0.974.

Intention to Quit (Mediating Variable)

A seven-item scale was used to measure the variable intention to quit. Items were measured by using a five point likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) adopted from the study of (Kundu and Gahlawat, 2015; Jenkins, 1993; Kransz et. al., 1995). A sample item is: "I often think about resigning". The cronbach alpha of this scale was 0.908.

Control Variables

The demographic variables such as age, gender and total work experience were used as control variables in the regression models. Past research indicates that both age and gender have an effect on the emotional reactions (Brody and Hall, 2000). Age of the respondent was distributed into different categories and that can be seen through Table 1. Gender was categorized as: male and female.

Statistical Methods

The primary data were analyzed by using different statistical tools. The tools used in this study were factor analyses, correlations and multiple regression analysis. Exploratory factor analysis (EFA) technique was applied for reducing the data and to extract the broader factors. The convergent and discriminant validities were confirmed by using the confirmatory factor analysis (CFA). Correlations were used to study the

relationship between different variables used and mediating regression analysis was performed to investigate the mediating role of employees' intention to quit in the relationship between emotional dissonance and the organizational deviance. For confirming the mediation, Baron and Kenny's (1986) protocol was used. The Cronbach alpha reliabilities were also computed for the scales for checking their internal consistency.

4. RESULTS AND DISCUSSION

Factor Analysis (EFA and CFA)

In the initial phase of the data analysis, a two-way approach was followed. Exploratory and confirmatory factor analyses were performed for examining the validity and reliability of our study variables. In the first phase of the data analysis, the principal component factor analysis with varimax rotation was performed on 26 items for seeing whether all the items loaded on their corresponding latent constructs. The analysis extracted a three factor solution based on the criteria that the factors obtaining the eigen values above 1.00 were retained. The cronbach alpha coefficients were also computed for all the scales. The alpha values ranged between 0.848 and 0.974, considerably higher than the suggested value of 0.70 (Hair et. al., 1998). Further, the composite reliability, convergent validity, discriminant validity and average variance extracted were computed for our variables under study by using first order confirmatory factor analysis via AMOS 18. All the 26 items (after EFA) were loaded on their proposed latent factors whereas letting the constructs to correlate. The results of CFA showed that all the factor loadings were significant ($p \leq 0.001$) and higher than 0.60 (for loadings, see appendix 1). Composite reliability scores for emotional dissonance, intention to quit and organizational deviance were 0.852, 0.909, 0.975 respectively, showing higher value than the fair value of 0.70 (Hair et. al., 2010). The average variance extracted (AVE) was also calculated for all the items and values ranged between 0.592 and 0.719, higher than the tolerable value of 0.50 (Hair et. al., 2010). So, the above mentioned values confirm the acceptable convergent validity for the variables under study (Zhao and Cavusgil, 2006). The maximum shared variance (MSV) and average squared variance (ASV) were computed for measuring the discriminant validity for each construct. The values for both MSV and ASV for all the constructs were lower than the value of AVE, confirming the discriminant validity of the underlying variables under study (Hair et. al., 2010; Alumran et. al., 2014). We examined two models for this study. We tested for a single-factor model and a three-factor model. The results for three-factor model provided a superior fit statistics ($\chi 2/df = 3.000$) and outperformed the single factor model ($\chi 2/df = 8.867$). The overall fit indices for three-factor model for the CFA were $\chi 2/df = 3.000$ indicating a value lesser than the acceptable value of 5.0 (Harrison and Rainer, 1996), comparative fit index (CFI) = 0.928 higher than the suggested value of 0.90 (Hu and Bentler, 1998), Tucker Lewis index (TLI) = 0.921 larger than the accepted value of 0.90 (Hu and Bentler, 1998), and root mean square error of approximation (RMSEA) = 0.076 lesser than the maximum value of 0.08 (Garver and Mentzer, 1999). Overall, the results suggested a good fit to the data. The examination of the modification indices exhibited that adding the error terms would improve the model fit. Allowing the error correlation appeared valid because the items were associated with the same construct i.e. intention to quit and organizational deviance. The modification resulted into significant change in the model fit statistics from ($\chi 2/df = 3.364$, CFI = 0.915, TLI = 0.907, and RMSEA = 0.083) to ($\chi 2/df = 3.000$, CFI = 0.928, TLI = 0.921, and RMSEA = 0.076). Hence, the results for the single factor model presented a poor fit to the data ($\chi 2/df = 8.867$, CFI = 0.714, TLI = 0.689, and RMSEA = 0.151) testing the common method bias (Podsakoff and Organ, 1986), indicating that the problem of common method bias was not a concern in our study.

Descriptive Statistics and Correlation

Means, standard deviations, and correlations amongst the variables have been presented in Table 40.2. The correlation patterns showed that the results were consistent with the hypothesized relationships. Significant association was found between emotional dissonance, intention to quit and the organizational deviance. Emotional dissonance had significant and positive association with employees' intention to quit (proposed mediating variable) and the organizational deviance (the dependent variable). Likewise, intention to quit also had significant and positive relationship with the organizational deviance. As significant correlations have been found among the variables involved in our study, it becomes essential to verify the multicollinearity concern among the variables prior to regression analysis. The variance inflation factor (VIF) was calculated for testing the multicollinearity. The value of VIF above than 10.0 signifies the issue of multicollinearity (Bowerman and O' Connell 1990; Myers, 1990). The value computed for VIF statistics ranged from 1.021 to 3.546, which is far below than the maximum value of 10.0. Additionally, the value for tolerance was also calculated, the lowest value for the tolerance was 0.282, which is absolutely distant from the tolerable level of 0.20 (Menard, 1995). So, it confirms that the problem of multicollinearity does not exist in our study.

Table 40.2
Correlations between major study variables

Items	No. of items	Mean	SDs	1	2	3	4	5	6
1. Gender	–	.79	.411	–					
2. Age	–	2.41	1.299	.122*	–				
3. Total work experience	–	6.730	9.372	.066	.840**	–			
4. Emotional dissonance	4	2.882	.989	.015	-.141**	–.139**	–		
5. Intention to quit	7	2.800	.920	–.003	-.330**	–.291**	.434**	–	
6. Organizational deviance	15	1.695	.920	.137*	-.205**	–.187**	.433**	.399**	–

* Correlation is significant at the 0.05 level (2-tailed).
** Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis

After checking the reliability and validity of the scales, we tested the causal model, with a view to test the stated hypotheses. To check the mediating role of intention to quit, Baron and Kenny's (1986) technique was followed. For confirming the mediation, the following conditions must be satisfied. First, the predictor variable (emotional dissonance) must exercise an effect on the proposed mediating variable (intention to quit). Second, the proposed mediating variable must exercise an effect on the dependent variable (organizational deviance). Third, the predictor variable must exercise an effect on the dependent variable. For a complete mediation to exist, the effect of the predictor variable on the dependent variable becomes insignificant when the proposed mediating variable is also included in the regression model. For the partial mediation effect, the effect of the predictor variable on the dependent variable will substantially reduce, with exception to zero while involving the mediating variable in the regression model.

Table 40.3 illustrates all the conditions which confirm the mediation. The five step regression model confirms the significance of F statistic (refer Table 40.3). Model 1 represented a base model; analysis was controlled for age, gender and total work experience to check their individual effects on organizational deviance. Model 2, the results exhibited that emotional dissonance had a significant association with intention

to quit ($\beta = 0.394$, $p \leq 0.001$). Hence, the results confirm the hypothesis H1. Similar to our study results, a number of researchers have also revealed that the withdrawal behavior shown by the employees may be one of the consequences of emotional labor (Rubin et. al., 2005). Grandey (2000) also shared similar findings that the emotion management enhances the physiological arousal, which in turn may force employees to withdraw from the work and ultimately an employee decides to quit.

Model 3 exhibited that emotional dissonance had a significant and positive association with organizational deviance ($\beta = 0.408$, $p \leq 0.001$). Hence, hypothesis H2 had also been confirmed. On the same line, Spector et. al., (2002) have also reported similar findings that employees who experience the negative emotions are more likely to engage in deviant behavior. Spector et. al., (2006) also found that the individuals who have a tendency to feel negative emotions will be more affected by workplace stressors and will be more likely to demonstrate emotional responses to the environment, as well as engage in deviant behaviors.

Table 40.3
Results of regression analysis testing the mediating effects of intention to quit

Independent variables	Dependent variables				
	Control variables	Intention to quit	Organizational deviance		
	Model 1	Model 2	Model 3	Model 4	Model 5
Gender	.163**	.024**	.151**	.150**	.145**
Age	−.200*	−.263	−.163	−.091	−.103
Total work experience	−.030	−.017	−.003	−.014	.001
Emotional dissonance	–	.394 ***	.408***	–	.318***
Intention to quit	–	–	–	.366***	.228***
R^2	.069	.263	.231	.188	.270
Adjusted R^2	.060	.254	.222	.178	.259
F statistic	8.404***	30.371***	25.633***	19.688***	25.089***
N	346	346	346	346	346

*Note: ***$p \leq .001$, **$p \leq .01$, *$p \leq .05$*
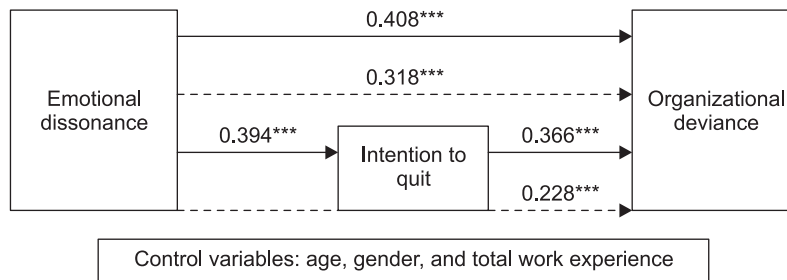
Figure 15.1: The results of regression analyses

Notes:

(a) The standardized β coefficients are presented in Figure 15.1.

***$p \leq .001$, **$p \leq .01$, *$p \leq .05$

(b) ———— line shows the direct relationship between independent variable and dependent variable

(c) +signs show the direction of relationship between independent and dependent variables

(d) ------- line shows the mediating effect of intention to quit

Model 4 exhibited that there is a significant and positive association between intention to quit and organizational deviance ($\beta = 0.366$, $p \leq 0.001$). So, the hypothesis H3 had been supported. Likewise, Liu et. al., (2014) have explored that the employees' intention to quit is positively associated to organizational deviance. Demir (2011) also found that intention to quit is strongly and positively related to organizational deviance. In model 5, emotional dissonance and intention to quit were included in the regression model simultaneously as the independent variables, along with the dependent variable and it was found that the value of the emotional dissonance (predictor variable) has been decreased (from $\beta = 0.408$ to $\beta = 0.318$), however, the mediating variable still had an effect on the organizational deviance ($\beta = 0.318$, $p \leq 0.001$). It represents that intention to quit partially mediates the relationship between emotional dissonance and organizational deviance. Hence, hypothesis H4 had been confirmed. Based on a sample of 420 frontline service employees, Ensey (2012) has claimed that organizational justice moderates the relationship between the emotional labor and deviant behavior. Further, the results of the mediation analysis were authenticated with the Sobel test (1982). The results showed that the mediating effect of intention to quit was significant ($Z = 5.62$, $p \leq 0.000$).

5. CONCLUSIONS AND IMPLICATIONS

The findings of the current study exhibit that the emotional dissonance is a predictor of organizational deviance behavior. In line with the previous research, the present study suggests that the service workers are more likely to show deviant behavior as a result of the discrepancy between the felt emotions and the expressed emotions. However, in earlier studies, no such relationship exists which shows the mediating role of employees' intention to quit in the relationship between emotional dissonance and organizational deviance. This study further highlights the mediating role of employees' intention to quit in the relationship between emotional dissonance and organizational deviance. It is, therefore, believed that the research findings might be valuable for the HR managers of service organizations for improving their quality of services as well as enabling their employees to manage the emotional dissonance which they encounter during their working and performance. The HR managers should implement the well-defined policies and should treat their employees with respect. Further, they should enhance their capability to deal with the employee's emotional and mental behavior (Ran and Wan, 2009). By practicing this, employees will probably display less negative feelings related to the job dissatisfaction and stress, and further, it will help in reducing the deviant behaviors they show towards the organization (Nasurdin et. al., 2014). Kundu and Vora (2004) also stated that developing and retaining competent employees facilitates an organization by achieving competitive advantage through effective delivery of services.

Limitations and Future Research

This study also has several limitations to note and therefore, some guidelines have been suggested for the future research. The first limitation of this study is related with the data collection approach. The study has used a single technique for collecting data from employees i.e. organizational survey method. There is a possibility that our findings might get distorted by common method variance (Podsakoff, MacKenzie, Lee, and Podsakoff, 2003). The future researches can be carried out by collecting data at distinctive time periods or designing separate questionnaires for dependent and the independent variables from different sources. The second limitation is that we have included three control variables in our study i.e. age, gender and total work experience. The upcoming studies can be conducted by taking into consideration some other control variables like education, nature of the organization, etc. The other limitation is that we have

explored the mediating effects of one variable i.e. intention to quit. The future researches can be carried out by taking into consideration some other mediating variables like emotional exhaustion, job stress, etc. Further, this study is carried out in Indian setting. Future researches can go cross culturally to get the more generalized results.

Biographical Notes

Subhash C. Kundu is a Professor in the Haryana School of Business, Guru Jambheshwar University of Science and Technology, Hisar, Haryana (India). He received his Ph.D. degree from Kurukshetra University, India, on Japanese Human Resource Management. Dr. Kundu has authored and edited eleven books. He has published papers on HRM, Entrepreneurship, Information Management, and International Management. His research papers have been accepted in international conferences held in Malaysia, Korea, Hong Kong (China), USA, Slovenia, Spain, Thailand, Australia, and India. His areas of interest are Human Resource Management, Strategic Management, International Management, Information Management, and Entrepreneurship.

Nidhi Gaba is a Research Scholar, pursuing Ph.D. degree from Haryana School of Business, Guru Jambheshwar University of Science and Technology, Hisar, Haryana (India). Her two research papers have been presented in National conferences.

References

Abraham, R. (1998), "Emotional dissonance in organizations: Antecedents, consequences, and moderators." *Genetic, Social, and General Psychology Monographs*, 124(2), 229-246

Abraham, R. (1999), "The impact of emotional dissonance on organizational commitment and intention to turnover."*Journal of Psychology*,133(4),441-455.

Adelmann, P.K., and Zajonc, R.B. (1989), "Facial efference and the experience of emotion." *Annual review of psychology*, 40(1), 249-280.

Alreck, P.L., and Settle, R.P. (1995), The Survey Research Handbook, New York: Irwin.

Alumran, A., Hou, X., Sun, J., Yousef, A.A. and Hurst, C. (2014), "Assessing the construct validity and reliability of parental perception on antibiotics (PAPA) scales." *BMC Public Health*, 14(76),1-9.

Aquino, K., Lewis, M.U., and Bradfield, M. (1999), "Justice constructs, negative affectivity, and employee deviance: A proposed model and empirical test." *Journal of Organizational Behavior*, 20(7), 1073-1091.

Ashforth, B.E. and Humphrey, R.H. (1993), "Emotional labor in service roles: the influence of identity."*Academy of Management Review*, 18(1), 88-115.

Baron, R.M., and Kenny, D.A. (1986), "The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations." *Journal of Personality and Social Psychology*, 51(6), 1173-1182.

Bowen, D.E. (1982), "Some unwanted consequences of intention to quit." *Academy of Management Review*, 7(2), 205-211.

Bowerman, B.L. and O'Connell, R.T., (1990), Linear Statistical Models: An Applied Approach. Second Edition, Duxbury Press, Belmont, California.

Brody, L.R., and Hall, J.A. (2000), Gender, emotion, and expression. *Handbook of emotions*, *2*, 338-349.

Brotheridge, C.M., and Lee, R.T. (2003), "Development and validation of the emotional labour scale." *Journal of Occupational and Organizational Psychology*, 76(3), 365-379.

Chau, S.L., Dahling, J.J., Levy, P.E., and Diefendorff, J. M. (2009), "A predictive study of emotional labor and turnover." *Journal of Organizational Behavior*, 30(8), 1151-1163.

Cheung, F.Y.L., and Cheung, R.Y.H. (2013), "Effect of emotional dissonance on organizational citizenship behavior: testing the stressor-strain-outcome model." *The Journal of psychology*, 147(1), 89-103.

Crego, A., Martínez-Iñigo, D., and Tschan, F. (2013), "Moderating effects of attributions on the relationship between emotional dissonance and surface acting: a transactional approach to health care professionals' emotion work." *Journal of Applied Social Psychology*, 43(3), 570-581.

Demir, M. (2011), "The analysis of the relationship among emotional intelligence, organizational deviance, quality of work life and turnover intentions in hospitality business." *European Journal of Tourism Research*, 4(2), 214-216.

Dormann, C., and Zapf, D. (2002), "Social stressors at work, irritation, and depressive symptoms: Accounting for unmeasured third variables in a multi-wave study." *Journal of Occupational and Organizational Psychology*, 75(1), 33-58.

Dormann, C. and Zapf, D., (2004), "Customer-related social stressors and burnout." *Journal of occupational health psychology*, 9(1), 61-82.

Ensey, C.A. (2012), Avoiding the Slater slide: Examining the relationship between emotional labor and counterproductive work behaviors. Alliant International University.

Fox, S., Spector, P.E., and Miles, D. (2001), "Counterproductive work behavior (CWB) in response to job stressors and organizational justice: Some mediator and moderator tests for autonomy and emotions."*Journal of Vocational Behavior*, 59, 291-309.

Garver, M.S. and Mentzer, J.T. (1999), "Logistics research methods: employing structural equation modeling to test for construct validity."*Journal of Business Logistics*, 20(1), 33-57.

Golparvar, M., Kamkar, M., and Javadian, Z. (2012), "Moderating effects of job stress in emotional exhaustion and feeling of energy relationships with positive and negative behaviors: Job stress multiple functions approach." *International Journal of Psychological Studies*, 4(4), 99-112.

Grandey, A.A. (2000), "Emotional regulation in the workplace: A new way to conceptualize emotional labor." *Journal of occupational health psychology*, 5(1), 95-110.

Gruys, M.L., and Sackett, P.R. (2003), "Investigating the dimensionality of counterproductive work behavior." *International journal of selection and assessment*, 11(1), 30-42.

Hair Jr., J.F., Anderson, R.E., Tatham, R.C., and Black, W.C. (1998), *Multivariate Data Analysis.* Upper Saddle River, NJ: Prentice-Hall.

Hair Jr., J.F., Black, W.C., Babin, B. and Anderson, R.E. (ed.) (2010), *Multivariate Data Analysis.* Upper Saddle River, NJ: Prentice-Hall.

Han, N.Y., and Bae, S.W. (2015), "A Study on the Effects of Emotional Labor on Counterproductive Work Behavior: Mediated by Job Satisfaction and Organizational Commitment." *Journal of the Korea Academia-Industrial cooperation Society*, 16(10), 7157-7165.

Harrison, A.W. and Rainer, R.K. (1996), "A general measure of user computing satisfaction." *Computers in Human Behavior*, 12(1), 79-92.

Hartel, C.E., Hsu, C., and Boyle, M.V. (2000), "A conceptual examination of the casual sequences of emotions labor, emotional dissonance and emotional exhaustion: The arguments for the role of contextual and provider characteristics." In *The Second Conference on Emotions and Organizational Life*. The University of Queensland.

Hastings, S.E., and Finegan, J.E. (2011), "The role of ethical ideology in reactions to injustice." *Journal of Business Ethics*, 100(4), 689-703.

Henle, C.A. (2005), "Predicting workplace deviance from the interaction between organizational justice and personality." *Journal of Managerial Issues*, 17(1) 247-263.

Hu, L. and Bentler, P.M. (1998), "Fit indices in covariance structure modelling: sensitivity to under parameterized model misspecification." *Psychological Methods*, 3(4), 424-453.

Jenkins, J.M. (1993), "Self-monitoring and turnover: the impact of personality on intent to leave." *Journal of Organizational Behavior*, 14(1), 83-91.

Karatepe, O.M., and Aleshinloye, K.D. (2009), "Emotional dissonance and emotional exhaustion among hotel employees in Nigeria." *International Journal of Hospitality Management*, *28*(3), 349-358.

Karatepe, O.M., Yorganci, I. and Haktanir, M. (2009), "Outcomes of customer verbal aggression among hotel employees." *International Journal of Contemporary Hospitality Management*, 21 (6), 713-33.

Kim, S., Price, J.L., Mueller, C.W. and Watson, T.W. (1996), "The Determinants of Career Intent among Physicians at a U.S. Air Force Hospital."*Human Relations*, 49(7), 947-976.

Kransz, M., Koslowsky, M., Shalom, N., and Elyakim, N. (1995), "Predictors of intentions to leave the ward, the hospital, and the nursing profession: a longitudinal study." *Journal of Organisational Behaviour*, 16(3), 277-288.

Krishnan, S.K., and Singh, M. (2010), "Outcomes of intention to quit of Indian IT professionals." *Human Resource Management*, *49*(3), 421-437.

Kundu, S.C. and Vora, J.A. (2004), "Creating a talented workforce for delivering service quality." *Human Resource Planning*, 27(2), 40-51.

Kundu, S.C., and Gahlawat, N. (2015), "Socially responsible HR practices and employees' intention to quit: The mediating role of job satisfaction." *Human Resource Development International*, 18(4), 387-406.

Liu, N.T., and Ding, C.G. (2012), "General ethical judgments, perceived organizational support, interactional justice, and workplace deviance." *The International Journal of Human Resource Management*, 23(13), 2712-2735.

Liu, D., and Eberly, M.B. (2014), "When Do Turnover Intentions Fuel Workplace Deviance? A Cross-cultural Investigation." In *Academy of Management Proceedings*, 1, 12635. Academy of Management.

Menard, S. (1995). Applied logistic regression analysis. Thousand Oaks, CA: Sage Publications.

Mishra, S.K., and Bhatnagar, D. (2010), "Linking emotional dissonance and organizational identification to turnover intention and emotional well-being: A study of medical representatives in India." *Human Resource Management*, 49(3), 401-419.

Mishra, S.K., Bhatnagar, D., D'Cruz, P. and Noronha, E. (2012), "Linkage between perceived external prestige and emotional labor: Mediation effect of organizational identification among pharmaceutical representatives in India." *Journal of World Business*, 47(2), 204-212.

Moore, J.E. (2000), "One Road to Turnover: An Examination of Work Exhaustion in Technology Professionals." *MIS Quarterly*, 24(1), 141-168.

Myers, R.H. (1990), "Detecting and combating multicollinearity." *Classical and Modern Regression*,, 384-385.

Nasurdin, A.M., Ahmad, N.H., and Razalli, A.A. (2014), "Politics, justice, stress, and deviant behaviour in organizations: An empirical analysis." *International Journal of Business and Society*, 15(2), 235-254.

O'Brien, K.E. (2008), A stressor-strain model of organizational citizenship behavior and counterproductive work behavior. ProQuest.

Pizam, A. (2004), "Are hospitality employees equipped to hide their feelings?." *International Journal of Hospitality Management*, 23(4), 315-316.

Podsakoff, P.M., and Organ, D.W. (1986), "Self-reports in organizational research: Problems and prospects." *Journal of Management*, 12(4), 531-544.

Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y., and Podsakoff, N.P. (2003), "Common method biases in behavioral research: a critical review of the literature and recommended remedies." *Journal of applied psychology*, 88(5), 879-903.

Raman, P., Sambasivan, M., and Kumar, N. (2016), "Counterproductive work behavior among frontline government employees: Role of personality, emotional intelligence, affectivity, emotional labor, and emotional exhaustion." *Revista de Psicología del Trabajo y de las Organizaciones*, 32(1), 25-37.

Ran, L.Y. and Wan, C.L (2009), "The Development of Employees' Psychological Capital from the Perspective of Human Resource Management. *Manager' Journal*, **17**, 191.

Rubin, R.S., Tardino, V.M.S., Daus, C.S., and Munz, D.C. (2005), "A reconceptualization of the emotional labor construct: On the development of an integrated theory of perceived emotional dissonance and emotional labor. In C.E. Hartel, W.J. Zerbe, & N.M. Ashkanasy (Eds.), Emotions in Organizational Behavior (pp. 189-211). Mahwah, New Jersey: Lawrence Earlbaum Associates.

Schaible, L.M. (2006), "The Impact of Emotional Labor, Value Dissonance, and Occupational Identity on Police Officers Levels of Cynicism and Burnout (Doctoral dissertation, Washington State University).

Sharma, S., and Sharma, S.K. (2014), "Emotional labor and Counterproductive Workplace behavior: Evidence from banking Sector in India." *Journal of Organization and Human* Behavior, 3(4).

Smithikrai, C. (2008), "Moderating effect of situational strength on the relationship between personality traits and counterproductive work behaviour." *Asian Journal of Social Psychology*, 11(4), 253-263.

Sobel, M.E. (1982), "Asymptotic intervals for indirect effects in structural equations models", in Leinhart, S. (Ed.), Social Methodology, Jossey-Bass, San Francisco, CA, pp. 290-312.

Spector, P.E., and Fox, S. (2002), "An emotion-centered model of voluntary work behavior: Some parallels between counterproductive work behavior and organizational citizenship behavior." *Human Resource management review*, 12(2), 269-292.

Spector, P.E., Fox, S., and Domagalski, T. (2006), "Emotions, violence and counterproductive work behavior." *Handbook of workplace violence*, 29-46.

Szczygieł, D., and Bazińska, R. (2013), "Emotional intelligence as a moderator in the relationship between negative emotions and emotional exhaustion among employees in service sector occupations." *Polish Psychological Bulletin*, 44, 75–86.

Tewksbury, R., and Higgins, G.E. (2006), "Prison staff and work stress: The role of organizational and emotional influences." *American Journal of Criminal Justice*, 30(2), 247-266.

Wang, X., and Lian, X. (2015), "Psychological capital, emotional labor and counterproductive work behavior of service employees: The moderating role of leaders' emotional intelligence." *American Journal of Industrial and Business Management*, 5(06), 388-395.

Wong, J.Y., and Wang, C.H. (2009), "Emotional labor of the tour leaders: An exploratory study." *Tourism Management*, 30(2), 249-259.

Yeomans, L. (2010), Soft sell? Gendered experience of emotional labour in UK public relations firms. *Prism*, *7*(4), 1-14.

Zapf, D., Vogt, C., Seifert, C., Mertini, H. and Isic, A. (1999), "Emotion Work as a Source of Stress: The Concept and Development of an Instrument." *European Journal of Work and Organizational Psychology*, 8, 371-400.

Zapf, D. (2002), "Emotion work and psychological well-being: A review of the literature and some conceptual considerations." *Human resource management review*, 12(2), 237-268.

Zerbe, W.J. (2000), Emotional dissonance and employee well-being. In N.M. Ashkanasy, C.E. Hartel, & W.J. Zerbe (Eds.), Emotions in the workplace: Research, theory, and practice (pp. 189–214). Westport, CT: Greenwood Publishing Group, Inc.

Zhao, Y. and Cavusgil, S.T. (2006), "The effect of supplier's market orientation on manufacturer's trust." *Industrial Marketing Management*, 35(4), 405-414.

Appendix 40.1
Measurement variables with EFA and CFA loadings, validity and reliability values

Factors and measurement items	*Factor loadings EFA*	*Factor loadings CFA*	*Cronbach alpha*	*Composite reliability*	*Average variance extracted*	*Maximum shared variance*	*Average shared variance*
Emotional dissonance			0.848	0.852	0.595	0.210	0.210
How often in your job do you have to display emotions that do not agree with your true feelings?	0.853	0.867					
How often in your job do you have to display emotions that do not agree with your actual feelings towards the clients?	0.829	0.843					
How often in your job do you have to suppress emotions in order to appear "neutral" on the outside?	0.770	0.615					
How often in your job do you have to display pleasant emotions (i.e. friendliness) or unpleasant emotions (i.e. strictness) on the outside while actually feeling indifferent inside?	0.653	0.734					
Intention to quit			0.908	0.909	0.592	0.210	0.185
I often think about resigning.	0.797	0.808					
It would not take much to make me resign from this organization.	0.731	0.718					
I will probably be looking for another job soon.	0.850	0.865					
I intend to leave the organization in the near future.	0.796	0.806					
I do not enjoy this job and have been searching for other positions.	0.813	0.810					
People often get fired from this organization without good reason.	0.667	0.614					
I may not have a good future if I stay with this organization.	0.769	0.737					
Organizational deviance			0.974	0.975	0.719	0.210	0.185
Intentionally arrived late for work.	0.788	0.801					
Called in sick when I was not really ill.	0.808	0.815					
Took undeserved breaks to avoid work.	0.870	0.893					
Made unauthorized use of organizational property.	0.870	0.889					
Left work early without permission.	0.814	0.834					
Lied about the number of hours I worked.	0.834	0.846					
Worked on a personal matter on the job instead of working for my employer.	0.818	0.821					
Purposely ignored my supervisor's instructions.	0.882	0.895					
Intentionally slowed down the pace of my work.	0.804	0.838					
Made an ethnic, racial, or religious slur against a co-worker.	0.866	0.870					
Swore at a co-worker.	0.873	0.887					
Refused to talk to a co-worker.	0.811	0.817					

Factors and measurement items	*Factor loadings EFA*	*Factor loadings CFA*	*Cronbach alpha*	*Composite reliability*	*Average variance extracted*	*Maximum shared variance*	*Average shared variance*
Gossiped about my supervisor.	0.751	0.770					
Made an obscene comment or gesture at a co-worker.	0.842	0.869					
Teased a co-worker in front of other employees.	0.836	0.859					

Notes:

(a) The three latent variables explained 70.841% of the variance because of exploratory factor analysis

(b) All the factor loadings related to confirmatory factor analysis were significant at 0.001 level. Model fit statistics: $\chi2/df = 3.000$; CFI = 0.928; TLI = 0.921; RMSEA = 0.076