

MULTIPLE DIMENSIONS PERCEIVED PE FIT AS A MEDIATOR BETWEEN EMOTIONAL LABOR AND JOB INVOLVEMENT

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Abstract

Research on emotional labor focus on related employees' work outcomes, well-beings, and dissonances that could be ignored some moderation effects especially between emotional labor and job involvement. This study focused on difference types of PE fit that individual fit takes a moderation role between emotional labor and job involvement. Data from 230 convenience store full time (71.7%) and part time (28.3%) working employees were collected. Results indicate that difference types of PE fit predicated moderating effects influenced the relationship between predictor (emotional labor) and criterion variables (job involvement). Further, person organization fit evidenced positive effects on job identity.

Key words: emotional labor; PE fit, job involvement, job identity, job participation

Introduction

Recently many studies have focus on the emotional labor process, which

includes the perception of emotional display rules, and the perception of intrapsychic experiences (Grandey, Diefendorff and Rupp, 2013). These studies measure emotional labor occupa-

tion how to influence outcome variables has been sought to work related outcome, such as organizational commitment, job satisfaction and turnover (Grandey, 2003; Totterdell and Holman, 2003), which means types of mediator between emotional labor and job involvement likely exist.

Whether the employees carry out their job involvement or not, except employees' professionals and traits, they need to consider the congruence with environment then cause match (Goštaitaitė and Bučiūnienė, 2010). The fit between individual and environment factors that is P-E fit (person-environment fit)

In Taiwan, through empirical study, we concern in the moderating roles of perceived person-environment fit between emotional labor and job involvement. Thus, this study will focus on a conceptual framework of person-environment fit for examining the influences and relationships between emotional labor and job involvement. The purpose of this study is twofold:
(1) To explore the relationships between emotional labor and job involvement.
(2) To draw on the mediator effects of perceived person-environment fits between emotional labor and job involvement.

And the research problem includes: How will employees manage their emotional rules in work place? What is the effects of emotional labor on job involvement? To what extent is person-environment fit mediator effects to emotional labor and job involvement?

Emotional Labor

Emotional labor is “the management of feeling to create a publicly observable facial and bodily display” occurring in face-to-face or voice-to-voice interactions with customers. Grandey et al. (2013) provide an excellent review of comparing the definitions, measurement, and outcomes of the emotional labor theory through three lenses: (1) EL as occupational requirements, (2) EL as emotional displays, and (3) EL as intrapsychic processes. Contrast to Grandey and Gabriel (2015) also reviewed emotional labor literature on organizational behavior and organizational psychology, they look EL as a dynamic integration and sorted EL to three components, (1) emotional job requirements, (2) emotion regulation, and (3) emotional performance. In spite of these literatures show that EL research context from work requirements, emotional display to intrapsychic, but we can see in all center research on emotional labor, including: (1) display rules, (2) emotional dissonance, (3) surface acting and deep acting, and (4) the frequency, duration, and variety of interactions in the job (Humphrey, Ashforth, and Diefendorff, 2015; Uy, Lin, and Ilies, 2017).

Emotional Labor and Job Involvement

Job involvement are influenced by individual characteristics, job features, supervisor variable, and character recognition (Warr and Inceoglu, 2015; Zhao and Ghiselli, 2016). One of the variables of job features is autonomy that affects employees' emotional labor directly (Fernet, Trépanier, Austin, Gagné, and

Forest, 2015), when they have high autonomy or better self-control ability and they wouldn't meet emotional dissonance (Lian, Yam, Ferris, and Brown, 2017). Accordingly, we proposed that employees toward the positive emotion even they load high emotional labor, they would improve their job involvement.

Hypothesis 1: Emotional labor has a direct and positive or negative influenced on job involvement.

Perceived Person-Environment Fit: The Mediator between Emotional Labor and Job Involvement

Base on the perspective of complementary fit, perceived fit, emotional regulation mechanism, and self-regulation theory, we propose P-E fit would mediate the relationship between emotional labor and job involvement.

Now we head to multiple dimensions P-E fit concepts. Kristof-Brown, Zimmerman, and Johnson (2005) offered a quantity study to explore multiple di-

mension concepts. In their literature review provided that different types of fit including person-group, person-supervision, person-job, and person-organization fits to measure people ante-organization, within-organization, and turnover. Regarding perceived fit (PO, PJ fit) and reciprocal fit (PS, PG fit) we propose the following hypothesis.

Hypothesis 2: Emotional labor has a direct and positive influenced on PE fit.

Hypothesis 3: PE fit has a direct and positive influenced on job involvement.

Hypothesis 4: Person-environment fit (PJ, PO, PS, PG fit) reveal mediating effects on the relationship between emotional labor and job involvement.

Research Framework

According to this study of purpose and discussed literatures, we provide this research framework, as Figure 1.

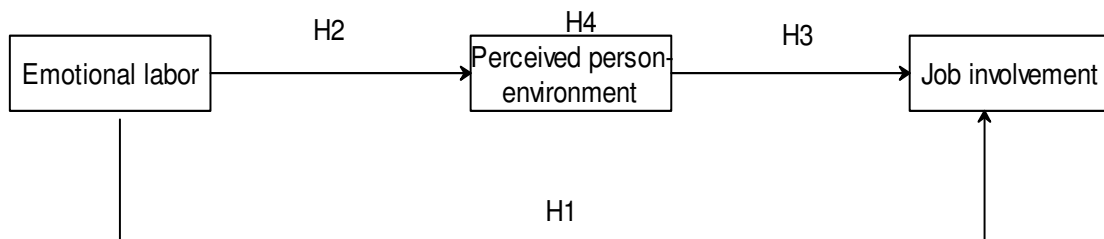


Figure 1 Research Framework

Method

Data from 230 (male = 78; female = 152) convenience store in Taiwan were used in present study. Participants completed the questionnaires in the work-

place environment. Participants did not place their names on the measures and were confident of the confidentiality of their responses.

Employees rates the three constructs of emotional labor scare (Akkawanitcha, Patterson, Buranapin, and Kantabutra, 2015; Lee and Chelladurai, 2016), two constructs of job involvement (Delcourt, Gremler, van Riel, and van Birgelen, 2016) and four constructs of PE fit (Lauver and Kristof-Brown, 2001). The following domain scales containing 51 items were distinguished. All scale items were measured on 5-point Likert scale.

We applied several methods ex ante (before) and ex-post (after) to avoid common method variance (Podsakoff, Mackenzie, Lee, and Podsakoff, 2003). Ex-ante we used both separation approach of data collecting and design approach of instrument developing. As ex post means of control, the single-factor test was run. An exploratory factor analysis including all indicators reveals that many factors explain 66.247% of the variance. By contrast, one general factor explains 27.016% of the variance only. Hence, this study doesn't exist common method variance.

This study conducted all variables correlations analysis including means and standard deviations. Regression analysis was applied to measure the relationship between predictors and outcome variables. Then, we used the mediator approach proposed by Hayes (2012), including a bootstrapping procedure for testing the indirect effects. At last, for

probing interactions, we followed Hayes and Matthes (2009) which identifies direct and indirect effect of the mediator variable where the effect of the focal variable on the outcome is statically significant and not significant.

Results

We followed Hu and Bentler (1999) suggested the goodness index standard values, except PPJ fit of NNFI = .858, RMSEA = .107, and SRMR = .0587 are out of little range, others represented well goodness. Bivariate correlations are presented in Table 2. All variables are provided significance.

In general, as observed in Figure 2, the mediator of low PPE offers horizontal line means that high and low emotional labor would not influence on job involvement.

In contrast, high PPE group would be effected the relationship between emotional labor and job involvement.

Hypothesis 1 tests the relationship between emotional labor and job involvement that represented BE to job identity (Beta = .344; $p < .000$), DA to job participation (Beta = .223; $p < .05$), and both general models showed significance. The variance inflation factor (VIF) are lower than 5 that means the tolerance value under .2. Hypothesis 2 tests the relationship between emotional labor and person-environment fit that described EL to PE (Beta = .684; $p < .000$). Hypothesis 3 tests the relationship between person-environment fit and job

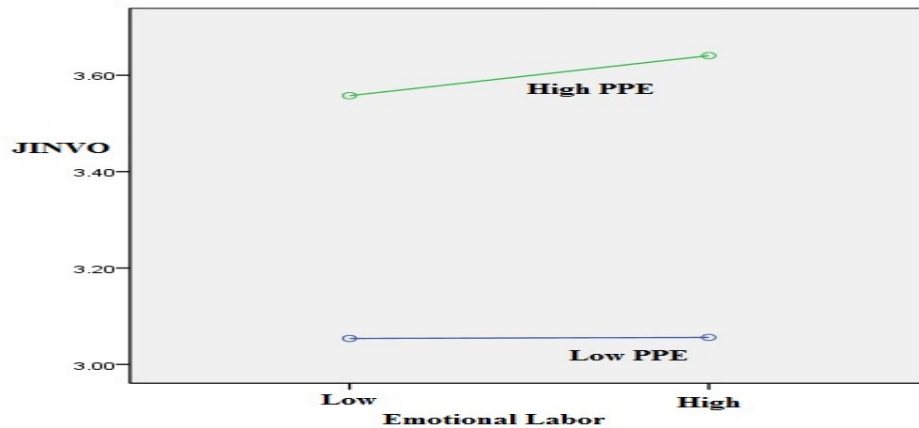


Figure 2 Mediating effects of PE fit

involvement that represented PE to JINVO (Beta = .637; $p < .000$).

Mediating effects of person-environment fit on the relationship between emotional labor and job involvement are shown in Table 1 and Figure 2. The influence of emotional on labor job involvement both direct and indirect levels. The indirect level of the influence of emotional labor on job involvement through person-environment was 1.054. In addition, direct levels of the influence of emotional labor on job involvement reached the significance level. Person-environment fit revealed partially mediating effects on the relationship between emotional labor and job involvement. The results showed that emotional labor can indirectly influence job involvement through mediating processes of person-environment fit.

Mediating effects of person-environment fit on the relationship between emotional labor and job involve-

ment are shown in Table 1 and Figure 2. The results demonstrated a significant relationship between independent variables and mediators; there were significant relationships between mediators and dependent variables. Direct levels of the influence of person-environment fit on job involvement reached significant levels, indicating the partially mediating effects of emotional labor and job involvement. In other words, the influence of person-environment fit on job involvement involves both direct and indirect levels. The indirect level (.531) was more significant than the direct level (-.017). According to the results, emotional labor can indirectly influence job involvement by the mediating processes of perceived person-environment. Thus, Hypothesis 4, “perceived person-environment reveal mediating effects on the relationship between emotional labor and job involvement,” was supported by this study.

Table 1. Direct & indirect effects & 95 % confidence intervals for meditational model

Model pathways	Effect	SE	t value	95 % CI	
				LLCI	ULCI
Total Effects					
EL → PE fit → JI	.514*	.072	7.155	.372	.655
Direct Effects					
EL → PE fit → JI	-.017	.084	-.204	-.183	.149
Indirect Effects					
		Boot SE			
EL → PE fit → JI	.531*	.069		.416	.683
Partially indirect effect					
EL → PE fit → JI	.982*	.106		.782	1.205
Completely indirect effect					
EL → PE fit → JI	.442*	.051		.350	.549
Ratio of indirect to direct					
EL → PE fit → JI	-	.225		.699	1.579
	30.972				
R-squared mediation effect					
EL → PE fit → JI	.183	.060		.063	.296

Note. * Empirical 95 % confidence interval does not overlap with zero

PE fit = person-environment fit; EL = emotional labor; JI = job involvement

Discussion and Conclusions

In sum, in describing PE fit mediating the relationships between emotional labor and job involvement, we have made the points that (a) emotional labor can indirectly influence job involvement by the mediating processes of perceived person-environment, (b) person-environment fit revealed partially mediating effects on the relationship between emotional labor and job involvement, (c) among emotional labor, PE fit, and job involvement regarding significance positive effects.

All evidences revealed that Diefendorff (2014) noted perceived emotional demand-ability fit distinguished to other fits (i.e., PO, PS, PG, PJ fit) that evidenced PE fit would be mediated the re-

lationship between emotional labor and job involvement.

As with any research, this study has limitations. Within our data were merely presented that convenience store industry, future work may consider testing other industries. Besides, a fruitful future direction would be think over whether different culture and generation effects on emotional labor or not.

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