



THE ROLE OF DISPLAY RULE SALIENCY AND PERSON-ORGANIZATION VALUE FIT ON EMOTIONAL LABOR PROCESS: A MULTILEVEL INVESTIGATION

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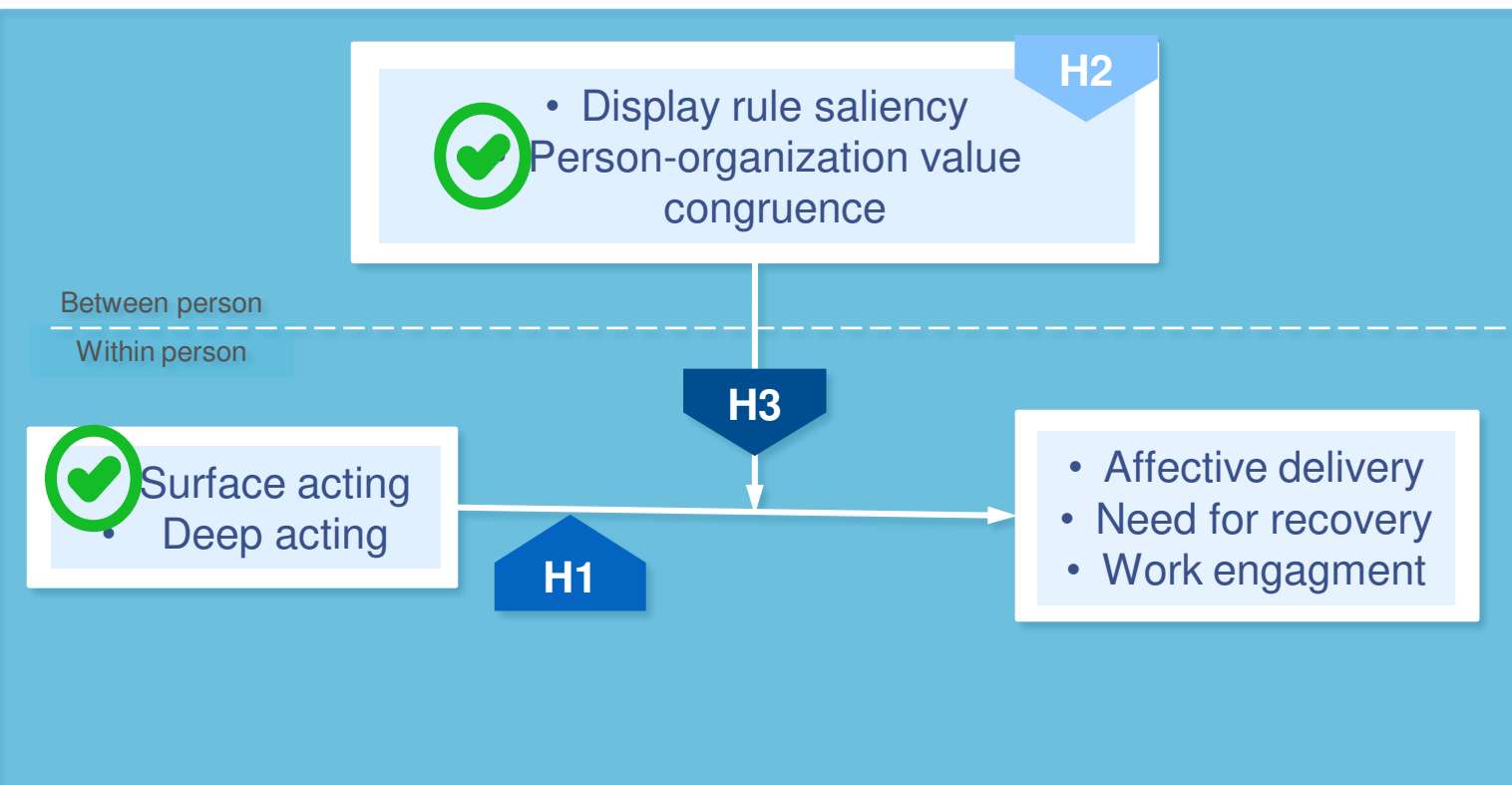
INTRODUCTION

A daily approach to emotional labor and related outcomes (affective delivery, need for recovery and work engagement) was endorsed (Beal & Trougakos, 2013)

Q1: Do person-organization value congruence and display rule saliency have an effect on daily work outcomes?

Q2: Do they moderate the relationship between emotional labor and related work outcomes?

Display rule saliency -> hypothesized to increase the negative relationship between surface acting and work engagement and affective delivery.
Value congruence -> hypothesized to decrease the negative relationship between surface acting and work engagement and affective delivery.
The above described relationships with regard to deep acting were explored as deep acting has inconsistent relationship with work outcomes (Hülshager & Schewe, 2011; Totterdell & Holman, 2003)



METHOD

- White collar employees working in diverse jobs (teachers, bank employees, nurses, call center employees).
- Five consecutive work days (3 and above included)
- 192 participants, 768 measurements, ($M = 4$)
- $M(\text{age}) = 34(7.9)$, $M(\text{tenure}) = 11.06(8.7)$, 71% women
- Emotional Labor Scale* (Deifendorff, Croyle, & Gosserand, 2005), *Need for Recovery Scale* (Van Veldhoven & Broersen, 2003), *Affective Delivery Scale* (Grandey, 2003), *Work Engagement Scale* (Breevart et al., 2011), *Emotional Display Rules Scale* (Grandey, 1999), *Value Congruence Scale* (Cable & DeRue, 2002)



RESULTS

Dependent variable: Affective delivery			
	Model 1	Model 2	Model 3
Intercept	4.18***(.05)	4.17***(.05)	4.17***(.05)
SA	-.21**(.07)	-.21**(.07)	-.20**(.08)
DA	.01(.04)	.01(.04)	.01(.04)
DR		.14*(.06)	.15**(.06)
VC		.19*** (.04)	.19*** (.04)
SA x DR			-.08(.07)
SA x VC			.03(.03)
DA x DR			-.03(.04)
DA x VC			.03(.03)
-2*LL	1596.1	1554.6	1549.8
Δ -2*LL		41.5***	4.8

Dependent variable: Need for recovery			
	Model 1	Model 2	Model 3
Intercept	2.83***(.07)	2.83***(.07)	2.83***(.07)
SA	.30***(.09)	.30***(.09)	.30***(.09)
DA	-.02(.09)	-.02(.09)	-.02(.09)
DR		.05(.06)	.05(.06)
VC		-.21** (.07)	-.21** (.07)
SA x DR			.09(.06)
SA x VC			-.02(.08)
DA x DR			-.10(.05)
DA x VC			.03(.06)
-2*LL	1389.7	1378.3	1375.9
Δ -2*LL		11.4**	2.4

Dependent variable: Work engagement			
	Model 1	Model 2	Model 3
Intercept	2.93***(.09)	2.92***(.08)	2.93***(.08)
SA	-.32***(.09)	-.32***(.09)	-.31***(.09)
DA	.04(.05)	.04(.05)	.04(.05)
DR		.01(.07)	.01(.07)
VC		.44*** (.07)	.44*** (.08)
SA x DR			-.12(.09)
SA x VC			.02(.06)
DA x DR			-.03(.05)
DA x VC			.03(.03)
-2*LL	2119.7	2080.3	2076.2
Δ -2*LL		39.4***	4.1

- ICC(AD) = .61, ICC(WE) = .70, ICC(NR) = .59
- Estimator: FIML (MLR)
- L1 group, L2 grand mean centering
- Random-intercept random-slope model (-2LL test)

References

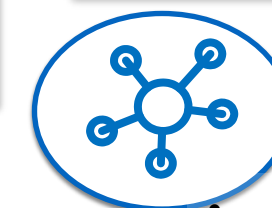
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DISCUSSION

- All significant relationships were linear.
- State DA did not predict the daily outcomes.
- Value congruence appeared as an important predictor which is related to daily AD, WE and NR. Employees who experience high value congruence also report high daily WE, AD and NR.
- Display rule saliency was positively related to daily affective delivery.
- Insignificant interactions may be observed due to utilizing a general value congruence scale.



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