

Justly So? Employee Justice Perceptions of Legitimate and Opportunistic Complaints

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Justly so?

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ABSTRACT

Unjust customer complaints are increasing, liberal redress policies are becoming more commonplace, and front line employees are expected to smile and just deal with fictitious complaints with redress and a sincere smile. Is this justly so? This research helps to fill the current gaps in complaint, justice, and emotional labor research by empirically examining employee perceptions of perceived opportunistic versus perceived legitimate complaints.

This research completed one hotel and one restaurant study using a 2 x 2 between-subjects experimental design to examine complaint type (opportunistic/ legitimate) and perceived organizational support (high/low). Data was collected from a large reputable market research firm. Results find that employees from both studies experience statistically significantly lower perceptions of procedural, interactional, and distributive justice when dealing with opportunistic as opposed to legitimate complaints. Perceptions of distributive justice statistically significantly increased employee's emotive effort and emotional dissonance. Additionally, for all of the relationships in the hotel study and with distributive justice in the restaurant study, perceived organizational support had no significant effect on employee perceptions of justice or emotional dissonance or effort. Managerial implications of employee justice perceptions and customer complaint policies are discussed.

DEDICATION

To W.B.- For always encouraging me to achieve

To D.B.- Who's love and urging allow me to accomplish

To J. G.- You bring me joy

To J. E.- For being my intellectual oxygen

To P. C.- The epiphany to my muse, I'll see you on the other side

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TABLE OF CONTENTS

I.	INTRODUCTION	
	1.1 Research Background	1
	1.2 Justification for the Study	3
	1.2.1 Managerial Relevance	3
	1.2.2 Gap in Opportunistic Customer Complaining Research	3
	1.2.3 Gap in Justice Research	5
	1.2.4 Gap in Emotional Labor Research	8
	1.2.5 Summary	10
	1.3 Research Objectives	11
	1.4 Theoretical Framework	12
	1.4.1 Proposed Theoretical Model	13
	1.5 Organization	13
	1.6 Definitions	14
II.	REVIEW OF THE LITERATURE	
	2.1 Introduction	16
	2.2 Customer Complaining	16
	2.3 Consumer Misbehavior	17
	2.4 Opportunistic Customer Complaining	20
	2.5 Justice Theory	23
	2.5.1 Distributive Justice	24
	2.5.2 Interactional Justice	24
	2.5.3 Procedural Justice	25
	2.5.4 Third Party Justice	25
	2.6 Emotional Labor	27
	2.6.1 Emotive Effort	28
	2.6.2 Emotional Dissonance	29
	2.7 Perceived Organizational Support	30
	2.8 Opportunistic Customer Complaining and Procedural Justice	32
	2.9 Opportunistic Customer Complaining and Interactional Justice	34
	2.10 Opportunistic Customer Complaining and Distributive Justice	36

2.11	Emotive Effort and Procedural Justice	38
2.12	Emotive Effort and Interactional Justice	40
2.13	Emotive Effort and Distributive Justice	41
2.14	Emotional Dissonance and Procedural Justice	42
2.15	Emotional Dissonance and Interactional Justice	43
2.16	Emotional Dissonance and Distributive Justice	44
2.17	Mediating Relationship of Procedural Justice and Emotional Labor	45
2.18	Mediating Relationship of Interactional Justice and Emotional Labor	46
2.19	Mediating Relationship of Distributive Justice and Emotional Labor	47
2.20	Perceived Organizational Support and Procedural Justice	48
2.21	Perceived Organizational Support and Interactional Justice	49
2.22	Perceived Organizational Support and Distributive Justice	51
2.23	Perceived Organizational Support and Emotive Effort	52
2.24	Perceived Organizational Support and Emotional Dissonance	53
2.25	Summary	54
2.26	Summary List of Hypotheses	55
III.	METHODOLOGY	
3.1	Introduction	59
3.2	Justification of the Research Approach	59
3.3	Research Design	60
3.4	Experimental Settings and Sample Populations	61
3.4.1	Study 1: Restaurant Employees	61
3.4.2	Study 2: Hotel Employees	62
3.5	Measurement of Variables	63
3.5.1	Procedural Justice	63
3.5.2	Interactional Justice	64
3.5.3	Distributive Justice	64
3.5.4	Emotional Labor	64
3.5.5	Emotional Dissonance	65
3.5.6	Emotive Effort	66
3.5.7	Complaint Type	67

3.5.8 Perceived Organizational Support	67
3.6 Manipulation Checks	68
3.6.1 Complaint Type	68
3.6.2 Perceived Organizational Support	69
3.6.3 Realism	69
3.6.4 Severity	70
3.7 Scenarios	70
3.8 Covariates	71
3.9 Pretests	71
3.10 Main Study	71
3.11 Data Analysis	72
3.11.1 Pretests	72
3.12 Hypothesis Testing	73
3.13 Mediation Analysis	74
3.14 Summary	76
IV. ANALYSIS AND RESULTS	
4.1 Introduction	77
4.2 Pretests	77
4.3 Demographic Profile of Respondents	77
4.4 Scale Reliabilities	79
4.5 Manipulation Checks	80
4.5.1 Complaint Type	80
4.5.2 Perceived Organizational Support	81
4.5.3 Realism	83
4.6 Main Study Analysis	83
4.6.1 Demographic Information of Respondents	84
4.6.2 Scale Reliabilities	85
4.6.3 Manipulation Checks	86
4.6.3a Complaint Type	86
4.6.3b Perceived Organizational Support	88
4.6.3c Realism	89

4.6.4	MANOVA Assumptions	89
4.6.5	Bivariate Correlations	90
4.6.6	MANCOVA (Complaint Type, POS, and Justice)	91
4.6.7	MANCOVA (Justice, POS, and Emotional Labor)	92
4.6.8	Mediation Tests	93
4.6.9	Severity	96
4.7	Results of Hypothesis Testing	97
4.7.1	Hypothesis 1	98
4.7.2	Hypothesis 2	98
4.7.3	Hypothesis 3	98
4.7.4	Hypothesis 4	99
4.7.5	Hypothesis 5	99
4.7.6	Hypothesis 6	100
4.6.7	Hypothesis 7	101
4.6.8	Hypothesis 8	101
4.6.9	Hypothesis 9	102
4.6.10	Hypothesis 10	103
4.6.11	Hypothesis 11	104
4.6.12	Hypothesis 12	105
4.6.13	Hypothesis 13	105
4.7	Summary	106
V.	DISCUSSION AND CONCLUSION	108
5.1	Introduction	108
5.2	Discussion of Research Findings	108
5.2.1	Complaint Type and Procedural Justice	109
5.2.2	Complaint Type and Interactional Justice	112
5.2.3	Complaint Type and Distributive Justice	114
5.2.4	Distributive Justice and Emotive Effort and Emotional Dissonance	117
5.2.5	Procedural and Interactional Justice and Emotive Effort and Emotional Dissonance	119

5.2.6	Mediating Relationship of Justices	119
5.2.7	Effect of Perceived Organizational Support	120
5.2.8	Open Ended Responses	121
5.3	Implications of the Research Findings	126
5.3.1	Theoretical Contributions	127
5.3.2	Managerial Contributions	128
5.4	Limitations and Future Research	130
5.5	Conclusions	132
VI.	REFERENCES	135
VII.	APPENDICES	158
	APPENDIX A: Restaurant Scenarios	158
	APPENDIX B: Hotel Scenarios	160
	APPENDIX C: Pretest Hotel Questionnaire	162
	APPENDIX D: Pretest Restaurant Questionnaire	164
	APPENDIX E: Hotel Main Study Questionnaire	166
	APPENDIX F: Restaurant Main Study Questionnaire	169
	APPENDIX G: MANOVA of Control Variables	172
	APPENDIX G: IRB Approval	174

LIST OF FIGURES

FIGURES

FIGURE 1: Proposed Theoretical Model	13
FIGURE 2: Proposed Model with Hypothesized Relationships	58
FIGURE 3: Interaction Effect of Complaint Type and Perceived Organizational Support On Perceived Justice (Restaurant Study)	103
FIGURE 4: Interaction Effect of Complaint Type and Perceived Organizational Support On Interactional Justice (Restaurant Study)	104

LIST OF TABLES

TABLE 4.1 Pretest Demographic Profile of Respondents	78
TABLE 4.2 Pretest Scale Reliabilities	80
TABLE 4.3 Pretest Manipulation Check Complaint Type (Opportunistic/ Legitimate)	81
TABLE 4.4 Pretest Manipulation Check: Perceived Organizational Support (High POS/ Low POS)	82
TABLE 4.5 Manipulation Check: Realism	83
TABLE 4.6 Main Study Demographic Information	84
TABLE 4.7 Main Study Scale Reliabilities	86
TABLE 4.8 Main Study Manipulation Check: Complaint Type	87
TABLE 4.9 Main Study Manipulation Check: Perceived Organizational Support	88
TABLE 4.10 Main Study Manipulation Check: Realism	89
TABLE 4.11 Bivariate Correlations Between Variables	90
TABLE 4.12 MANCOVA with Complaint Type (IV) and Justices as Dependent Variables	92
TABLE 4.13 MANCOVA with Justices (IV) and Emotional Labor as Dependent Variables	93
TABLE 4.14 Mediation Analyses	95
TABLE 4.15 Severity	96
TABLE 4.16 Results of Hypothesis Testing	107

CHAPTER 1

INTRODUCTION

1.1 Research Background

Research shows that customers are becoming more aggressive (Kim, 2008), unjust complaints are increasing (Reynolds & Harris, 2005), and that front line employees are particularly vulnerable (Pizam, 2004). In addition, narrow profit margins coupled with generous service failure redress tactics practiced by many hospitality firms in recent years (Wirtz & McColl-Kennedy, 2010) greatly affect the way service firms behave. Liberal redress policies such as 100 percent money back guarantees are becoming more commonplace in the hospitality industry (Zeithaml & Bitner, 2003). A network of opportunism exists because business models aspire to attain too much customer satisfaction, which may cause some customers to behave in opportunistic manners (Yani-de-Soriano & Slater, 2009), such as opportunistic complaining. The long standing mantra that the customer is always right is outdated, unrealistic, and naïve (Reynolds & Harris, 2006).

Service employees are especially vulnerable to difficult customers because of service credos that require maintaining a positive, friendly, and smiling disposition even in circumstances that evoke negative emotional reactions to common service encounters (Pizam, 2004). The concentration within the service failure literature on service recovery is predominately based on the assumption that service genuinely failed and that the motivations driving customer complaints are legitimate. Many studies assume that customers monotonically act in both a functional and good-mannered way during exchanges, however, considerable anecdotal evidence suggests that customers routinely behave negatively (Reynolds & Harris,

2009). The fact that the customer may be wrong, advantageous, and unfair is rarely discussed in the literature (Berry & Seiders, 2008). In addition, there are financial, psychological, and physical costs to organizations and their personnel (Harris & Reynolds, 2003).

In fact, frontline employees are routinely encountering customers who are overly demanding and difficult (Oh et al., 2004; Kim, 2008). While an ardent proponent of the customer in the service delivery, the frontline employee is often the recipient of unjust, opportunistic complaints. Specifically, the digital revolution has changed the dynamics of the consumer and has provided the forum to speak more loudly and to a greater audience about complaints (Yani-de-Soriano & Slater, 2009). While the impact of marketing activities on promoting constant customer satisfaction, service recovery, and preventing service failure has attracted research attention, their unforeseen repercussions involved with this ideology has not (Fullerton & Punj, 2004). Marketing materials portray employees as smiling, happy workers cheerfully serving equally happy customers. This utopian existence portrayed may not be the reality faced during the service experience (Fisk et al., 2010).

In addition, there is little empirical research that examines all of these phenomena together, expanding the services marketing and human resources literature behind customer complaining behavior. Even more so, there is very little research that examines how employees within organizations that are driven by a customer focus cope with acts of customer misbehavior (Donovan, Brown, & Mowen, 2004) specifically opportunistic complaints (Ro & Wong, 2012) or fictitious complaints customers voice in order to receive some benefit. Therefore, this study seeks to examine employee justice perceptions of perceived legitimate and fake complaints, the relationships to emotional labor and perceived organizational support.

1.2 Justification for the Study

This research addresses issues occurring in service operations as well as addresses gaps in the academic literature as previously noted. This research provides important managerial implications regarding employee perceptions of handling complaints. Secondly, this research addresses gaps in the literature and builds upon the theoretical underpinnings with regard to opportunistic complaining, justice, and emotional labor.

1.2.1 Managerial Relevance

Popular press shows that unjust complaints are increasing and frontline employees must cope with these customers because of company policies and service credos. It is extremely important that service firms acknowledge the unfair behavior of certain customers and manage those customers effectively (Berry & Seiders, 2008). Therefore, as many firms appease complaining customers with redress (Wirtz & McColl-Kennedy, 2010), liberal redress policies are more common than ever (Baker et al., 2012), and this is increasingly affecting employees (Pizam, 2004), this topic is extremely relevant to practitioners and the study will provide valuable managerial implications. Conversely, this research has managerial relevancy as it seeks to stimulate new thinking on consequences and issues of service management. The issue is important to managers and the business and service literature is largely silent on opportunistic customer claiming during service recovery (Wirtz & McColl-Kennedy, 2010)

1.2.2. Gap in Opportunistic Customer Complaining Research

The existence of any social phenomenon may have obvious as well as non-apparent consequences that contribute to or undermine the social unit (Fisk et al., 2010). Popular press is filled with stories of outraged customers and their emotional displays (Mattila & Ro, 2008). If practitioners allow misbehavior from customers, they may inadvertently cause dissatisfaction and alienate their employees which may lead to negative consequences such as decreased justice perceptions, commitment, and increased emotive effort, emotional dissonance, indifference, dissatisfaction, emotional exhaustion, and burnout. Furthermore, the hospitality industry may face even more difficulties in recruitment, retention, and attraction of employees (Tracey & Hinkin, 2008). Deviant behaviors, such as opportunistic complaining, are not just a simple issue that managers need to be aware of, but may require that managers consistently ask questions regarding customer's behavior and consider each actor that is involved including customers, employees, and management (Suquet, 2010).

Another manifestation of customer misconduct is that when it occurs with regularity, and is exhibited by a number of patrons, it signals the need for change. It communicates to organizations and/or society that the rules and procedures used in enforcement are too loose (Fisk et al., 2010). Recent literature shows growing concerns for customer deviant behavior, yet little effort is made to understand how organizations make sense of this and we know little about the way organizations cope with difficult customers (Suquet, 2010).

Customer misbehavior is a relatively new area that is only recently attracting attention from academics (Fisk et al., 2010) where even less of this research focuses on opportunistic complaints. Most research of opportunistic complaints is not synthesized and is fragmented across numerous streams and bodies of research (Baker et al., 2012). The research that currently exists focuses on intentional and economically motivated dysfunctional customer behavior as a

trade-off between the benefits and costs of such behavior (Wirtz & Kum, 2004) as well as the forms and motives of misbehavior (Reynolds & Harris, 2005). Although a potentially significant issue to managers and academics alike, opportunistic customer behavior in service recovery is largely ignored (Wirtz & McColl-Kennedy, 2010).

Very little research investigates the consequences of opportunistic customers, especially as it affects employees (Harris & Reynolds, 2003; Grandey et al. 2004; Ro & Wong, 2012). Certain customers may be particularly stressful for the employee and problematic for the organization (Grandey et al., 2004). Studies overlook how employees within organizations cope with acts of customer misbehavior (Donovan et al., 2004). Consistent discussion and collective reflection are essential to improve an organization's ability to make sense of the environment (Suquet, 2010). In other words, successful organizations cannot simply ask employees to cope (Pizam, 2004) but need to consider how the customer-employee interaction affects the employee. This topic is extremely relevant for managers and employees. Customer service jobs are ripe for psychological exploration because service workers are formally required to display certain emotions that are sanctioned by the organization (Rupp et al., 2008). Future research should deeply delve into the manifest of and consequences associated with a specific form of customer misconduct (Fisk et al., 2010). Therefore, this study specifically focuses upon opportunistic customer complaining and employee perceptions of opportunistic customer complaints compared to legitimate complaints.

1.2.3 Gap in Justice Research

This study is grounded in justice theory. Justice is typically attributed to two different sources, the organization and one's supervisor (Cropanzano et al., 2001). Only recently is

research examining customers as a source of justice or injustice (Rupp & Spencer, 2006). Distributive justice involves the perceived fairness of an actual outcome of a process (Bies & Moag, 1986, Palmer et al., 2000). Interactional justice encompasses the manner in which individuals are treated through a process (Bies & Moag, 1986; Sparks & McColl-Kennedy, 2001). Procedural justice addresses the perceived fairness of a process (Bies & Moag, 1986, Sparks & McColl-Kennedy, 2001). Earlier research examines employees' perceptions of justice largely from a human resources perspective and establishes the distribution of organizational rewards such as compensation and promotion and how these influence the attitudes and behaviors of employees (Lawler, 1977). More recently justice theories are applied from the customer perspective of service failure (Tax et al., 1998) but little research examines the customer as the source of injustice (Rupp & Spencer, 2006).

A growing body of evidence supports the idea that source based justice results in corresponding attitudes and behaviors directed back at the source (Rupp & Cropanzano, 2002; Rupp et al., 2008). As such, reactions to injustice are targeted directly back at the perpetrator of the injustice (Cropanzano et al., 2001). The argument states that organizationally-based justice directly gives rise to organizationally-targeted responses, supervisor-based justice leads to supervisor-targeted responses, and customer-based injustice would lead to customer-based responses. However, it can also be extended that the most immediate source of the injustice is not the only source.

The observation of another being treated unfairly should result in a negative perception of fairness. Perceptions of how fairly others are treated are referred to as third-party justice perceptions (Spencer & Rupp, 2009). Third-party justice research is a recent area of research and considers justice coming from the organization (Spencer & Rupp, 2009). Psychology literature

shows that people react emotionally, behaviorally, and attitudinally when they observe others being treated unfairly (Colquitt, 2004). This perspective focuses on emotional reactions to perceived wrongdoing and how such reactions reflect not the immediate self-interest of individuals but the inherited predisposition to react to injustice generally (Spencer & Rupp, 2009).

Sources of (in) justice must emerge from someone or something (Cropanzano et al., 2001; Rupp et al., 2007). Sources of (in) justice in an organizational context can be the organization as a whole, one's supervisor, coworkers, subordinates, or customers (Rupp et al., 2008). Justice sparks behaviors directed back at the source of the justice (Rupp et al., 2008). If an organization has a policy that the employee is to smile through difficult service encounters and appease the guest, even if the guest is being opportunistic, the employee is likely to see the organization as the source of them having to endure the injustice. In addition to perceiving the opportunistic customer as a source of injustice, because of the organizational policies and procedures that require dealing with the opportunistic customer, the organization may also be viewed as a source of injustice. In other words, an organization may be attributed as the original source of the injustice.

This can further be explained with attribution theory, which entails an individual's attempt to understand the underlying causes and implications (Ajzen & Fishbein, 1983). In service failure literature, it refers to whom the customer attributes the cause (or blame) of a service failure to. People interpret behavior in terms of its causes and these interpretations play an important role in determining reactions to behavior (Kelley & Michela, 1980). In terms of opportunistic customers, an employee may attribute the customer as the source of the unfair actions, but may also view the firm, who has policies regarding interaction with the customer as

equally unfair. The legal term 'but for' explains the attribution and justice. But for one thing, the other would not have occurred. Specifically, but for an organization's requirements on dealing with opportunistic customers, the employee would not be subjected to them.

1.2.4 Gap in Emotional Labor Research

Since the original concept of emotional labor was presented by Hochschild (1983) researchers have attempted to conceptualize and develop the construct and its dimensions (Chu et al., 2012). Original conceptualization of emotional labor uses the service acting paradigm where the service is the show; the employee is the actor, the customer the audience, and the service environment the stage. Three strategies describe the acting out of the desired expression; surface acting, deep acting, and genuine acting. (Hochschild, 1983; Ashforth & Humphrey, 1993). Genuine acting refers to what the employee spontaneously feels and expresses (Ashforth & Humphrey, 1993), deep acting involves evolving thoughts, images, and memories to induce the correct emotional expression (Hochschild, 1983), and surface acting involves the employee simulating emotions that are not actually felt (Hennig-Thurau et al., 2006).

Debates exist regarding the conceptualization of and different theoretical approaches to emotional labor (Brotheridge & Grandey, 2002). Most specifically, a distinction exists in conceptualizing emotional labor because researchers use different theoretical approaches of the job-focused or an employee-focused approach (Brotheridge & Grandey, 2002). The job-focused approach emphasizes the presence of emotional labor in an employee's job, specifically focusing on the frequency, duration and intensity of the emotional display as well as the variety of emotions expressed (Morris & Feldman, 1997). In other words, the job-focused approach focuses on the emotional display. The employee-focused approach deals with the internal-

emotion management process of employees who are expected to display the proper emotions while working (Kruml & Geddes, 2000; Grandey, 2000). In other words, the employee-focused approach examines emotion regulation. Furthermore, only some research examines the role of emotions in service interactions between customers and employees, where the majority of the research focusses on the emotional display rather than the emotion regulation (Groth et al., 2009). The lack of research of the employee-focused approach of emotional labor creates a gap in the research of the emotional labor construct (Groth et al., 2009). This study attempts to fill this gap by using a two-dimensional factor structure of emotional labor.

While other models exist (Hochschild, 1983; Ashforth & Humphrey, 1993; Morris & Feldman, 1996) more recently, the emotional labor construct has evolved to utilizing a two-dimensional structure (Kruml & Geddes, 2000; Chu & Murrmann 2006; Chu et al., 2012). The major contribution of this conceptualization is that emotional dissonance represents the degree to which employees expressed emotions align with their true feelings and that emotive effort is a new dimension that explicates the labor involved (Blau et al., 2010). This two-dimensional factor structure allows researchers to utilize the employee-focused approach measuring emotive dissonance on a continuum with surface acting and genuine acting on each end (Chu et al., 2012) and emotive effort aligns with deep acting as the effort involved in displaying the appropriate emotion increases (Kruml & Geddes, 2000; Chu & Murrmann, 2006). Emotional labor is associated with all service occupations (Grandey et al., 2002) and is relevant to marketing, human resources, business, and organizational psychology (Chu et al., 2012). Furthermore, research suggests that more empirical studies are needed to empirically validate the antecedents and consequences of emotional labor on service providers (Chu & Murrmann, 2006; Chu et al., 2012). This two-dimensional construct allows the researcher to utilize the

employee-focused approach and be able to more representatively measure antecedents and consequences of emotional labor (Chu et al., 2012). Therefore, this study adopts Kruml & Geddes (2000) two dimensional model of emotional labor with the dimensions of emotive dissonance and emotive effort. The use of this model and fills an important gap in the emotional labor research by investigating the emotional regulation rather than the emotional display (Groth et al., 2009).

Customer service jobs are ripe for psychological exploration because service workers are formally required to display certain emotions that are sanctioned by the organization (Rupp et al., 2008). The service literature has limited its scope of justice studies to the cognitive effects and emotional reactions to justice are sparsely studied (Chebat & Slusarczyk 2005). Complaint related justice is more than a matter of economic factors; it involves emotions (Chebat & Slusarczyk, 2005). Little is known about customer behavioral and emotional responses to complaint handling (Chebat & Slusarczyk 2005) and even less is known about employee emotional responses, such as emotive effort and emotional dissonance. Only a handful of studies exist that combine justice and emotional labor literatures (Spencer & Rupp, 2009). Therefore, this study also contributes to theoretical development by combining justice theory and emotional labor literature.

1.2. 5 Summary

There is a lack of literature surrounding opportunistic customer complaining (Fisk et al., 2010; Wirtz & McColl-Kennedy, 2010; Baker et al., 2012; Ro & Wong, 2012). There is a dearth of research examining the emotional elements of justice (Chebat & Slusarczyk, 2005) especially in relation to third-party justice and attributions that stem from the organization

(Spencer & Rupp, 2009). There is limited research that examines the two-factor structure of emotional labor (emotive effort and emotional dissonance) (Chu et al., 2012) as well as examine the psychological antecedents of emotional labor such as justice (Spencer & Rupp, 2009). From a managerial perspective, customers are becoming more aggressive (Kim, 2008), opportunistic complaints are increasing (Baker et al., 2012; Reynolds & Harris, 2005) and frontline employees are just expected to cope (Pizam, 2004).

Is this justly so?

1.3 Research Objectives

The purpose of this research is to examine employee perceptions of procedural, interactional, and distributive justice and the consequences of emotive effort and emotional dissonance associated with handling legitimate versus opportunistic complaints. Several steps will be performed in order to adequately examine the employee perceptions. First, this paper presents a model that will examine complaint type, procedural, interactional, and distributive justice perceptions, and the consequences of emotive effort and emotional dissonance. The model also presents the theoretical framework with perceived organizational support as a moderating variable.

Second, this research examines these relationships and subsequent hypotheses through a between-subjects experimental design. The study will manipulate the complaint type (perceived legitimate complaint/ perceived opportunistic complaint) as well as manipulate the perceived organizational support (high support/ low support). This will result in a 2 x 2 between-subjects experimental design where procedural, interactional, and distributive justice and emotive effort and emotional dissonance will be measured and compared for each treatment.

Third, the research will involve two studies; one that examines restaurant employee's perceptions and the second that examines hotel employee's perceptions. The purpose is to be able to increase the reliability, validity, generalizability of the findings to different service industries. In addition, the two studies will minimize the bias, such as corporate culture, of measuring one industry or limited firms.

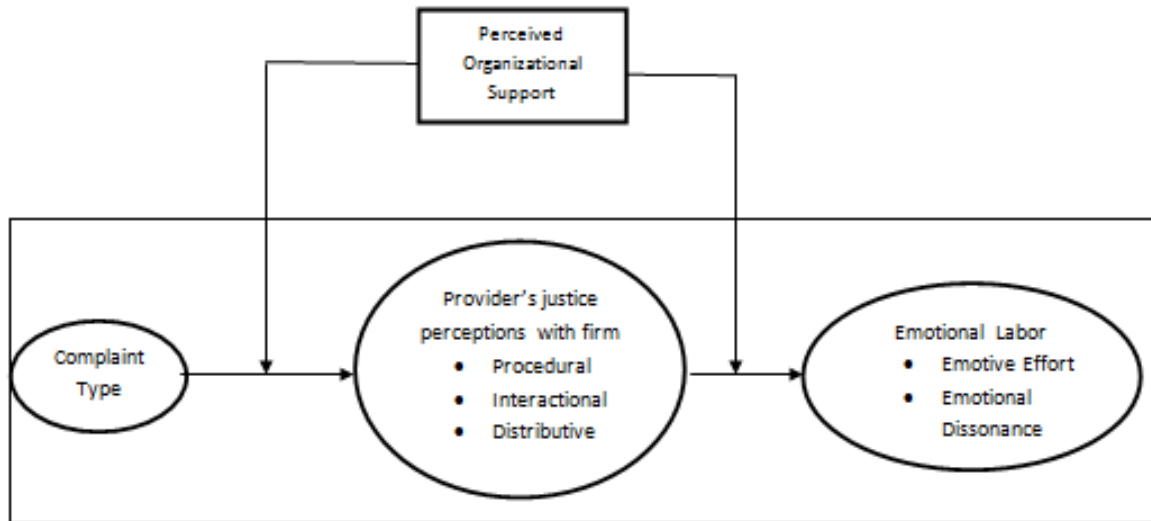
Forth, the purpose is to provide relevant and important managerial implications to firms who are dealing with opportunistic customers and how employee's justice perceptions (interactional, distributive, and procedural) and emotional labor (emotive effort and emotional dissonance) is affected by dealing with perceived fictitious complaints as opposed to perceived real complaints. In addition, it hopes to provide important relevancy to employees who deal with these customers and provide information to a phenomenon that employees are experiencing and managers need to acknowledge, address, and curtail.

1.4 Theoretical Framework

As stated in the research objectives, this study investigates employee perceptions of complaints. Specific relationships and hypotheses of the proposed model will be detailed in the literature review section of the dissertation. This study is grounded in justice theory and the emotional labor and perceived organizational support constructs. Specifically, this study uses the justice construct and the dimensions of interactional, procedural, and distributive justice and the construct of emotional labor and its dimensions of emotive effort and emotional dissonance.

1.4.1 Proposed Theoretical Model

Figure 1: Proposed Theoretical Model



1.5 Organization

This dissertation proposal is organized into three major sections. First is the introduction which discusses the problem, gap in the existing literature, and justification for the study. The literature review draws upon theories from different streams of research to develop and theoretically justify the hypotheses. Specifically, the literature reviews the areas of customer complaining, customer misbehavior, opportunistic customer behavior, justice theory, emotional labor, and perceived organizational support. Second, the literature review focuses on laying the theoretical groundwork for the empirical between-subjects experimental design study and presents the hypotheses to be tested. The third chapter outlines the proposed methodology to be employed to test the hypotheses.

1.6 Definitions

Customer Complaining Behavior. A set of all behavioral and non-behavioral responses which involve communicating something negative regarding a purchase episode and is triggered by perceived dissatisfaction with that episode (Singh & Howell, 1985).

Consumer Misbehavior. The set of actions by customers who intentionally or unintentionally, overtly or covertly, act in a manner that, in some way, disrupts otherwise functional service encounters (Harris & Reynolds, 2003).

Opportunistic Customers. Seeking self-interest with guile (Ping, 1993) taking advantage of opportunities.

Opportunistic Customer Complaining. Individuals voice fictitious complaints to service providers with the goal of receiving compensation for their make-believe service failures (Baker et al., 2012).

Distributive Justice. Involves the perceived fairness of an actual outcome of a process (Palmer, Beggs, & Keown-McMullan, 2000).

Interactional Justice. Encompasses the manner in which an individual is treated through a process (Sparks & McColl-Kennedy, 2001).

Procedural Justice. Addresses the perceived fairness of a process (Sparks & McColl-Kennedy, 2001) such as the procedures or criteria utilized in making the decision are perceived as being fair.

Emotional Labor. The degree of manipulation of one's inner feelings or outward behavior to display the appropriate emotion in response to display rules or occupational norms (Hochschild, 1983)

Emotive Effort. The effort involved in displaying the desired emotion (Kruml & Geddes, 2000).

Emotional Dissonance: The difference between felt emotions and the external expectations of the emotional display (Brotheridge & Grandey, 2003).

Perceived Organizational Support. Concerns the extent to which the organization values the contributions and cares about the well-being of their employees (George et al., 1993).

CHAPTER II

REVIEW OF THE LITERATURE

2.1 Introduction

This chapter first reviews the literature and constructs describing customer complaining, customer misbehavior, opportunistic customer complaining, justice theory, emotional labor, and perceived organizational support. Second, based on the proposed model, this chapter reviews the literature pertaining to the constructs and relationships among the constructs; opportunistic customer complaining and procedural, interactional, and distributive justice; justice and emotive effort and emotive dissonance; perceived organizational support and procedural, interactional, and distributive justice; and perceived organizational support and emotive effort and emotive dissonance. Specific hypotheses are developed to depict the relationships among the constructs for empirical testing.

2.2 Customer Complaining

The study of customer complaint behavior is a significant area of research and is important for both service scholars and managers as it gives the service provider valuable insight (Johnston & Mehra, 2002) and improving service (Tax & Brown, 1998). Customer complaining behavior is defined as a set of all behavioral and non-behavioral responses which involve communicating something negative regarding a purchase episode and is triggered by perceived dissatisfaction with that episode (Singh & Howell, 1985). Within early complaint research the main focus is identifying who complained and why they complained (Mason & Himes, 1973). A plethora of contemporary research highlights the value of customer complaints and stress that

customer complaints should be welcomed and encouraged by organization (Bennet, 1997; Prim & Pras, 1999).

The prevailing logic is to give the customer the benefit of the doubt and compensate with generosity (Lovelock & Wirtz, 2007). Companies such as Nordstrom, L.L. Bean, and Hampton Inn tout 100 percent money back guarantees which the companies use as a competitive advantage. Firms such as Ritz-Carlton do “everything you possibly can to never lost a guest” (Tax & Brown, 1998) and have instant guest pacification in their service credo. Recently, Hilton hotels expanded their Hampton Inn guarantee to be applicable to all of the Hilton brands. However, such liberal redress policies are open to abuse (Wirtz & McColl-Kennedy, 2010). Research on customer complaints has almost entirely focused on the benefits to the firm, negating any attention to the negative ramifications (Baker et al., 2012).

2.3 Consumer Misbehavior

Practitioner-oriented research repeatedly alludes to customers behaving badly (Dube, 2003) and the popular press is filled with stories of outraged customers and their emotional displays (Mattila & Ro, 2008). Yet the very nature of the hospitality industry denotes the staff to be hospitable, kind, and always attempting to create happy, satisfied customers. The mantra ‘the customer is always right’ communicates the unequal power in the customer-employee transaction, which is a key aspect associated with consumer misbehavior (Grandey, Dickter, & Sin, 2004). Some researchers argue that only by analyzing what is unacceptable can we deal with the issue of what is really ‘acceptable’ consumer behavior (Fullerton & Punj, 2004).

While the impact of marketing activities on promoting constant customer satisfaction, service recovery, and preventing service failure has attracted research attention, their unforeseen

repercussions involved with this ideology has not (Fullerton & Punj, 2004). Among these consequences are consumers themselves misbehaving in the exchange setting. A missing piece from the existing literature is the recognition that such consumer misbehaviors may not be coming from an actual or perceived service failure, but from the very people the organization is trying to serve; the customers. The service industry is an ideal context and is particularly potent environment in which to study the dynamics of customer misbehavior (Harris & Reynolds, 2003) yet, to date, there is very little literature that discusses these consumers.

Dysfunctional customer behavior is a relatively new area that has only recently attracted attention from academics (Fisk et al., 2010). Most research focuses on intentional and economically motivated dysfunctional customer behavior as a trade-off between the benefits and costs of such behavior (Wirtz & Kum, 2004) as well as the forms and motives of misbehavior (Reynolds & Harris, 2005). Consumer misbehavior is specifically critical to understand due to the frequent numbers of moments of truth that exist in the hospitality industry (Smith & Bolton, 1998) where consumers form an opinion based on a specific moments of truth.

Terminology within research that attempts to discuss these types of customers include deviant customer behavior (Moschis & Cox, 1989) aberrant customer behavior (Fullerton & Punj, 1993), dysfunctional customer behavior (Reynolds & Harris, 2003), problem customers, (Bitner, Booms, and Mohr, 1994), and jay customer behavior (Lovelock, 1994). Despite inconsistent use of terminology, researchers seem united in arguing that deviant customer behavior is being performed by an increasing number of customers. Some researchers say that the behaviors by exhibited by dysfunctional customers are not only common but endemic (Reynolds & Harris, 2006).

There are many variants of consumer misbehavior such as shoplifting, vandalism, financial fraud, physical abuse, or verbal abuse. Consumer misbehavior refers to actions by customers who intentionally or unintentionally, overtly or covertly, act in a manner that, in some way, disrupts otherwise functional service encounters (Harris & Reynolds, 2003). Customer behavior is deemed to be deviant or dysfunctional when it violates the accepted standards of exchange behavior (Fisk et al., 2010) and is defined as the behavior by consumers within the exchange setting that deliberately violates the generally accepted norms of conduct in such situations (Reynolds & Harris, 2009). The study of customer misbehavior largely focuses on the antecedents of perception, information, beliefs, and motivation (Fisk et al., 2010). Cognitive explanations of customer deviance include violations of perceived justice (Bechwait & Morrin, 2003), violations of perceived equity or fairness (Gregoire & Fisher, 2007).

Such actions taken by misbehaving customers, albeit dysfunctional, are not irrational, at least from the perspective of the customer (Harris & Reynolds, 2005). Yet customer misbehavior challenges important aspects of the ideology of service and consumption. These refer to the implicit norms and role expectations, the legitimacy of marketers and operators to establish boundaries, and the capacity of the consumption setting to function harmoniously (Fullerton & Punj, 2004). Successful consumer-employee relationships are characterized by boundaries of trust and openness, and may require adherence from all the constituents involved. However, 'the customer is always right' communicates a very unequal power in the customer-employee transaction (Grandey, Dickter, & Sin, 2004) which may have spurred an increase in customer acceptance and frequency of misbehavior.

Despite the desire to attain customer satisfaction, it is common knowledge that hospitality frontline employees frequently encounter demanding and difficult customers (Kim, 2008).

Although it is not a pleasant experience, hospitality service agents are often required to be polite and smile in front of the customers (Kim, 2008). Some research states that on average service employees within the United States fall victim to episodes of customer aggression ten times a day (Grandey, Dickter, & Sin, 2004). Managerial diagnostics include if the customer is antagonistic, blames the provider, is aggressive, overly demanding, and suggests excessive redemption. Marketing research on customer behavior shows it to be a source of role stress and emotional labor for frontline service employees (Ben-Zur & Yagil, 2005).

A recent study found that customer contact employees reported that they were involved in dysfunctional customer behavior on a daily basis. Furthermore, nearly 82 percent of interviewees (from hotels and restaurants) were subjected to violent or aggressive behavior within the first calendar year, and 54 percent believed that their working lives were significantly affected by unrelenting dysfunctional customer behavior (Harris & Reynolds, 2003). Such behavior against employees increase long-term psychological effects, short-term emotional effects and physical effects. In addition, service staff may become hardened to such emotional distress. In addition, dysfunctional customer behavior was found to lead to feigned emotional display, most often to pacify disruptive or aggressive customers (Harris & Reynolds, 2003). There is little research that focuses on customer misbehavior, and even less that focuses on a specific form of customer misbehavior, opportunistic customer complaining (Fisk et al., 2011; Wirtz & McColl-Kennedy, 2011).

2.4 Opportunistic Customer Complaining

Research surrounding opportunistic customers is scant and most focuses on the drivers and antecedents (Grove et al., 2004; Daunt & Harris, 2011; Reynolds & Harris, 2005; 2009) or

categorization of customers (Harris & Reynolds, 2004; Berry & Seiders, 2008; Fullerton & Punj, 2004). Some customers unjustly complain for both their own consumption and personal benefit (Reynolds & Harris, 2006). Opportunistic behavior can be defined as seeking self-interest with guile (Ping, 1993) taking advantage of opportunities. Opportunistic customer transactions with the service provider do not entail them experiencing a service failure or dissatisfaction, but rather involve them voicing complaints in attempts to receive discounted or free items (Prim and Pras, 1999; Reynolds and Harris, 2005). In other words, these individuals voice fictitious complaints to service providers with the goal of receiving compensation for their make-believe service failures (Baker et al., 2012).

Research on customer complaints largely focuses on the benefits to the firm, omitting potential negative consequences. Kowalski (1996) notes the consequences of unauthentic complaints range from reduced tolerance of employees towards customer complaints of both a legitimate and illegitimate nature, yet this proposition has yet to be addressed within research. The segment of consumers who engage in opportunistic complaints or routine illegitimate complaints are likely to do so when the perceived utility of complaining is high (Kowalski, 2002). In other words, customers are likely to do so when the benefits, such as financial compensation outweigh the costs, such as the difficulty of making the complaint (Reynolds & Harris, 2003). The services marketing literature suggests that liberal organizational policies may be inadvertently encouraging and creating opportunities to engage in opportunistic complaints (Reynolds & Harris, 2005). Through word of mouth and positive reinforcement induced by psychological rewards obtained through the complaining process of venting, customers may affectively learn to complain (Bennett, 1997). Additionally, customers learn to become complainers over period of time due to accrued complaint successes (Andreessen, 1988).

Customers may learn to exploit service recovery policies of companies that engage in best practice service recovery as these firms make it easy to claim refunds (Berry & Seiders, 2008) such as the 100 percent money back guarantee of major firms such as Hilton Hotels, L.L. Bean, and Nordstrom. It is increasingly common that customers seem reluctant to adhere to organizational or societal rules and norms that dictate they behave in a compliant and subservient way during the service interaction (Fisk et al., 2010).

Moreover, opportunistic complainers may be conditioned as customers who observe the illegitimate complaining behaviors of others learn how to voice unjustified complaints in an effective manner (Reynolds & Harris, 2005). Feedback from practitioners suggests that at least some consumers take advantage of service recovery situations by maximizing the opportunity to claim unreasonably from the firm taking what they can, rather than what they should (Chu et al., 1998; Harris & Reynolds, 2004). Opportunistic complainants may not purposely preplan an illegitimate complaint, but take advantage of an opportune encounter such as an encouraging liberal redress policy (Reynolds & Harris, 2005).

Relaxed store return policies or 100 percent money back guarantee policies encourage customers to fabricate unfounded complaints (Reynolds & Harris, 2005). The ease of invoking a guarantee, such as not having to provide an explanation for filling out paperwork is likened to an opportunity for consumer opportunism (Wirtz & Kum, 2004). Future research should deeply delve into the manifest of and consequences associated with a specific form of customer misconduct (Fisk et al., 2010). Therefore, this study specifically focuses upon opportunistic customer complaining.

2.5 Justice Theory

In a customer-firm or employee-firm relationship, the former assesses the justice perceptions regarding the relationship (Baker et al., 2012). In these relationships, the three types of justice are distributive, interactional, and procedural (Homan, 1961; Thibault and Walker, 1975; Bies & Moag, 1986). Justice theory and the three dimensions are widely accepted as the conceptual foundation for modeling customer assessments and responses to service recovery (Wirtz & McColl-Kennedy, 2010). Earlier research examines employees' perception of justice largely from a human resources perspective where the distribution of organizational rewards such as compensation and promotion influence the attitudes and behaviors of employees (Lawler, 1977). More recently justice theories are applied from the customer perspective of service failure (Tax, Brown, & Chandrahekar, 1998).

Research is only recently investigating the effects of customer misbehavior on employees and almost all of these studies investigate the affects in terms of customer aggression, abuse, sexual harassment, and physical violence (Yagil, 2008). Customer unfairness occurs when a customer behaves in a manner that is devoid of common decency, reasonableness, and respect for the rights of others, creating inequity and causing harm for the employees and company (Berry & Seiders, 2008). No study to date investigates the potential effects of opportunistic complaining for employees yet it is suggested that all justice dimensions are important in shaping employee behavior (Holtz, 2011). The multifoci model of organizational justice states that justice must emerge from someone or something, and it is therefore important to specify the source of the just or unjust treatment (Rupp et al., 2008). Customer perceptions of justice are largely determined by the customer-employee encounter (Maxham & Netemeyer, 2002). Extending this

logic, employee perceptions will also be largely determined by the customer-employee encounter.

2.5.1 Distributive Justice

Distributive justice involves the perceived fairness of an actual outcome of a process (Palmer, Beggs, & Keown-McMullan, 2000). In reference to consumers, it may include the compensation afforded to the customer (Tax et al., 1998). For employees, distributive justice is the degree to which employees believe that they have been fairly rewarded for the performance, effort, experience, and stresses associated with their jobs (Maxham & Netemeyer, 2002). The incentive to engage in opportunistic complaints increases with the size of the payout or distributive to the customer (Wirtz & Kum, 2004).

2.5.2 Interactional Justice

Interactional justice encompasses the manner in which an individual is treated through a process (Sparks & McColl-Kennedy, 2001). Interactional justice is demonstrated by interpersonal fairness whereby individuals are treated with dignity and respect (Colquitt, 2001; Rupp & Spencer, 2006). It may refer to the interaction quality between the consumer and the employee, such as concern and friendliness exhibited by service staff during the recovery process (Tax et al, 1998; Smith et al., 1999) or the interaction quality between an employee and management. Interactional justice (Bies & Moag, 1986) also deals with the perceptions about how one is treated during decision making or allocation processes, typically in terms of rudeness from others (Donovan et al., 1998). Customer interactional justice is rooted in organizational justice which considers not only what is being judged, but who is accountable for the treatment

(Spencer & Rupp, 2009) where only recently has this been expanded into the realm of customer service. As such, employee perceptions of interactional justice between the employee and customer are important topics for research and have yet to be examined from the employee perspective regarding opportunistic customer complaints.

2.5.3 Procedural Justice

Procedural justice addresses the perceived fairness of a process (Sparks & McColl-Kennedy, 2001) such as whether the procedures or criteria utilized in making the decision are perceived as being fair. This may include the policies and procedures used, the convenience of the process, and the timeliness and responsiveness of the firm's recovery actions (Tax et al, 1998; Smith et al., 1999). In addition, procedural justice is primarily concerned with satisfaction on a moral and ethical level, and is only achieved when all the information surrounding a scenario is allocated proper attention and consideration (Palmer, Beggs, and Keown-McMullan, 2000). Because complaint handling involves a specialized type of customer service, it often requires extra efforts that goes beyond those needed for general customer service. As such, studies that investigate employee perceptions of procedural justice are needed (Maxham & Netemeyer, 2002) and have not been examined with opportunistic customers.

2.5.4 Third Party Justice

Reactions to injustice are typically targeted directly back at the perpetrator of the injustice (Cropanzano et al., 2001). For example, organizationally-based justice directly gives rise to organizationally-targeted responses, supervisor based justice leads to supervisor-targeted responses, and customer injustice would lead to customer-based responses. However, it can

also be extended that the most immediate source of the injustice is not the only source. This can be explained with third party justice and attribution theory.

Perceptions of how justly others are treated is called third-party justice perceptions (Spencer & Rupp, 2009) and focuses on emotional reactions to perceived wrongdoing and reflect not the immediate self-interest of individuals but the inherited predisposition to react to injustice in general (Spencer & Rupp, 2009). Third-party justice research is a recent area of research and considers justice coming from the organization (Spencer & Rupp, 2009) in addition to first-party, such as the supervisor, coworker, or customer as sources of justice can stem from the organization as a whole, one's supervisor, coworkers, subordinates, customers (Rupp et al., 2008).

Attribution theory can assist third-party justice perceptions in accounting for how individuals develop and account for perceptions of fairness. Attribution theory encompasses attempts individuals make in comprehending the causes and implications of events (Ajzen and Fishbein, 1983). People interpret behavior and situations in terms of their causes and these interpretations play an important role in determining reactions to behaviors (Kelley & Michela, 1980). Interpreting who is ultimately attributed to an issue is a key area for justice and complaining research. In terms of opportunistic customers, an employee may attribute the customer as the source of the unfair actions, but may also view the firm, who has policies regarding interaction with the customer as equally unfair. For example, when an employee deals with a fictitious complaint from an opportunistic consumer, s/he may attribute that the consumer is the problem. However, when the employee has to deal with the second, tenth, or hundredth opportunistic customer while working at a firm, s/he may then attribute the fault to the firm.

If an organization has a policy that the employee is to genuinely smile through difficult service encounters, and appease the guest, even if the guest is being opportunistic, the employee is likely to see the organization as the source of them having to endure the injustice. This will therefore affect how an employee feels towards the organization in terms of being justly treated, compensated, and dealt with. Employee's will perceive they are being treated fairly in the allocation of rewards (distributive justice), given a voice in processes (procedural justice) and perceive they are receiving fair interpersonal treatment (interactional justice) (DeConinck, 2010).

2.6 Emotional Labor

Service with a smile is stressful, making emotional labor a relevant topic of research (Grandey et al., 2004). During most interactions, frontline employees are expected to smile and be cheerful regardless of personal feelings or emotions (Chu et al., 2012). Hochschild (1983) notes that these employees are those that have face-to-face or voice-to-voice contact with the customers, and whose job requires them to produce an emotional state. Emotional labor is defined as the management of feelings to create a publicly observable facial and bodily display (Hochschild, 1983). Much of the research on emotional labor seeks to provide a fundamental understanding of how emotions are regulated and/or displayed in response to display rules so that work goals can be achieved. Further empirical development ensued as researchers began using quantitative approaches to explore the dimensions of emotional labor, and its impact on employees' well-being and organizational performance (Wharton, 1993; Morris & Feldman, 1996; Grandey, 2000; Liu, Perrewe, Hochwarter, & Kacmar, 2004).

There are two predominant approaches exist for emotional labor; the job-focused and employee focused approach (Brotheridge & Grandey, 2002). The job-focused approaches

emphasizes the presence of emotional labor in an employee's job, specifically focuses on the frequency, duration and intensity of the emotional display as well as the variety of emotions expressed (Morris & Feldman, 1997). The employee-focused approach of emotional labor examines the internal emotion management process of employees who are expected to present the proper emotions while at work (Kruml & Geddes, 2000; Grandey, 2000). As this study examines the effects of customer complaining on employees, the employee-focused approach is used.

While other models exist (Hochschild, 1983; Ashforth & Humphrey, 1993; Morris & Feldman, 1996) more recently, the emotional labor construct has evolved to utilizing a two-dimensional structure (Kruml & Geddes, 2000; Chu & Murrmann 2006; Chu et al., 2012). The major contribution of Kruml & Geddes two-dimension model is that it measures employee emotion regulation from the employee-focused approach as opposed to the job-focused approach. In addition, it is the only model that examines emotive effort, an important dimension that examines the effort involved in display rules (Blau et al., 2010). Empirical support for Kruml & Geddes instrument that uses a two-dimensional emotional labor scale is confirmed by Chu & Murrmann (2006) and Chu et al., (2012) that has emotive effort and emotive dissonance as the two dimensions. Therefore, this study adopts the two-factor structure of emotional labor.

2.6.1 Emotive Effort

Emotive effort is the effort involved in displaying the desired emotions (Kruml & Geddes, 2000) and involves attempts to actually experience the emotions one is required to display. Stated differently, emotive effort emphasizes the different degrees of effort employees exert to manipulate or change their emotional state and behavior in order to achieve the right

emotion for work (Chu & Murrmann, 2006). Acting as part of one's work may require effort to display the work prescribed emotions (Grandey, 2003). Many service organization's require employees to have a smiling, friendly disposition and must display this disposition constantly while on the job. Service with a smile can be highly stressful, making emotional labor a relevant topic of research (Grandey et al., 2005) especially the amount of effort required to consistently display a smile.

In addition to being required to be friendly and cheerful to happy customers, employees must also be positive and smile in situations that normally elicit negative reactions such as dealing with angry, impatient, demanding, or irate customers (Pizam, 2004). Frontline employees are constantly onstage and when they are onstage, they must smile (Chu et al., 2012). Management and company philosophies require workers to treat misbehaving customers in a friendly and engaging manner even in the face of customer abuse and mistreatment (Handy, 2006). The more a negative emotion an employee feels such as anger or unfairness, the less emotional resources are available to conjure up the positive emotions required by the job (Rupp et al., 2008), thus requiring more emotional effort.

2.6.2 Emotional Dissonance

Service frontline employees are required to engage in frequent positive emotion displays, which may not be consistent with the actual emotion an employee feels (Pizam, 2004). Emotional dissonance describes when an employee must express an emotion s/ he does not feel, or suppress felt emotions to meet organizational display rules. Emotional dissonance is the difference between felt emotions and the external expectations of the emotional display (Brotheridge & Grandey, 2003) or the extent to which a person's feelings are different from his

or her displays (Diefendorff et al., 2005). In other words, it is a disconnection between their felt emotions and the emotions they must express, referred to as emotional dissonance. This discrepancy is argued to be a source of strain that threatens employee well-being (Grandey, 2000; Morris & Feldman, 1997).

There is a need for employees to manage the emotions s/he feels and the emotions s/he displays when interacting with a customer (Pugh et al., 2010). When felt emotions differ from expressed emotion, tension results (Hochschild, 1983). Opportunistic customers may complain when they believe they can get rewards, such as 100 percent money back guarantees. Employee's emotions must be completely suppressed with customers whereas customers can express any emotion directed at employees (Diefendorff et al., 2006). In other words, employees have to suppress negative emotions and display positive emotions while customers can display any type of emotion and often direct extreme negative emotions towards employees. A dominant focus of the emotional labor literature is that the discrepancy felt through emotional dissonance is detrimental to employee well-being (Pugh et al., 2010).

2.7 Perceived Organizational Support

According to organizational support theory, perceived organizational support is encouraged by employees' tendency to assign the organization humanlike characteristics (Eisenberger et al., 1986). This personification of the organization is supported by the organization's legal, moral, and financial responsibility for the actions of its agents (Levinson, 1965) such as organizational policies, norms, and culture that provide continuity and prescribe role behaviors (Levinson, 1965). Perceived organizational support concerns the extent to which the organization values the contributions and cares about the well-being of their employees

(George et al., 1993). Based on the organization's personification, employees favorably or unfavorably view their treatment as an indication that the organization favors or disfavors them (Eisenberg et al., 1986).

Extending this stream of research, the actions taken by agents of the organization are often viewed as indications of the organization's intent rather than attributed solely to the agents' personal motives (Levinson, 1965). Perceived organizational support (POS) is also valued as assurance that aid will be available from the organization when it is needed to carry out one's job effectively and to deal with stressful situations (George, Reed, Ballard, Colin, & Fielding, 1993) such as dealing with opportunistic customers who voice made-up complaints.

Perceived organizational support is influenced by aspects of an employee's treatment by the organization and would, therefore influence the employee's interpretation of organizational motives of the underlying treatment (Eisenberger et al., 1986). This implies that there will be agreement in the degree of support that the employee would expect from the organization in a wide variety of situations. Factors that influence the stability and intensity of employee dedication to organizations are critical (Eisenberger et al., 1986). Employees view the actions by agents of the organization as actions of the organization itself (Levinson, 1965). Therefore, employees may view the actions of agents such as opportunistic customers as an extension of the approved actions of the organization itself. If the policy is to give redress and appeasement to opportunistic complaints, regardless of the legitimacy, the employee is likely to feel that the organization is supporting the customer rather than the employee.

2.8 Opportunistic Customer Complaining and Procedural Justice

Procedural justice addresses the perceived fairness of a process (Sparks & McColl-Kennedy, 2001) such as whether the procedures or criteria utilized in making the decision are perceived as being fair. Procedural justice is the perceived fairness of the means used to make decisions and the importance of incorporating individual employee's suggestions and opinions (Greenberg & Tyler, 1987). Earlier research on procedural justice identifies factors such as consistency, accuracy, voice, and correct-ability as influences perceptions of fairness (Leventhal, 1980; Thibaut & Walker, 1975). Marketing research shows that customer perceptions of justice are based on opportunity to voice, process control, process knowledge, helpfulness, timeliness, convenience, and assumption of responsibility (Tax et al., 1998). Fair procedures should be consistent, unbiased, correct, accurate, representative, and ethical (Leventhal, 1980). By extension, employee perceptions of the complaint process should similarly be fair, ethical, and allow the opportunity for voice and process control. Procedural justice can be enhanced by giving employee's a voice in determining the methods by which decisions are made (Wu & Chaturvedi, 2009).

However, it is accepted practice in many firms to honor customer claims and give the customer the benefit of the doubt (Lovelock & Wirtz, 2007). The literature is relatively silent on opportunistic customer claiming and policies such as Hilton Hotels, L.L. Bean, or Nordstrom's 100 percent money back guarantee are open to abuse for opportunistic customers (Wirtz & McColl, Kennedy, 2010). A manifest of customer misconduct is that when it occurs frequently, and by a significant number of patrons, it signals the need for change. It communicates to organizations and the employees of the organization that the rules and procedures used to enforce are too loose (Fisk et al., 2010). Some researchers argue that only by analyzing what is

unacceptable can we deal with the issue of what is really 'acceptable' consumer behavior (Fullerton & Punj, 2004). Denying the existence and impact of unfair customers erodes the perceptions of fairness upon which great service companies thrive (Berry and Seiders, 2008).

A key aspect of procedural justice is allowing participants to have input by means of a voice in the outcome (Colquitt et al., 2001). Perceptions of fairness indicate that employee's interests are protected and send signals to employers about the morality of organizational decisions (Cropanzano et al., 2001). Even though the customer may be acting unethically, complying with such behavior may contribute to the deterioration of integrity and fairness within the firm. It is extremely important that service firms acknowledge the unfair behavior of certain customers and manage those customers effectively (Berry & Seiders, 2008). Customers usually want to learn what the organization will do to prevent the problem in the future (Johnston and Fern, 1999). Similarly, if employees are given no explanation as to preventing opportunistic customers, they are likely to have lower perceptions of fairness and justice.

Because complaint handling involves a specialized type of customer service, often requiring extra efforts that go beyond those needed for general customer service, studies that investigate employee perceptions of procedural justice are needed (Maxham & Netemeyer, 2002) and have not been examined with opportunistic customers. Since procedural justice refers to the policies and procedures and perceived fairness of a process (Sparks & McColl-Kennedy), employees are likely to view opportunistic complaints as unfair. In other words, employees are likely to have lower procedural justice perceptions when dealing with a fictitious complaint than a legitimate complaint.

Following a negative event, an individual engages in an appraisal of what was done, what could have been done and what should have been done (McColl-Kennedy et al., 2011). In

dealing with complaint resolution, this will largely come down to the company policy and procedures for handling complaints. The employee will determine the perceived procedural justice with the process they are prescribed as part of the company policy and their role. The employee will then evaluate what the company does versus what they could or should have done with an unjust complaint. Since procedural justice refers to the policies and procedures and perceived fairness of a process (Sparks & McColl-Kennedy, 2010) employees are likely to view opportunistic complaints as unfair. In other words, employees are likely to have lower procedural justice perceptions when dealing with a fictitious complaint than a legitimate complaint. Based upon this logic, the following prediction is offered:

Hypothesis 1: Employees will perceive lower levels of procedural justice towards the organization when they deal with opportunistic complaints as opposed to perceived legitimate complaints.

2.9 Opportunistic Customer Complaining and Interactional Justice

Interactional justice refers to the interaction quality provided by the customer, such as concern and friendliness exhibited by service staff during the recovery process (Tax et al, 1998; Smith et al., 1999). Interactional justice is demonstrated by interpersonal fairness whereby individuals are treated with dignity and respect (Rupp & Spencer, 2006) and refers to perceptions about how one is treated during decision making or allocation processes, typically in terms of rudeness from others (Donovan et al., 1998). Research in marketing shows that factors such as empathy, effort, friendliness, explanation, justification, and honesty are important factors in influencing customers' perception of interactional justice (Tax et al., 1998; Smith et al., 1999).

Dealing with customers who are opportunistic and encompasses seeking self-interest with guile (Ping, 1993), exploiting opportunities with a lack of principles, consequences and taking advantage of, often unethically of an interaction for possible benefit (Wirtz & McColl-Kennedy, 2010) can cause decreased perceptions of interactional justice. Even if employees perceive the procedures and outcomes as fair, they may still consider themselves as treated unfairly if they perceive injustice during interactions (Maxham & Netemeyer, 2002).

Customer interactional justice is rooted in organizational justice which considers not only what is being judged, but who is accountable for the treatment (Spencer & Rupp, 2009). In service organizations the target is sometimes the frontline employee, while at other times the target is the organization (McColl-Kennedy et al., 2011). Extending this logic, the target of the justice perceptions may be the customer as well as the organization. The acceptance of customer superiority may be inviting customers to misbehave (Ben-Zur & Yagil, 2005).

Furthermore, this notion is often sanctioned by the organization and consequently is perceived by employees as a normal and inherent part of the job (Fullerton & Punj, 2004). Customer unfairness occurs as a customer behaves in a manner that is devoid of common decency, reasonableness, and respect for the rights of others. This creates inequity and may cause harm for the employees and company (Berry & Seiders, 2008). In service encounters individuals think about how they were treated compared to how they should have been treated in terms of what they believe to be acceptable standards (McColl-Kennedy et al., 2011). In receiving complaints from customers, frontline employees lacking in shared values may quickly become frustrated or withdraw from the customer (Maxham & Netemeyer, 2002) and likewise, the firm itself.

There is scant research that takes the notion of implicit norms and role expectations (Fullerton & Punj, 2004) or that examines the consequences of such behavioral displays (Reynolds & Harris, 2009) and how employees attribute the firm to be at fault for having to deal with antagonistic customers. In the service exchange, if a customer believes that there were some actions the service provider could have done and did not do, they will experience decreased justice (McColl-Kennedy et al., 2011). Likewise, if an employee feels there was something an organization could have done during an interaction with an opportunistic consumer, but didn't, they are likely to attribute lower perceptions of interactional justice to the firm. This is grounded in sin-of-omission involving the perception regarding interactions where an individual (or organization) had the opportunity to intervene but does not (Folger & Cropanzano, 1998). Following this stream, the hypothesis below is drawn:

Hypothesis 2: Employees will perceive lower levels of interactional justice toward the organization when they deal with opportunistic complaints as opposed to perceived legitimate complaints.

2.10 Opportunistic Customer Complaining and Distributive Justice

In service recovery, distributive justice involves the perceived fairness of an actual outcome of a process (Palmer, Beggs, & Keown-McMullan, 2000) or to resource allocation and the outcome of the exchange (Thibaut & Walker, 1975). Distributive justice refers to the outcomes of service recovery, such as the compensation afforded to the customer (Tax et al., 1998). Research in marketing shows that complaint handling activities that involve tangible

compensation in the form of reimbursement, apology, and correction are important (Tax et al., 1998; Smith et al., 1999).

Perceptions of distributive justice result from employee's evaluations of fairness in terms of pay levels, work schedules, and work assignments (Greenberg, 1990). To judge the fairness of distributive outcomes, employees compare their rewards with those of comparable others (Kim, Ok, Lee, 2009). Distributive justice is the degree to which employees believe that they have been fairly rewarded for the performance, effort, experience, and stresses associated with their jobs (Maxham & Netemeyer, 2002) and entails the perceived fairness of the actual outcome, or consequence of a decision (Palmer, Beggs, and Keown-McMullan, 2000).

Again, a major premise of justice theory is that for an injustice to be perceived, someone must be held accountable for the unfavorable situation (Spencer & Rupp, 2009). Employee justice is typically attributed to the organization (Cropanzano et al., 2001). It can be argued that the perceptions of distributive justice (outcome) are more likely to be targeted at the organization given that the organization determines the outcomes (McColl-Kennedy et al., 2011).

It is somewhat commonplace for firms to honor customer claims regardless of validity and compensate generously (Lovelock & Wirtz, 2007) with 100 percent money back guarantees or full refunds regardless of the legitimacy of the complaint. The incentive to engage in opportunistic complaints increases with the size of the payout or distributive to the customer (Wirtz & Kum, 2004). However, the payout the customer receives may come at a decrease in pay for what the employee receives. For example, many service employees are tipped and may not receive a tip from an opportunistic customer's comp'd bill. Similarly, many hotel, retail, and sales personnel are paid commission based on their sales. When the

company mandates that a customer receives a full or partial discount on a bill, the sales employee commission is decreased even if the employee is not responsible.

In addition, individuals are more sensitive to losses than gains (Kahneman & Tversky, 1979) weighing perceived losses more heavily than perceived gains (McColl-Kennedy et al., 2011). If an employee does not receive a commission from a returned product, or gets a lower commission for a discounted product, they perceive that loss very heavily. Similarly, an employee who does not receive a tip from a bought check at a restaurant, even though they were not at fault and had to perform the entire service transaction, will be extremely sensitive to the loss of tipped wage. The employee may then attribute the firm as the source of the unjust distributive fairness. Following this logic, the following hypothesis is offered:

Hypothesis 3: Employees will perceive lower levels of distributive justice toward the organization when they deal with opportunistic complaints as opposed to perceived legitimate complaints.

2.11 Emotive Effort and Procedural Justice

Procedural justice addresses the perceived fairness of a process (Sparks & McColl-Kennedy, 2001) and relates to the policies and procedures used, such as the convenience of the process, and the timeliness and responsiveness of the firms' recovery actions (Tax et al, 1998; Smith et al., 1999). Procedural justice is primarily concerned with satisfaction on a moral and ethical level, and is only achieved when all the information surrounding a scenario is allocated due attention and consideration (Palmer, Beggs, & Keown-McMullan, 2000). The expectations of the organization plays an important role in the display rules of the service employee. This is

especially pertinent for service employees who are especially vulnerable to difficult customers because of service credos that require maintaining a positive, friendly, and smiling disposition even in circumstances that evoke negative emotional reaction to common service encounters (Pizam, 2004). Organizational philosophies may require workers to treat misbehaving and opportunistic customers in a friendly and engaging manner even in the face of customer abuse and mistreatment (Handy, 2006). If the procedure is to have service with a genuine smile, even if the customer is being unjust, is this fair to the employee?

Emotive effort emphasizes the different degrees of effort employees exert to manipulate or change their emotional state and behavior (Chu & Murrmann, 2006). Acting as part of one's work role may create emotional exhaustion due to the experience of tension from emotional effort and the draining of resources to enact acting (Grandey, 2003). Though employees may be trained on how to do problem focused coping, such as how to technically help upset customers, there may be uncertainty as to handling their internal emotions with customers (Grandey et al., 2004). Furthermore, jobs requiring intense displays are more effortful (Morris & Feldman, 1996) such as employees being required to deliver constant service with a smile. Since many service firms procedurally require employees to give smiling and friendly service, this will require increased emotive effort. We the following hypothesis is provided:

Hypothesis 4a: Employee perceptions of procedural justice will be positively related to emotive effort

2.12 Emotive Effort and Interactional Justice

Research that considers perceived justice as a driver of emotions is new in the service context (Chebat & Slusarczyk, 2005). Previous research demonstrates a positive association between organizational justice and employee attitudes (Cohen-Charash & Spector, 2001) but more research is needed to explore how justice relates to employee attitudes and emotions (Kuvaas, 2008; Pare & Tremblay, 2007). Interpersonal encounters are so frequent in organizations that justice often becomes more relevant and psychologically meaningful to employees (Bies, 2005; Fassina, Jones, & Uggerslev, 2008). As noted earlier, interactional justice encompasses the manner in which an individual is treated through a process (Sparks & McColl-Kennedy, 2001). While research has examined interaction quality between employee and manager and more recently with customer's perceptions with an employee (Tax et al., 1998; Smith et al., 1999) very few studies examine interactional justice as an antecedent to emotional labor (Spencer & Rupp, 2009). Interactional justice is the degree to which those in authority treat individuals with dignity, respect, and politeness and informational justice, the extent to which communications between supervisors and subordinates are clear, candid, and sufficient (Greenberg, 1993).

Interactional injustice can stem from undeserved derogatory judgments (Bies, 2001; Colquitt, 2001) when the derogatory judgments are false or grossly distorted version of the truth (Bies & Tripp, 1996). Interpersonal stressors and conflicts affect emotions of employees and may cause them to display emotions not consistent with display rules (Grandey & Brauburger, 2003) and therefore require greater emotive effort. Customer injustice increased the degree of effort required for employees to manage their emotional interpersonal transactions. (Rupp & Spencer, 2006). There are strong expectations to treat the customer as if they are right and this

creates high demands for self-regulation (Ben-Zur & Yagil, 2005). Customer verbal abuse has a positive correlation with emotional labor demands (Grandey, Kern, and Frone, 2007). Customer injustice increases the degree of effort required for employees to manage their emotional interpersonal transactions (Rupp & Spencer, 2006). As such, the hypothesis is proposed:

Hypothesis 4b: Employee perceptions of interactional justice will be positively related to emotive effort

2.13 Emotive Effort and Distributive Justice

Very few, if any, studies to date combine distributive justice and emotional labor. In social exchanges, such as negotiations, individuals have negative emotions when they receive less distributive justice than they expected (Chebat & Slusarczyk, 2005). One study found that the outcome from a process, the key element in distributive justice, affected positive emotions (Weiss et al., 1999). Employees exchange positive work behaviors to the organization in exchange for financial benefits and socio-emotional needs (Shanock & Eisenberger, 2006).

Distributive justice is the degree to which employees believe that they have been fairly rewarded for the performance, effort, experience, and stresses associated with their jobs (Maxham & Netemeyer, 2002). Employees expect that the organization will reward greater effort toward meeting organizational goals (Eisenberger et al., 1986). Distributive injustices set the stage for emotional reactions and the effort and dissonance experienced through those reactions. The more a negative emotion, such as anger, is felt, the less emotional resources are available to conjure up the positive emotions required by the job (Rupp et al., 2008). Customer injustice increases the degree of effort required for employees to manage their

emotional interpersonal transactions (Rupp & Spencer, 2006) which contributes to overall unwillingness or inability to perform (Grandey et al., 2004).

The fact that the customer may be unjust is largely ignored throughout the literature (Berry & Seiders, 2008) and there are psychological costs to organizations and their personnel (Baker et al., 2012; Harris & Reynolds, 2003). In a service context, employees reciprocate customer injustice through emotional labor (Rupp & Spencer, 2006). Customer justice is examined in terms of surface acting (Rupp et al., 2008), but not to other dimensions of emotional labor. Being the target of frequent complaints from the people whom there employee is attempting to provide service with a smile to requires constant emotion regulation and effort (Brotheridge & Grandey, 2002; Hochschild, 1983). Therefore, the following hypothesis is formulated:

Hypothesis 4c: Employee perceptions of distributive justice will be positively related to emotive effort

2.14 Emotional Dissonance and Procedural Justice

Emotional dissonance is the difference between felt emotions and the external expectations of the emotional display (Brotheridge & Grandey, 2003) or the extent to which a person's feelings are different from his or her displays (Diefendorff et al., 2005). When felt emotions differ from expressed emotion, tension results (Hochschild, 1983). Service employees smile because it is expected, because they are almost always onstage (Chu et al., 2012). This is further compounded by service credos that require employees to maintain a positive disposition and smiling face even in circumstances that evoke negative reactions (Pizam, 2004; Chu et al., 2012). Displaying organizationally expected emotions to customers constitutes a form of labor,

because it requires service employees to expend self-control and thus display emotions that may not be genuine (Grandey, 2003) or that they are not really feeling. One coping mechanism of dealing with difficult customers is faking sincerity through forced smiles and nodding in agreement with the unjust (Reynolds & Harris, 2005) even though the employee is experiencing significant dissonance between having to seem positive, but really possessing negative feelings.

There is positive correlation between supervisors and employees perceptions of suppressing negative emotions (Diefendorff & Richard, 2003). One study found that under management instructions, hotel employees were found to subordinate themselves to aggressive customers, through managing their emotions and retaining a positive disposition (Guerrier & Adib, 2000) thus creating emotional dissonance. Procedural workplace stressors and conflicts affect emotions of employees and may cause them to display emotions not consistent with display rules (Grandey & Brauburger, 2003). In other words, employees who perceive high demands to hide negative emotions and display positive emotions and were highly committed to the display rules had to exert deep acting strategies (Diefendorff & Gosserand, 2003) and this led to more emotional dissonance.

Hypothesis 5a: Employee perceptions of procedural justice will be positively related to emotional dissonance

2.15 Emotional Dissonance and Interactional Justice

Interpersonal stressors and conflicts affect emotions of employees and may cause them to display emotions not consistent with display rules (Grandey & Brauburger, 2003). A qualitative study found that 90 percent of respondents engaged in emotional labor to prepare themselves for

dealing with customers and that having to act happy and pleasant led to negative effects for the employee (Reynolds & Harris, 2005). Exhaustion is particularly likely when negative emotions need to be managed and controlled in order to focus on work tasks and interact effectively with customers (Kanfer & Kantrowitz, 2002). With customers, faking or suppressing emotions is required and may lead to dissonance (Grandey et al., 2007). It can also be suggested that in dealing with perceived fictitious complaints, an employee is likely to have to display one face to the customer but feel another, thus experiencing more emotional dissonance than s/he would in dealing with a perceived legitimate complaint. When an employee has lower perceptions of justice as it relates to the interaction, they are likely to experience negative emotions. These negative emotions that are actually felt are likely to differ from the emotions a service employee should display. As such, this research offers the following hypothesis:

Hypothesis 5b: Employee perceptions of interactional justice will be positively related to emotional dissonance

2.16 Emotional Dissonance and Distributive Justice

In social exchanges, such as negotiations, individuals have negative emotions when they receive less distributive justice than they expected (Chebat & Slusarczyk, 2005). Distributive injustices set the stage for emotional reactions and dissonance experienced through those reactions. The more a negative emotion, such as anger, is felt, the less emotional resources are available to conjure up the positive emotions required by the job (Rupp et al., 2008). In addition, the difference between the what the employee is expected to display (cheerful and happy) and how they actually feel with decreased perceptions of justice, is likely to be greater.

One coping mechanism for dealing with aberrant customers is to fake sincerity through smiling and nodding in agreement (Reynolds & Harris, 2005). The discrepancy between expressed and felt emotions leads to greater emotional dissonance. If employees perceive low levels of distributive justice, they will then experience a greater emotional dissonance. Based on this logic, we hypothesize:

Hypothesis 5c: Employee perceptions of distributive justice will be positively related to emotional dissonance

2.17 Mediating Relationship of Procedural Justice and Emotional Labor

The expectations of the organization plays an important role in the display rules of the service employee. This is especially pertinent for service employees who are especially vulnerable to difficult customers because of service credos that require maintaining a positive, friendly, and smiling disposition even in circumstances that evoke negative emotional reactions to common service encounters (Pizam, 2004). When customers are unjust it then prevents employees from being able to fulfill their requests, or the requests of others, and the amount of effort employees must expend to provide service with a smile increases (Spencer & Rupp, 2009). Individuals exposed to unfair customers experienced more negative feelings, and hence reported higher levels of emotional labor than did a control group exposed to neutral customers (Rupp & Spencer, 2006). Research highlights the psychological burden that emotional display rules place on employees (Cropanzano et al., 2004). Following this stream, we propose:

Hypothesis 6a: Procedural justice will mediate the relationship between complaint type (perceived opportunistic/ perceived legitimate) and emotive effort.

Hypothesis 6b: Procedural justice will mediate the relationship between complaint type (perceived opportunistic/ perceived legitimate) and emotional dissonance.

2.18 Mediating Relationship of Interactional Justice and Emotional Labor

Customer perceptions of justice will largely be determined by the customer-employee encounter (Maxham & Netemeyer, 2002). Likewise, employee perceptions will also be largely determined by the customer- employee interaction. Employees find it difficult to deal with customers who have treated coworkers unfairly (Rupp, Holub, & Grandey, 2007). The more likely aggressive events occur, such as from opportunistic customers, the more likely that the event may be stressful due to heightened states of arousal and apprehension (Grandey et al., 2004). Interactional justice can refer to undeserved negative comments directed at the employee (Bies, 2001) such as those from customers who are voicing opportunistic complaints. Perceptions of lower interactional justice would be related to higher levels of emotional labor (Rupp & Spencer, 2006). A laboratory experiment found that individuals who interacted with unfair customers in a call center simulation found interactional injustice from customers increased participants' emotional labor (Rupp et al., 2008). More specifically, dealing with customer complaints can be frustrating and these frustrating encounters may lead to negative effects for service workers (Walsh, 2011). Qualitative research finds that employees need to engage in emotional and mental preparation for work, acknowledging the likelihood that they will encounter acts of customer misbehavior and have to deal with it (Reynolds & Harris, 2005).

Therefore, this research offers the following predictions:

Hypothesis 7a: Interactional justice will mediate the relationship between complaint type (perceived opportunistic/ perceived legitimate) and emotive effort.

Hypothesis 7b: Interactional justice will mediate the relationship between complaint type (perceived opportunistic/ perceived legitimate) and emotional dissonance.

2.19 Mediating Relationship of Distributive Justice and Emotional Labor

In social exchanges individuals have negative emotions when they receive less distributive justice than they expected (Chebat & Slusarczyk, 2005). Employees exchange positive work behaviors in exchange for financial benefits and socio-emotional needs (Shanock & Eisenberger, 2006). As previously discussed, distributive justice is the degree to which employees believe that they are fairly rewarded for the performance, effort, experience, and stresses associated with their jobs (Maxham & Netemeyer, 2002). Hospitality employees, for example, are asked to cope with difficult customers “or else” (Pizam, 2004). As such, employees may not feel that they are being adequately compensated for having to endure opportunistic customers and all of the effort, stress, and dissonance associated in dealing with them. Based upon the argument presented, the following hypotheses are offered:

Hypothesis 8a: Distributive justice will mediate the relationship between complaint type (perceived opportunistic and perceived legitimate) and emotive effort.

Hypothesis 8b: Distributive justice will mediate the relationship between complaint type (perceived opportunistic/ perceived legitimate) and emotional dissonance.

2.20 Perceived Organizational Support and Procedural Justice

Susskind et al. (2000) emphasize the importance of organizational support in service firms. Researchers find that management initiatives in the form of organizational support are drivers of employee satisfaction (Babakus et al., 2003) and perceived organizational support is positively related to commitment and satisfaction (Allen et al., 2003). For example, when problems arise, employees who perceive high levels of organizational support believe the company supports and appreciates their work and are more satisfied with their job (Kim et al., 2009). Employees who feel unfairly treated by customers are less satisfied with their jobs (Walsh, 2011).

Perceived support raises an employee's expectancy that the organization would reward greater effort toward meeting organizational goals (Eisenberger et al., 1986). It is important to "back up" employees while also helping them to understand the company policies and service (Suquet, 2010). Currently, much of the practice for service employees is to put up with difficult customers and are not given any assistance in how to manage (Pizam, 2004) difficult, opportunistic complainers. Customers seem reluctant to adhere to organizational or societal rules and norms which dictate they behave in a compliant and subservient way during the service exchange (Fisk et al., 2009) as is evidenced by an increase in opportunistic complaints (Reynolds & Harris, 2009). Service providers represent the organization to customers which sometimes involves justifying organizational policies and defending their integrity (Yagil, 2008). By having extremely liberal redress policies and having a 100 percent refund regardless of the

dissatisfaction or justification for the refund, organizations may need to justify this type of policy and also be able to justify the abusers of a 100 percent money back guarantee.

Research shows that perceived organizational support is linked to interactional and procedural justice perceptions (Rupp & Cropanzano, 2002). Employees receiving adequate support from their supervisors are likely to view that support as an organizational function (Susskind et al., 2003). An employee's perception of an organization's disposition depends on the policies and norms that are established by the organization as well as the actions taken by representatives of the organization (Eisenberger et al., 1986). Employees who receive support, in terms of policies and norms established by the organization, will reciprocate this support through work effort and performance (Nixon et al., 2011). Therefore, the following hypothesis is offered:

Hypothesis 9: Perceived organizational support will moderate perceptions of procedural justice. More specifically, the effect of the complaint type (perceived legitimate/perceived opportunistic) on procedural justice will be weaker with higher levels of perceived organizational support as opposed to lower levels of perceived organizational support.

2.21 Perceived Organizational Support and Interactional Justice

Human resource practices that suggest investment in employees and show recognition of employee contributions signal that the organization is both supportive of the employee and seeks to continue a social exchange relationship or interaction with the employee (Allen et al., 2003).

Perceived organizational support is influenced by aspects of an employee's treatment by the organization and would therefore influence the employee's interpretation of organizational motives of the underlying treatment (Hutchinson & Sowa, 1986). The embedded notion that the customer is always right communicates unequal power (Grandey et al., 2004) and is used by organizations as a rationalization for customer misbehavior (Fullerton & Punj, 2004) such as opportunistic complaining. This is especially true for organizations where pleasing the customer at any cost is encouraged (Gettman & Gelfand, 2007).

Employees who feel unfairly treated are less satisfied with their jobs (Walsh, 2011). It can be considered therefore, that employees who feel unfairly treated by customers as a result of organizational policies feel less satisfied with the organization and less committed to the organization. Specifically, when a service provider faces unsatisfied customers who vent their anger on the service provider regardless of the cause of dissatisfaction, the employee is likely to create job dissatisfaction without a belief that the management is a supportive ally (Susskind et al., 2000).

Fair treatment of employees spills over to external customer service in the form of extra role behavior (Maxham & Netemeyer, 2002). Furthermore, the interaction between an opportunistic customer and an employee will affect the perceived support the employee's feels they receive from an organization. The acceptance of customer superiority implies, for customers as well as service providers, that customers are entitled to misbehave and that service providers are expected to put up with such behaviors (Ben-Zur & Yagil, 2005; Grandey et al., 2004). Service employees are expected to put aside self-esteem, dignity, and basic rights and accept somewhat intolerable behaviors (Grandey et al., 2004) such as opportunistic customer complaining. The employee is expected to put up with the unfair interaction from an

opportunistic customer. Giving into unjust complaints may give the impression that a company values an illegitimate, opportunistic customer more than they value the employee. Employees have been fired for mistreating customers, but customers are less likely to be fired for mistreating employees. Accordingly, this research hypothesizes the following:

Hypothesis 10: Perceived organizational support will moderate perceptions of interactional justice. More specifically, the effect of the complaint type (perceived legitimate/ perceived opportunistic) on interactional justice will be weaker with higher levels of perceived organizational support as opposed to lower levels of perceived organizational support.

2.22 Perceived Organizational Support and Distributive Justice

While research shows that perceived organizational support is linked to interactional and procedural justice perceptions, most research has not included distributive justice in models where perceived support is analyzed (Rupp & Cropanzano, 2002). Employees' perceptions of distributive justice from within the organization can influence organizational commitment (Sweeney & McFarlin, 1997). As exchanges are both social and economic, there is some support that distributive justice is related to perceived organizational support (DeConinck, 2010) from the financial aspect. Perceived organizational support meets emotional needs and corresponding financial and distributive justice needs and is used by employees to infer their organizational readiness to reward increased efforts such as dealing with antagonistic customers.

A large body of evidence indicates that employees who perceive higher levels of POS judge their jobs more favorably in terms of job satisfaction and reduced stress (Rhoades &

Eisenberger, 2002). In attempts to keep customers from switching to a competing organization, service management exploits the ideology of customer service to put service providers in a position where they are expected to put up with abuse from customers (Bishop et al., 2005) which may come at a financial cost to the employee in terms of time, effort, tips, and commission. This is rooted in social exchange theory (Blau, 1964) and the norm of reciprocity (Gouldner, 1960) where greater perceived organizational support is expected to result in greater affective attachment and feeling of obligation to the organization (Shore & Wayne, 1993). In other words, morale and motivation decrease when employees feel that they are not appreciated (Vroom, 1964) or compensated appropriately. Employees exchange positive work behaviors such as dedication and performance to the organization in exchange for financial benefits (Shanock & Eisenberger, 2006) and fair and appropriate distributive justice. As such, this research hypothesizes the following:

Hypothesis 11: Perceived organizational support will moderate perceptions of distributive justice. More specifically, the effect of the complaint type (perceived legitimate/ perceived opportunistic) on distributive justice will be weaker with higher levels of perceived organizational support as opposed to lower levels of perceived organizational support.

2.23 Perceived Organizational Support and Emotive Effort

Very few studies examine how perceived organizational support moderates emotional labor, with even fewer being conducted in the service realm (Duke et al., 2009; Nixon et al., 2011). Duke et al., (2009) found that perceived organizational support moderated the relationship between employee outcomes such as emotional labor and job satisfaction and

performance (2009). For employees in jobs that require regular engagement in emotional labor, high levels of organizational support will then lead to increased adherence to organizationally mandated display rules (Nixon et al., 2011) such as service with a smile and the corresponding effort required to display a genuine smile.

When a service provider faces unsatisfied customers who vent their anger on the service provider regardless of the cause of dissatisfaction, the employee is likely to create job dissatisfaction without a belief that the management is a supportive ally (Susskind et al., 2000). Managerial diagnostics include if the customer is antagonistic, blames the provider, is aggressive, overly demanding, and suggests excessive redemption. Based upon this logic, the following prediction is offered:

Hypothesis 12: Perceived organizational support will moderate perceptions of emotive effort. More specifically, the effect of the justice perceptions on emotive effort will be weaker with higher levels of perceived organizational support as opposed to lower levels of perceived organizational support.

2.24 Perceived Organizational Support and Emotional Dissonance

Examining perceived organizational support and emotional labor will allow researchers to draw conclusions regarding the unique moderating impact of each construct of emotional labor (Nixon et al., 2011). While Duke et al., (2009) found that POS moderated the relationship between employee outcomes such as emotional labor, a limitation was that emotional labor was measured as a uni-dimensional variable rather than as separate dimensions (Nixon et al., 2011) such as emotional dissonance and emotional effort as suggested by Kruml and Geddes (2003)

and confirmed by Chu et al., (2012). Employees who perceive high levels of POS will be expected to experience fewer strains associated with the emotional labor process (Nixon et al., 2011). For example, policies that increase the employee's perception of the amount of support s/he receives from the organization, such as rewards, job conditions, or perceptions of fairness (Rhoades & Eisenberger, 2002). Increasing perceived organizational support may help augment emotional labor strains. Following this course of thought, the hypothesis below is predicted:

Hypothesis 13: Perceived organizational support will moderate perceptions of emotional dissonance. More specifically, the effect of the justice perceptions on emotional dissonance will be weaker with higher levels of perceived organizational support as opposed to lower levels of perceived organizational support.

2.25 Summary

This second chapter reviewed the literature and constructs describing customer complaining, customer misbehavior, opportunistic customer complaining, justice theory, emotional labor, and perceived organizational support. Based on the proposed model, this chapter then reviewed the relevant literature developing the constructs and the relationships among the constructs; opportunistic customer complaining and procedural, interactional, and distributive justice; justice and emotive effort and emotive dissonance; perceived organizational support and procedural, interactional, and distributive justice; and perceived organizational support and emotive effort and emotive dissonance. Specific hypotheses are developed to depict the relationships among the constructs for empirical testing, in which the methodology will be detailed in the third chapter.

2.26 Summary List of Hypotheses

Hypothesis 1: Employees will perceive lower levels of procedural justice towards the organization when they deal with opportunistic complaints as opposed to perceived legitimate complaints.

Hypothesis 2: Employees will perceive lower levels of interactional justice toward the organization when they deal with opportunistic complaints as opposed to perceived legitimate complaints.

Hypothesis 3: Employees will perceive lower levels of distributive justice toward the organization when they deal with opportunistic complaints as opposed to perceived legitimate complaints.

Hypothesis 4a: Employee perceptions of procedural justice will be positively related to emotive effort

Hypothesis 4b: Employee perceptions of interactional justice will be positively related to emotive effort

Hypothesis 4c: Employee perceptions of distributive justice will be positively related to emotive effort

Hypothesis 5a: Employee perceptions of procedural justice will be positively related to emotional dissonance

Hypothesis 5b: Employee perceptions of interactional justice will be positively related to emotional dissonance

Hypothesis 5c: Employee perceptions of distributive justice will be positively related to emotional dissonance

Hypothesis 6a: Procedural justice will mediate the relationship between complaint type (perceived opportunistic/ perceived legitimate) and emotive effort.

Hypothesis 6b: Procedural justice will mediate the relationship between complaint type (perceived opportunistic/ perceived legitimate) and emotional dissonance.

Hypothesis 7a: Interactional justice will mediate the relationship between complaint type (perceived opportunistic/ perceived legitimate) and emotive effort.

Hypothesis 7b: Interactional justice will mediate the relationship between complaint type (perceived opportunistic/ perceived legitimate) and emotional dissonance.

Hypothesis 8a: Distributive justice will mediate the relationship between complaint type (perceived opportunistic/ perceived legitimate) and emotive effort.

Hypothesis 8b: Distributive justice will mediate the relationship between complaint type (perceived opportunistic/ perceived legitimate) and emotional dissonance.

Hypothesis 9: Perceived organizational support will moderate perceptions of procedural justice. More specifically, the effect of the complaint type (perceived legitimate/ perceived opportunistic) on procedural justice will be weaker with higher levels of perceived organizational support as opposed to lower levels of perceived organizational support.

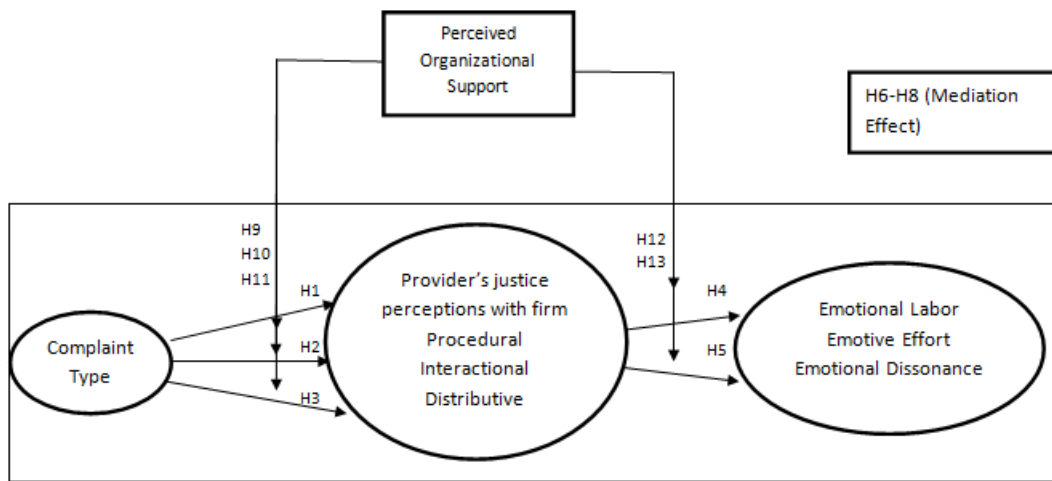
Hypothesis 10: Perceived organizational support will moderate perceptions of interactional justice. More specifically, the effect of the complaint type (perceived legitimate/ perceived opportunistic) on interactional justice will be weaker with higher levels of perceived organizational support as opposed to lower levels of perceived organizational support.

Hypothesis 11: Perceived organizational support will moderate perceptions of distributive justice. More specifically, the effect of the complaint type (perceived legitimate/ perceived opportunistic) on distributive justice will be weaker with higher levels of perceived organizational support as opposed to lower levels of perceived organizational support.

Hypothesis 12: Perceived organizational support will moderate perceptions of emotive effort. More specifically, the effect of the justice perceptions on emotive effort will be weaker with higher levels of perceived organizational support as opposed to lower levels of perceived organizational support.

Hypothesis 13: Perceived organizational support will moderate perceptions of emotional dissonance. More specifically, the effect of the justice perceptions on emotional dissonance will be weaker with higher levels of perceived organizational support as opposed to lower levels of perceived organizational support.

Figure 2: Proposed Model with Hypothesized Relationships



CHAPTER III

METHODOLOGY

3. 1 Introduction

This chapter presents the research design and methodology adopted in this study. The design is a 2 x2 between-subjects experimental design manipulating complaint type (legitimate vs. opportunistic) and perceived organizational support (high vs. low). Procedural, interactional, and distributive justice as well as emotive effort and emotional dissonance are measured. In addition, pretests are conducted to ascertain successful manipulations of opportunistic and legitimate complaints, perceived organizational support and scenario realism.

3. 2 Justification of Research Approach

There are obvious ethical violations of inducing actual episodes of consumer dysfunction within an actual service setting (Fisk et al., 2010). Therefore, a between-subjects experimental design is used to control for ethical violations of opportunistic customers and to be able to better control variables. Written scenarios are used to garner fascinating insights into various forms of consumer dysfunction (Fisk et al., 2010). In other words, the scenario-based method eliminates the managerial undesirability of intentionally subjecting customers to actual customer-employee service situations (Smith, Bolton, and Wagner, 1999) and likewise, employees to opportunistic customers. The first benefit is that manipulations enable the variables to be more easily operationalized and avoids potential issues with observing or enacting service encounters (Smith & Bolton, 1998). In addition, using hypothetical vignettes allows the researcher control over unmanageable factors (Bitner, 1990). Third, using scenarios has the advantage over asking subjects to recall actual service exchanges and complaining situations using a retrospective

approach or critical incident technique because recalling is often plagued with response bias due to memory lapse, re-interpretation, and rationalization (Johnson, 1995; Smith, Bolton, and Wagner, 1999). Lastly, written scenarios allow for a higher amount of internal validity by isolating variables and determining whether the experiment treatment was the sole cause of the changes in the dependent variables (Zikmund et al., 2010).

The research involves two studies: one that examines restaurant employee's perceptions and the second that examines hotel employee's perceptions. The purpose of conducting two experiments is to be able to increase the reliability, validity, generalizability of the findings to different service industries. In addition, the two studies will minimize the bias, such as corporate culture, of measuring one industry or limited firms.

3.3 Research Design

This research explores the hypothesized relationships (refer to Figure 2) and the hypotheses through a between-subjects factorial experimental design. Both of the studies manipulate the complaint type (perceived legitimate complaint/ perceived opportunistic complaint) as well as manipulate the perceived organizational support (high support/ low support). This approach will result in a 2 x 2 between-subjects experimental design where procedural, interactional, and distributive justice and emotive effort and emotional dissonance are measured and compared for each treatment. The research hypotheses are tested through the use of scenario based experiments. Specifically, participants read a scenario and based on the scenario answered appropriately. The instructions on the survey asked participants to carefully read the scenario and assume they are the employee and that the scenario just happened to them. Each respondent was then be asked how s/he would respond to the scenario. The respondents

rated perceptions of procedural, interactional, and distributive justice and emotive effort and emotional dissonance.

3.4 Experimental Settings and Sample Populations

Both academics and practitioners recognize that the activities of dysfunctional customers are a challenging dilemma for modern organizations (Daunt & Harris, 2011). Frontline employees are an important source of information about customers (Bitner et al., 1994) and employees can aid service firms in making strategic decisions regarding service improvement and service modification (Schneider & Bowen, 1984). Additionally, customer contact employees are an excellent source of data for understanding the origins of undesired organizational outcomes (Luria et al., 2009). For the first study, the scenarios describe employees dealing with a customer complaint in a restaurant. Therefore, all respondents must have experience working as a customer contact employee in a restaurant. For the second study, the scenarios describe hotel employees dealing with a customer complaint. All respondents in the second study must have experience working as a customer contact employee in a hotel.

3.4.1 Study 1: Restaurant Employees

The first study examines restaurant employee perceptions. Restaurants are often a sector that generates a significant amount of complaints (Tax et al., 1998; Estelami, 2000). Restaurant operators need to consider customer characteristics when establishing the systems and procedures their restaurants use in addressing complaints (Jones, McCleary, & Lepisto, 2002). The restaurant industry provides an ideal context owing to the sector's economic importance, frequent customer interaction, and vast number of customer misbehavior incidents (Daunt &

Harris, 2011) and complaining occurrences. Previous research in customer complaint behavior uses scenarios specific to restaurant service interactions to determine relationships to consumer behavioral factors (Folkes, 1984; Jones et al., 2002). The restaurant industry experiences a wide range of customer misbehavior on a daily basis (Harris & Reynolds, 2003) and is widely cited as an ideal context in which to study customer dysfunction (Harris & Ogbonna, 2006). Specifically, table service restaurants receive ample complaints and therefore serve as a suitable service sector to sample (Jones et al., 2002). Therefore, this sample is deemed appropriate as they have a large amount of interaction with customers as well as dealing with opportunistic customers (Reynolds & Harris, 2005).

3.4.2 Study 2: Hotel Employees

The second study samples employees who have worked in hotels. The disturbing picture from the customer-firm exchange is that customer misbehavior is endemic across all service sectors (Daunt & Harris, 2011). Hotels serve as an ideal context to examine service failure and customer complaining (Smith et al., 1999) because there is a high employee-customer interaction. Customer complaints are treated as an important opportunity for hotels to improve (Heung & Lam, 2003) and hotel staff members frequently experience customer misbehavior as well as complaints (Yagil, 2008). A growing number of employees are experiencing misbehaving customers in hotels (Yagil, 2008; Reynolds & Harris, 2006; McColl-Kennedy et al., 2009). Hotels are found to have a vast number of opportunistic complaints (Wirtz & McColl-Kennedy, 2010). One study found that nearly all employees surveyed in the hotel industry experienced customer misbehavior (Harris & Reynolds, 2004) including opportunistic

customers. This is also deemed an appropriate sample as these employees have also been found to deal with customer misbehavior and have frequent face-to-face interaction with customers.

Data is collected using an online consumer panel of a large reputable marketing research company with respondents who have experience working as a frontline employee in a hotel. Each respondent is randomly assigned to one of the four treatments (legitimate/ opportunistic and high/low POS). As the research is a 2 x 2 between-subjects experimental design, the target number for each treatment was 50 respondents.

3. 5 Measurement of Variables

All measures are adapted from empirically tested scales that have produced high reliability and validity. The dependent variables (justice and emotional labor) are measured using 7-point Likert-type scales described below. The independent variables (complaint type and perceived organizational support) are manipulated through scenarios that are pretested and show strong manipulations.

3.5.1 Procedural Justice

Procedural justice is measured using Colquitt's (2001) seven items on a 7-point Likert-type scale (1= "strongly disagree"; 7= "strongly agree"). The items include:

- I was able to express my views and feelings during the process
- I had influence over the (outcome) arrived at by the procedure
- The procedures of my firm were applied consistently
- The procedures of my firms were free of bias
- The procedures of my firm were based on accurate information

- I was able to appeal the refund decision arrived at by the procedures
- The procedures upheld by my firm are of high ethical and moral standards

3.5.2 Interactional Justice

Interactional justice is measured using 4 items from Bies & Moag (1986) using a 7-point Likert-type scale (1 = “strongly disagree”; 7 = “strongly agree”). Items are as follows:

- I was treated in a polite manner by the firm
- I was treated with dignity by the firm
- I was treated with respect by the firm
- The customer refrained from improper remarks or comments

3.5.3 Distributive Justice

The distributive justice scale is adopted directly from (Colquitt, 2001) based on the items from Leventhal (1976). This scale contains 4 items using a 7-point Likert-type scale (1 = “strongly disagree”; 7 = “strongly agree”). The items are:

- The refund decision reflected the effort you have put into your work
- The refund decision was appropriate for the work you have completed
- The refund decision reflected what you have contributed to the organization
- The refund decision was justified

3.5.4 Emotional Labor

The emotional labor scale is based on the two-factor model developed by Kruml & Geddes (2000). The construct of emotional labor is measured using the two dimensions of

emotional dissonance and emotive effort. The pretest utilized Chu & Murrmann (2006) emotional dissonance and emotive effort items. Pretest reliabilities were lower than expected and the main study used both Chu and Murrmann's (2006) and Kruml & Geddes (2000) scale items.

3.5.5 Emotional Dissonance

Items for emotional dissonance include two items (Kruml & Geddes, 2000).

Respondents indicated agreement with which they engage in the following activities using a 7-point Likert-type scale (1 = "strongly disagree"; 7 = "strongly agree").

- I showed the same feeling to customers that I felt inside (R)
- The emotions I showed the customer matched what I truly felt (R)

Items for emotive dissonance include seven items (Chu & Murrmann, 2006; Chu et al., 2012). Respondents will indicate the frequency with which they engage in the following activities using a 7-point Likert-type scale (1 = "rarely"; 7 = "always").

- I put on a mask in order to express the right emotions for my job
- The emotions I show to customers match what I truly feel
- I have to cover up my true feelings when dealing with customers
- I display emotions that I am not actually feeling
- I fake the emotions I show when dealing with customers
- I put on an act in order to deal with customers in an appropriate way
- I behave in a way that differs from how I really feel

3.5.6 Emotive Effort

The emotive effort scale has 4 items (Kruml & Geddes, 2000) Respondents indicated agreement with which they engage in the following activities using a 7-point Likert-type scale (1= “strongly disagree”; 7 = “strongly agree”).

- I had to work at “calling up” the feelings that I needed to show this customer
- I tried to talk myself out of feeling what I really felt when helping this customer
- I tried to change my actual feelings to match those that I had to express to this customer
- When working with this customer, I attempted to create certain emotions in myself that present the image my company desires

The emotive effort scale has 5 items (Chu & Murrmann, 2006; Chu et al., 2012).

Respondents will indicate the frequency with which they engage in the following activities using a 7-point Likert-type scale (1 = “rarely”; 7 = “always”).

- I work at calling up the feelings I need to show to customers
- I have to concentrate more on my behavior when I display an emotion that I don’t actually feel
- I try to talk myself out of feeling what I really feel when helping customers
- I try to change my actual feelings to match those that I must express to customers
- I try to actually experience the emotions that I must show when interacting with customers

3.5.7 Complaint Type

The scenario for the first study asked the respondent to imagine s/he is working in a restaurant and depict a customer complaint followed by a description of the perceived organizational support they receive after hearing the customer complaint. The scenario for the second study asked respondents to imagine they are working in a hotel and depict a customer complaint followed by a description of the perceived organizational support they receive after hearing the complaint. Care was taken to develop realistic scenarios in order to achieve strong manipulations: one that describes a perceived legitimate complaint and the second that describes a perceived opportunistic complaint. Scenarios are listed in the Appendix A and B. For the perceived opportunistic complaint, the scenario included descriptions that the employee “strongly believes the customer is creating a fictitious complaint” and “you believe the customer is complaining without a justifiable cause”. Conversely, the perceived legitimate complaint scenario includes descriptions such as “the customer complains with reason”, “you strongly believe the customer complaint is legitimate”, and “the customer and their legitimate complaint”. Each scenario was pretested to ensure strong manipulations of complaint type. Manipulation checks for the pretest and the main study are described in greater detail in the results section.

3.5.8 Perceived Organizational Support

As perceived organizational support concerns the extent to which the organization values the contributions and cares about the well-being of their employees (George et al., 1993) it is operationalized as the perceived support and care for the employee. Specifically, this is manipulated as high perceived organizational support and low perceived organizational support in the scenarios. For the high perceived organizational support, descriptions in the scenario

include phrases such as, “the manager acknowledges your opinion”, “shows a high amount of concern of you”, “cares about your well-being “and “you genuinely feel that the manager supports you”. For the low perceived organizational support, the scenario descriptions include phrases such as, “does not acknowledge your opinion”, “shows no concern for you”, and “does not care about your well-being”, and “you genuinely feel that the manager does not support you”.

3.6 Manipulation Checks

It is important to demonstrate that the intended effects of the manipulations did occur and also that these effects are of sufficient magnitude to provide for a meaningful test of the hypotheses of interest (Perdue & Summers, 1996). Manipulation checks conducted in the pretests asked respondents to rate statements on a 7-point Likert-type scale (1 = “strongly disagree”; 7= “strongly agree”). The checks are placed at the end of the questionnaire in order to avoid demand effects when answering questions related to the dependent measures (Mattila & Wirtz, 2001).

3.6.1 Complaint Type

To evaluate the success of the experimental manipulations, and that they have the intended impact on the state of fairness (Folger & Cropanzano, 1998), respondents first indicated their perceptions of the complaint type by responding to the following statements on a 7-point Likert-type scale (1 = “strongly disagree”; 7= “strongly agree”).

- In this situation, the customer was making up a complaint
- In this situation, the customer created a fictitious complaint to receive a full refund

- In this situation, the complaint is legitimate (R)

Perceived Organizational Support

For perceived organizational support, manipulation checks are measured using the Perceived Organizational Support Scale (Eisenberger et al., 1997; Lynch et al., 1999). The scale shows reliability in previous literature ranging from .83 to .89 (Xu, 2005, Yang et al., 2009; Nixon et al., 2010). The scale is measured on a 7-point Likert-type scale (1 = “strongly disagree”; 7 = “strongly agree”) using the following eight items:

- This organization really cares about my well being
- This organization strongly considers my goals and values
- This organization shows little concern for me (R)
- This organization cares about my opinions
- This organization is willing to help me if I need a special favor
- Help is available from this organization when I have a problem
- This organization would forgive an honest mistake on my part
- If given the opportunity, this organization would take advantage of my (R)

3.6.3 Realism

In addition, it is also necessary to conduct manipulation checks that determine the realism of the scenarios. Unrealistic scenarios can create confusion, lead to erroneous results, and hinder the ability of the respondents to relate to the hypothetical vignette (Perdue & Summers, 2001). Therefore, respondents are asked to rate the realism of the scenarios on a 7-point Likert-type scale (1 = not at all realistic; 7 = extremely realistic).

3.6.4 Severity

The magnitude of a service failure can vary (Kelley & Davis, 1994). Some studies manipulate the magnitude of failure through experimental design (Smith et al., 1999) other researchers suggest that perceptions of the seriousness of failure are individually based (Mattila, 2001). Research also finds that service managers should tailor their recovery effort to match the customer's perceptions of the severity of the failure (Mattila, 2001) as the seriousness of a failure is individually based. For example, receiving an incorrectly modified food item may not be particularly severe to one individual, but may be extremely severe for another. As such, and to not minimize the implications or generalizability of the study, severity was not dictated in the scenarios. However, severity was asked as an open ended question to respondents, "if the scenario had a high severity, how would responses have differed" and "if the scenario had a low severity, how would your responses have differed." Findings are described in the results section as well as the discussion section.

3.7 Scenarios

The first study uses restaurant frontline employees and uses a 2 x 2 between-subjects experimental design with complaint type (legitimate/ opportunistic) and perceived organization support (high/ low) while the second uses hotel employees. The scenarios were pretested in order to allow for the strongest manipulations of the independent variables. Scenarios appear in the appendix.

3.8 Covariates

In addition, past studies show that demographic variables can be related to opportunistic behavior (Wirtz & McColl-Kennedy, 2011). Covariates exist in the real world and may intervene in the hypothesized relationships. Therefore a number of control measures are included in the survey including gender, age, length of time in industry, recency of industry experience, position held, whether the company they worked for had a 100% money back guarantee policy, and how generous was the policy. These will be entered into the MANOVA equation as covariates.

3.9 Pretests

Prior to administering the final survey for the main study, a test group was used to determine if the scenarios are realistic and measure the intended effects. The test group involves a convenience sample of individuals who previously have frontline experience dealing with customer complaints and worked as an employee in a hotel or in a restaurant. It must be determined that the pretest sample possess the ability to evaluate the customer complaint scenario in the hypothetical vignettes.

3.10 Main Study

The first study consists of a 2 x 2 between-subjects factorial experimental design where complaint type (perceived legitimate complaint/ perceived opportunistic complaint) and perceived organizational support (high POS/ low POS) are manipulated and the three justice principles and two emotional labor dimensions are measured. The second study manipulates the complaint type (perceived legitimate complaint/ perceived opportunistic complaint) as well as

manipulate the perceived organizational support (high support/ low support). This results in a 2 x 2 between-subjects experimental design where procedural, interactional, and distributive justice and emotive effort and emotional dissonance are measured and compared for each treatment.

Data was collected using an online consumer panel of a large reputable marketing research company targeting those who have worked in a restaurant as a front-line employee. Specifically, the marketing research company sent the survey to those who have had experience as frontline personnel in a restaurant. For the hotel study, the filtering question asked whether respondents had worked as a front-line employee in a hotel. Post-hoc tests revealed there were no significant differences between recency of experience. In other words, there is no significant difference between groups who were currently employed or who had been previously employed. This demonstrated the groups to be homogeneous. Each respondent was randomly assigned to one of the four treatments (legitimate/ opportunistic and high/low POS). Data continued until there were at least 50 respondents for each treatment.

3. 11 Data Analysis

The methodology for the data analysis is described for the pretests, MANOVA, and mediation tests.

3.11.1 Pretests

Before finalizing the experimental design, this study conducted manipulation checks during pretests for the subjective variables (complaint type and perceived organizational support). Because these two variables cannot be changed directly in an actual service setting,

they are manipulated through hypothetical scenarios as previously described. In order to assess whether the hypothetical vignettes are appropriate and perceived as intended, pre-experiment manipulation checks are conducted according to the guidelines of Perdue and Summers (1986). Scenarios that are not deemed realistic can create confusion in the main study, lead to erroneous results, and hinder the ability of the respondents to relate to the hypothetical vignette (Summer, 2001). Therefore, respondents are asked to rate the realism of the scenarios on a 7-point Likert-type scale (1 = “not at all realistic”; 7 = “extremely realistic”). *T*-tests are used to test the manipulation checks of complaint type and perceived organizational support. The *t*-tests allowed the researcher to compare the means and determine if the manipulations are perceived as intended.

3.12 Hypothesis Testing

One MANOVA model is tested each for the restaurant and hotel studies (opportunistic vs. legitimate complaint) x (high perceived organizational support and low perceived organizational support) with the three justice dimensions (distributive, procedural, and interactional) as dependent variables. Complaint type, perceived organizational support, and the interaction effect are input as independent variables and procedural, distributive, and interactional justice input as the dependent variables. This will test for hypotheses H1-H3 and H9-H11. To test hypotheses 1-3, the effect of complaint type on justice, effect tests will be used to show whether complaint type has a significant effect on the perceptions of justice.

The second MANOVA model is tested each for the restaurant and hotel studies (justice dimensions) x (high perceived organizational support and low perceived organizational support) with the two emotional labor dimensions (emotive effort and emotional dissonance) as dependent

variables. Such that distributive, procedural, and interactional justice, perceived organizational support, and the interaction effects with each dimension of justice will be the independent variables. The two dimensions of emotional labor, emotive effort and emotional dissonance will be input as the dependent variables. This model will test for hypotheses H4-H5 and H12-H14. To test hypotheses 4-5, the effect of justice perceptions on emotional labor, effect tests will be measured to show whether justice perceptions have a significant effect on emotional labor. For the second MANOVA model, justice will be grouped into high and low groups using a median split whereby the split divides individuals into high or low groups separately. In MANOVA, the independent variable must be dichotomous, and the use of median split is the sound research practice for experimental design (Magnini et al., 2007). Covariates including gender, age, length of time in industry, recency of industry experience, and position held, this research will add each variable one by one into the model, measuring the significance of each.

3.13 Mediation Analysis

To test hypotheses 6-8, that the justice dimensions mediate the relationship between complaint type and emotional labor, this research carries out procedures developed by Baron & Kenny (1986). In other words, rather than having a direct causal relationship between the independent variable (complaint type) and the dependent variable (emotional labor), the mediation analysis causes the mediation variable, which in turn causes the dependent variable (Baron & Kenny, 1986). According to these procedures, several conditions exist. First, the independent variable must significantly affect the mediator. Second, the independent variable must significantly affect the dependent variable. Third, the mediator variable must affect the

dependent variable when both the mediator and independent variables are in the model (Baron & Kenny, 1986). When these conditions are met for the hypothesized directions, the effect of the independent variable on the dependent variable will be more in the second regression equation than the third. Therefore, the effect of procedural, interactional, and distributive justice mediating the effect of complaint type on emotive dissonance and emotive effort is evaluated.

To conduct this analysis, the research first regresses the dependent variable (emotional labor) on the independent variable (complaint type) to confirm that the independent variable is a significant predictor of the dependent variable. Secondly, the researcher regresses the mediator (justice dimensions) on the independent variable (complaint type) to confirm that complaint type is a significant predictor of justice. Third, the research regresses the dependent variable (emotional labor) on both the mediator (justice) and independent variables (complaint type) to confirm that justice dimensions are a significant predictor of emotional labor (emotive effort and emotional dissonance).

Following the series of regressions, the results show whether the justice dimensions account for all or some of the observed relationship between complaint type and emotive effort and emotive dissonance. Full mediation occurs if the inclusion of justice decreases the relationship between complaint type and emotional labor to zero. Furthermore, Baron and Kenny (1986) note that perfect mediation holds if the independent variable has no effect on the dependent variable when the mediator is controlled in the third regression. Partial mediation will occur if justice accounts for some of the relationship between complaint type and emotional labor. This implies that there is both a significant relationship between the mediator and dependent variable and also some direct relationship between the independent variable and the dependent variable (Baron & Kenny 1986).

3. 14 Summary

This chapter outlines the research methods beginning with the 2 x2 between-subjects experimental design and suitability of the restaurant and hotel sample. Next, the hypothetical vignettes are presented, as well as pretests and manipulation checks to ensure the successful manipulation of complaint type and perceived organizational support. Additionally, the measurement items are presented from previously tested and reliable scales that measure perceived interactional justice, distributive justice, and procedural justice as well as emotive effort and emotional dissonance. Lastly, the methodology for statistical analyses is presented using *t*-tests, MANOVA, and Baron & Kenny's (1986) mediation analysis.

CHAPTER IV

ANALYSIS AND RESULTS

4.1 Introduction

This chapter presents the results of the data analysis of the pretests, main study, and hypothesis testing. The statistical techniques employed to analyze the data collected using SPSS 20.0 are reliability analysis, *t*-tests, descriptive statistics, MANCOVA, and mediation analysis using linear regression.

4.2 Pretests

Pretests were administered to individuals who had experience as a customer contact employee in a restaurant for study one and who had experience as a customer contact employee in a hotel for study two. Surveys were administered online through an online survey system. Respondents were first asked a filtering question, “Have you worked as a customer contact employee in a restaurant” for the restaurant study and “Have you worked as a customer contact employee in a hotel” for the hotel study. Respondents who did not have experience as a customer contact employee were filtered from further access to the questionnaire.

4.3 Demographic Profile of Respondents

Table 4.1 presents the demographic profile of respondents for both the hotel and restaurant samples. For the hotel study, 58.3% of employees were currently working at a hotel. In the restaurant study, 54.7% were currently working at a restaurant. All respondents had experience working as a customer contact employee and were suitable for the study as first found

by the filtering question and second when asked how long they had been a customer contact employee.

Table 4.1 Pretest Demographic Profile of Respondents

Sample Characteristics	Hotel employees n= 60		Restaurant employees n= 64	
	Frequency	Percentage	Frequency	Percentage
Age				
20 or younger	3	5.0%	10	15.9%
21-25	34	56.6%	27	42.2%
26-30	8	13.3%	11	17.1%
31-35	10	16.6%	11	17.1%
36- 40	2	3.3%	3	4.6%
41 or older	2	3.3%	2	3.1%
Gender				
Male	17	28.3%	22	34.4%
Female	43	71.7%	42	65.6%
Race				
Asian	12	20.0%	9	14.1%
African American	1	1.7%	4	6.2%
Hispanic	1	1.7%	3	4.7%
White	46	76.7%	48	75.0%
How long did you work as an employee?				
Less than 6 months	22	36.7%	14	21.9%
6 months- 1 year	10	16.7%	4	6.3%
1-2 years	9	15.0%	6	9.4%
2-3 years	5	8.3%	11	17.2%
3-4 years	6	10.0%	3	4.7%
4-5 years	3	5.0%	7	10.9%
more than 5 years	5	8.3%	19	29.7%
How long since you last worked as an employee?				
Currently working	35	58.3%	35	54.7%
6 months- 1 year	7	11.7%	14	21.9%
1-2 years	6	10.0%	4	6.3%
2-3 years	1	1.7%	2	3.1%
3-4 years	2	3.3%	2	3.1%
4-5 years	3	5.0%	2	3.1%
more than 5 years	6	10.0%	5	7.8%
How large was the organization you				

worked for?	Less than 20 rooms/ seats	4	6.7%	7	10.9%
	21-50 rooms/ seats	5	8.3%	6	9.4%
	51-100 rooms/ seats	4	6.7%	7	10.9%
	101-150 rooms/ seats	21	35.0%	14	21.9%
	151-300 rooms/ seats	9	15.0%	12	18.8%
	301-500 rooms/ seats	11	18.3%	13	20.3%
	more than 500 rooms/seats	6	10.0%	5	7.8%
Did the organization have a 100% money back guarantee policy?	Yes	2	3.3%	3	4.7%
	No	58	96.7%	61	95.3%
How generous was the refund policy?	Not at all generous	2	3.3%	3	4.7%
	Not generous	1	1.7%	1	1.6%
	Somewhat not generous	6	10.0%	7	10.9%
	Neutral	31	51.7%	25	39.1%
	Somewhat generous	11	18.3%	15	23.4%
	Generous	6	10.0%	6	9.4%
	Very generous	3	5.0%	7	10.9%

4.4 Scale Reliabilities

Reliability of the instrument was assessed using Cronbach's alpha. As Hair et al. (2006) suggest, measurements with an alpha value above .70 are considered reliable. Table 2 presents the pretest scale reliabilities. All of the scales possess a Cronbach's alpha of .80 or higher with the exception of emotive effort for both the hotel and restaurant studies. As such, the researchers added items from Kruml and Geddes emotive effort and emotional dissonance scales in the main study as well as the Chu and Murrmann emotive effort and emotional dissonance scales. Reliabilities for both scales are conducted in the main study to ascertain which scale had a greater reliability and would be used in further analysis.

Table 4.2 Pretest Scale Reliabilities	
Hotel Study	
	Cronbach's Alpha
Procedural Justice (7 items)	0.81
Interactional Justice (4 items)	0.89
Distributive Justice (4 items)	0.94
Emotional Dissonance (7 items)	0.88
Emotive Effort (5 items)	0.74
Complaint Type (3 items)	0.96
Perceived Organizational Support (8 items)	0.95
Restaurant Study	
	Cronbach's Alpha
Procedural Justice (7 items)	0.80
Interactional Justice (4 items)	0.89
Distributive Justice (4 items)	0.91
Emotional Dissonance (7 items)	0.88
Emotive Effort (5 items)	0.65
Complaint Type (3 items)	0.98
Perceived Organizational Support (8 items)	0.95

4.5 Manipulation Checks

As discussed in the methodology section, it is important to demonstrate that the intended effects of the manipulations did occur and that the effects are of sufficient magnitude to provide for a meaningful test of the hypotheses (Perdue & Summers, 1986). Manipulation checks were conducted for the two manipulated variables, complaint type and perceived organizational support.

4.5.1 Complaint Type

The two manipulations of complaint type (opportunistic/ legitimate) means, standard deviations, and significance are listed in Table 4.3. As presented, the means for the

opportunistic scenario were 5.88 (hotel) and 6.34 (restaurant) on a 7-point Likert-type scale. The *t*-value was 16.25 (hotel) and 24.29 (restaurant) which had a significance of .000, thus demonstrating appropriate manipulation for the complaint type.

Table 4.3 Pretest Manipulation Check: Complaint Type (Opportunistic/ Legitimate)									
Hotel Study									
Scenario 1 (Opp/Low) N=19		Scenario 2 (Opp/High) N= 13		Scenario 3 (Legit/Low) N=14		Scenario 4 (Legit/High) N= 14			
Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
6.05	0.40	5.62	1.43	1.76	0.67	2.14	1.08		
Restaurant Study									
Scenario 1 (Opp/Low) N=19		Scenario2 (Opp/High) N= 12		Scenario 3 (Legit/Low) N=16		Scenario 4 (Legit/High) N= 17			
Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
6.37	0.54	6.31	0.72	1.81	1.09	1.71	0.68		

Manipulation Check: Complaint Type (Opportunistic/ Legitimate)							
Hotel Study							
Opportunistic N=32				Legitimate N=28			
Mean	SD	Mean	SD	<i>t</i> -value	Sig.		
5.88	0.97	1.95	0.90	16.25	.000		
Restaurant Study							
Opportunistic N=31				Legitimate N=33			
Mean	SD	Mean	SD	<i>t</i> -value	Sig.		
6.34	0.61	1.76	0.89	24.29	.000		

4.5.2 Perceived Organizational Support

Perceived organizational support was measured using 8 items from the Perceived Organizational Support Scale (Eisenberger et al., 1997; Lynch et al., 1999). Table 4.4 shows the

means and standard deviations for each treatment as well as the overall manipulation checks for perceived organizational support. The results proved to be significant at the $p=.000$ level for both the hotel study and the restaurant study. The high POS had a mean of 5.46(hotel) and 5.32(restaurant). Low POS had a mean of 2.48 (hotel) and 2.20 (restaurant).

Table 4.4 Pretest Manipulation Check: Perceived Organizational Support (High POS/ Low POS)									
Hotel Study									
Scenario 1 (Opp/Low) N=19		Scenario 2 (Opp/High) N= 13		Scenario 3 (Legit/Low) N=14		Scenario 4 (Legit/High) N= 14			
Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
2.48	0.61	4.48	0.67	2.48	0.91	5.44	0.50		
Restaurant Study									
Scenario 1 (Opp/Low) N=19		Scenario2 (Opp/High) N= 12		Scenario 3 (Legit/Low) N=16		Scenario 4 (Legit/High) N= 17			
Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
2.36	0.75	4.92	0.92	2.02	0.84	5.61	0.59		

Manipulation Check: Perceived Organizational Support (High POS/ Low POS)						
Hotel Study						
High POS N=27		Low POS N=33				
Mean	SD	Mean	SD	t-value	Sig.	
5.46	0.58	2.48	0.74	17.50	.000	
Restaurant Study						
High POS N=29		Low POS N=35				
Mean	SD	Mean	SD	t- value	Sig.	
5.32	0.81	2.20	0.80	15.44	.000	

4.5.3 Realism

Unrealistic scenarios can create confusion, lead to errors, and hinder the ability of respondents to relate to the situation (Perdue & Summers, 2001). This study therefore assessed the realism of the scenarios on a 7-point Likert-type scale. Results are presented in Table 4.5. As shown, each scenario scored at least 5.65 in terms of realism and is thus deemed appropriately realistic.

Table 4.5 Pretest Manipulation Check: Realism									
Hotel Study									
Scenario 1 (Opp/Low) N=19		Scenario 2 (Opp/High) N= 13		Scenario 3 (Legit/Low) N=14		Scenario 4 (Legit/High) N= 14			
Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
5.74	0.87	6.08	0.76	6.07	0.62	6.14	0.66		
Restaurant Study									
Scenario 2 (Opp/Low) N=19		Scenario1 (Opp/High) N= 12		Scenario 4 (Legit/Low) N=16		Scenario 3 (Legit/High) N= 17			
Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
6.16	0.83	6.25	0.62	6.31	0.79	5.65	0.86		

4. 6 Main Study Analysis

The results from the main study presented include demographic information of respondents, scale reliabilities, manipulation checks, MANOVA testing of hypotheses, and mediation analysis of hypotheses. The samples were obtained online through a large reputable online marketing research company.

4. 6.1 Demographic Information of Respondents

For the main study, a total of 207 questionnaires were completed for the restaurant study and 210 responses for the hotel study. For the hotel study, 60.0% of the respondents were female and 76.2% white. All of the respondents have experience dealing with customers in a hotel, with 34.3% working as a front desk agent, 9.0% working as a night auditor, and 28.1% working in some managerial capacity. Twenty-nine and a half percent were currently working in a hotel, and 38.1% had more than 5 years experience working as a customer-contact employee in a hotel. For the restaurant study, 41.1% of respondents worked as a server, 11.6% as a host, and 28.0% as a manager. In addition, 56.5% were currently working in a restaurant with 57.5% having at least 5 years of experience working as a customer contact employee in a restaurant. Table 4.6 shows the full demographic information for both studies including age, gender, race, position, length of experience, recency of experience, experience with 100% money back guarantee policies, and generosity of redress policies.

Table 4.6 Main Study Demographic Profile of Respondents

Sample Characteristics	Hotel employees N=210		Restaurant employees N=207		
	Frequency	Percentage	Frequency	Percentage	
Age	20 or younger	2	1.0%	8	3.9%
	21-25	15	7.1%	11	5.3%
	26-35	50	23.8%	58	28.0%
	36-45	31	14.8%	32	15.5%
	46-55	58	27.6%	47	22.7%
	56-65	31	14.8%	45	21.7%
	65 or older	23	11.0%	6	2.9%
Gender	Male	84	40.0%	59	28.5%
	Female	126	60.0%	148	71.5%
Race	Asian	7	3.3%	3	1.4%
	African American	11	5.2%	12	5.8%
	Hispanic	24	11.4%	7	3.4%
	White	160	76.2%	177	85.5%
	Other	8	3.8%	8	3.9%

Position	Front desk	72	34.3%	Server	85	41.1%
	Concierge/ bellman	11	5.2%	Host	24	11.6%
	Housekeeping	49	23.3%	Cook	32	15.5%
	Night Audit	19	9.0%	Bartender	8	3.9%
	Manager	59	28.1%	Manager	58	28.0%
How long did you work as an employee?	Never	0	0.0%		0	0.0%
	less than 1 year	34	16.2%		11	5.3%
	1-2 years	32	15.2%		23	11.1%
	2-3 years	29	13.8%		15	7.2%
	3-4 years	23	11.0%		23	11.1%
	4-5 years	12	5.7%		15	7.2%
	more than 5 years	80	38.1%		119	57.5%
How long since you last worked as an employee?	Currently working	62	29.5%		117	56.5%
	6 months- 1 year	26	12.4%		36	17.4%
	1-2 years	31	14.8%		12	5.8%
	2-3 years	15	7.1%		12	5.8%
	3-4 years	14	6.7%		7	3.4%
	4-5 years	9	4.3%		2	1.0%
	more than 5 years	53	25.2%		21	10.1%
How large was the organization you worked for?	Less than 20 rooms/ seats	8	3.8%		22	10.6%
	21-50 rooms/ seats	24	11.4%		55	26.6%
	51-100 rooms/ seats	42	20.0%		53	25.6%
	101-150 rooms/ seats	40	19.0%		33	15.9%
	151-300 rooms/ seats	41	19.5%		31	15.0%
	301-500 rooms/ seats	29	13.8%		9	4.3%
	more than 500 rooms/seats	26	12.4%		4	1.9%
Did the organization have a 100% money back guarantee policy?	Yes	66	31.4%		63	30.4%
	No	144	68.6%		144	69.6%
How generous was the refund policy?	Not at all generous	8	3.8%		13	6.3%
	Not generous	18	8.6%		7	3.4%
	Somewhat not generous	22	10.5%		10	4.8%
	Neutral	50	23.8%		31	15.0%
	Somewhat generous	50	23.8%		51	24.6%
	Generous	27	12.9%		51	24.6%
	Very generous	35	16.7%		44	21.3%

4. 6.2 Scale Reliabilities

The reliability of the instrument was assessed using Cronbach's Alpha. As noted in the pretest section, measurements with an alpha value of .70 are considered reliable (Hair et al., 2006). Results of the main study reliabilities are presented in Table 4.7. The main study questionnaire contained items from two scales for emotive effort and emotional dissonance. The reliabilities for the Kruml and Geddes emotional effort and emotive dissonance scales were

higher than those from the Chu and Murrmann (2006) scales and were thus included for further interpretation. As shown in Table 4.7, all scale reliabilities are above .82, which is considered reliable. For the hotel study, reliabilities ranged from .82 to .97. For the restaurant study, reliabilities ranged from .82 to .96.

Table 4.7 Main Study Scale Reliabilities	
Hotel Study	
	Cronbach's Alpha
Procedural Justice (7 items)	0.82
Interactional Justice (4 items)	0.88
Distributive Justice (4 items)	0.92
Emotional Dissonance (2 items)	0.86
Emotive Effort (4 items)	0.86
Complaint Type (3 items)	0.98
Perceived Organizational Support (8 items)	0.97
Restaurant Study	
	Cronbach's Alpha
Procedural Justice (7 items)	0.85
Interactional Justice (4 items)	0.89
Distributive Justice (4 items)	0.94
Emotional Dissonance (2 items)	0.85
Emotive Effort (4 items)	0.82
Complaint Type (3 items)	0.93
Perceived Organizational Support (8 items)	0.96

4. 6.3 Manipulation Checks

Manipulation checks were conducted for complaint type, perceived organizational support as well as realism and are described below.

4.6.3a Complaint Type

The respondents indicated their perceptions of complaint type using three items. Responses to the complaint type were measured on a 7-point Likert-type scale with strongly

disagree (1) and strongly agree (7). Results for both studies are listed in Table 4.8. The table first shows the mean responses for each for the four scenarios. The table also show the manipulation checks for complaint type. Results show that participants given the opportunistic scenario ranked it as 6.34 (hotel) and 6.13 (restaurant). Respondents given the perceived legitimate scenario ranked it as 1.58 (hotel) and 1.79 (restaurant). The complaint type manipulation checks shows strong manipulations and is significant at the $p = .000$ level.

Table 4.8 Main Study Manipulation Check: Complaint Type (Opportunistic/ Legitimate)							
Hotel Study							
Scenario 1 (Opp/Low) N=52	Scenario 2 (Opp/High) N=52		Scenario 3 (Legit/Low) N=55		Scenario 4 (Legit/High) N=51		
Mean	SD	Mean	SD	Mean	SD	Mean	SD
6.36	0.69	6.33	0.57	1.56	0.44	1.61	0.52
Restaurant Study							
Scenario 1 (Opp/Low) N=51	Scenario2 (Opp/High) N=51		Scenario 3 (Legit/Low) N= 54		Scenario 4 (Legit/High) N=51		
Mean	SD	Mean	SD	Mean	SD	Mean	SD
6.14	0.75	6.12	0.64	1.67	0.55	1.92	0.67

Manipulation Check: Complaint Type (Opportunistic/ Legitimate)							
Hotel Study							
Opportunistic N= 104				Legitimate N= 106			
Mean	SD	Mean	SD	<i>t</i> -value	Sig.		
6.34	0.63	1.58	0.48	61.43	.000		
Restaurant Study							
Opportunistic N= 102				Legitimate N=105			
Mean	SD	Mean	SD	<i>t</i> -value	Sig.		
6.13	0.70	1.79	0.62	47.18	.000		

4.6.3b Perceived Organizational Support

POS was measured using the 8 item POS scale (Eisenberger et al., 1997; Lynch et al., 1999). Table 4.9 shows the POS manipulations for both studies as well as for each scenario. Respondents rated perceived organizational support as 6.40 (hotel) and 6.01 (restaurant) for the high POS manipulation and 1.59 (hotel) and 1.98 (restaurant) for the low manipulation. Both are significant at the $p = .000$ level, thus demonstrating successful manipulation of perceived organizational support.

Table 4.9 Main Study Manipulation Check: Perceived Organizational Support (High POS/ Low POS)															
Hotel Study															
Scenario 1 (Opp/Low) N=52	Mean		SD	Scenario 2 (Opp/High) N=52	Mean		SD	Scenario 3 (Legit/Low) N=55	Mean		SD	Scenario 4 (Legit/High) N= 14	Mean		SD
	1.56	0.37		6.37	0.40			1.62	0.37			6.43	0.41		
Restaurant Study															
Scenario 1 (Opp/Low) N=51	Mean		SD	Scenario2 (Opp/High) N=51	Mean		SD	Scenario 3 (Legit/Low) N=54	Mean		SD	Scenario 4 (Legit/High) N=51	Mean		SD
	2.04	0.68		6.10	0.49			1.93	0.39			5.93	0.49		

Manipulation Check: Perceived Organizational Support (High POS/ Low POS)							
Hotel Study							
High POS N=103	Mean		SD	Low POS N= 107	Mean		SD
	6.40	0.40		1.59	0.37	<i>t</i> -value	Sig.
						90.04	0.00
Restaurant Study							
High POS N=102	Mean		SD	Low POS N=105	Mean		SD
	6.01	0.50		1.98	0.55	<i>t</i> -value	Sig.
						55.13	0.00

4.6.3c Realism

Realism of the scenarios was assessed using a 7-point Likert-type scale (1= not at all realistic; 7= extremely realistic). Overall, the participants in the main study perceived the scenarios as realistic (ranging from 6.20 to 6.31 for the restaurant study and 6.33 to 6.59 for the hotel scenario).

Table 4.10 Main Study Manipulation Check: Realism									
Hotel Study									
Scenario 1 (Opp/Low) N=52		Scenario 2 (Opp/High) N=52		Scenario 3 (Legit/Low) N=14		Scenario 4 (Legit/High) N=51			
Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
6.33	0.81	6.56	0.67	6.45	0.69	6.59	0.73		
Restaurant Study									
Scenario 1 (Opp/Low) N=51		Scenario2 (Opp/High) N=51		Scenario 3 (Legit/Low) N=54		Scenario 4 (Legit/High) N=51			
Mean	SD	Mean	SD	Mean	SD	Mean	SD	Mean	SD
6.31	0.88	6.25	1.09	6.20	0.98	6.31	0.93		

4.6.4 MANOVA Assumptions

MANOVA assumptions need to be considered. The first assumption is the equality of variance-covariance matrices across all groups. Box-M test is used to test for violations of this assumption and test results should not be significant. If the groups are of roughly equal size (i.e. if the size of the largest group divided by the size of the smallest group is equal or less than 1.5), a violation of this assumption has minimal impact (Hair et al., 1998). Results found that that there is no violation of this assumption. Second, homogeneity of variance is tested using Levene's test of equality of error variance. Results from both studies show no violation of this

assumption. Additionally, if the groups are of roughly equal size (which this study satisfies) then a violation of this assumption has minimal impact. Third, a linear combination of the dependent variables must follow a normal distribution. This assumption is tested visually inspecting skewness, kurtosis, and the histogram for each dependent variable. Lastly the recommended sample size for MANOVA is 20 observations per cell (Hair et al., 1998). This study has a minimum of 51 observations per cell and thus satisfies the last assumption.

4. 6.5 Bivariate Correlations

Bivariate correlations of variables are presented in Table 4.11. It is seen that complaint type is significantly correlated with procedural justice, distributive justice, emotional effort, and emotional dissonance in both the hotel and restaurant studies.

Table 4.11 Bivariate Correlations Between Variables						
Hotel Study (n= 210)	Complaint Type	Procedural Justice	Interactional Justice	Distributive Justice	Emotional Effort	Emotive Dissonance
Procedural Justice	.243**					
Interactional Justice	0.114	.744**				
Distributive Justice	.501**	.613**	.481**			
Emotive Effort	.543**	0.064	0.032	.312**		
Emotional Dissonance	.645**	.448**	.315**	.551**	.547**	
POS	-0.019	.481**	.662**	.224**	0.06	-0.067
Restaurant Study (n=207)	Complaint Type	Procedural Justice	Interactional Justice	Distributive Justice	Emotional Effort	Emotive Dissonance
Procedural Justice	.201**					
Interactional Justice	0.117	.760**				
Distributive Justice	.461**	.691**	.536**			
Emotive Effort	.543**	0.023	.144*	.345**		
Emotional Dissonance	.580**	.456**	0.346**	.625**	.529**	
POS	-0.014	.438**	.626**	.254**	0.128	-0.099

4.6.6 MANCOVA (Complaint Type, POS, and Justice)

To test the proposed hypotheses, the researcher first tested a MANOVA model with complaint type and POS as the independent variables and the three justice dimensions as the dependent variables. Additionally, each of the potential covariates was entered into a MANCOVA model to test. Covariates serve as a control measure for the dependent variable. Analysis should be run with and without various groupings of covariates and include those that are significant. Effective covariates improve the statistical power and reduce within group variance (Hair et al., 2006). Covariates of age, gender, race, length of time employed, recency of working, size of organization, and generousness of redress policy were all found to not significantly affect the MANOVA model. Only the covariates that are significant should be included in the MANCOVA model. Employee position and whether the company the employee worked for had a redress policy were significant and were therefore included as covariates in both the hotel and restaurant studies. Table 4.12 shows the results of the MANCOVA with complaint type and POS as the independent variables and procedural, interactional, and distributive justice as the dependent variables, and whether the employee worked for a company that had a 100% money back guarantee policy and the position they held as covariates.

In addition, MANOVA tests and post-hoc tests were run to test significance based on the control factors of age, gender, race, length of time employed, recency of working, size of organization, and generousness of redress policy. MANOVA results found that none of the factors significantly the model. Results of the demographic factors analysis of variance are summarized in Appendix G.

		<u>Hotel Study</u>				<u>Restaurant Study</u>			
	Variable	F	Sig.	Effect	Power	F	Sig.	Effect	Power
Complaint Type	Procedural Justice	19.45	.000**	0.087	0.992	11.0	.001**	0.056	0.932
	Interactional Justice	6.29	.013**	0.030	0.704	5.2	.024**	0.028	0.665
	Distributive Justice	76.39	.000**	0.272	1	61.0	.000**	0.233	1.00
Complaint Type x POS	Procedural Justice	1.82	.179	0.009	0.269	6.4	.012**	0.03	0.706
	Interactional Justice	0.16	.691	0.001	0.068	7.3	.007**	0.03	0.698
	Distributive Justice	0.23	.634	0.001	0.076	2.6	.110	0.01	0.301

Note ** p < .05
***p < .000

4.6.7 MANCOVA (Justice, POS, and Emotional Labor)

To test the proposed hypotheses, the researcher next tested the second MANOVA model with procedural, interactional, and distributive justice, and POS as the independent variables and the emotive effort and emotional dissonance as the dependent variables. As the independent variables in MANOVA must be dichotomous, procedural, interactional, and distributive justice were coded into high and low groups using a median split. Additionally, each of the potential covariates was entered into a MANCOVA model to test. Control variables of age, gender, race, length of time employed, recency of working, size of organization, and generousness of redress policy were all found to not significantly affect the MANCOVA model. Only two covariates were significant for the restaurant study and the same two were significant for the hotel study. Furthermore, effective covariates improve statistical significance (Hair et al., 2006) and thus employee's position and whether the company had a 100% money back guarantee policy slightly improved the model and was thus included as covariates in both the hotel and restaurant studies.

Table 4.13 shows the results of the MANCOVA with interactional, procedural, and distributive justice and POS as the independent variables and emotive effort and emotional dissonance as the dependent variables, and whether the employee worked for a company that had a 100% money back guarantee policy and the position they held as covariates.

Table 4.13 Results of MANCOVA with Justices (IV) and Emotional Labor as Dependent Variable									
Variable		<u>Hotel Study</u>				<u>Restaurant Study</u>			
		F	Sig.	Effect size	Power	F	Sig.	Effect size	Power
Procedural Justice	Emotive Effort	1.53	.217	0.008	0.234	0.27	.604	0.00	0.081
Interactional Justice		0.00	.953	0.000	0.05	0.14	.708	0.00	0.066
Distributive Justice		5.60	.019**	0.028	0.653	6.98	.009**	0.04	0.748
Procedural Justice	Emotional Dissonance	3.64	.058	0.019	0.476	0.07	.799	0.00	0.057
Interactional Justice		0.00	.951	0.000	0.05	3.39	.067	0.02	0.449
Distributive Justice		9.35	.003**	0.046	0.86	26.25	.000**	0.12	0.999
PJ x POS	Emotive Effort	7.27	.008**	0.036	0.765	0.30	.587	0.00	0.084
IJ x POS		0.49	.486	0.005	0.154	1.68	.197	0.01	0.251
DJ x POS		0.88	.351	0.003	0.107	1.75	.187	0.01	0.261
PJ x POS	Emotional Dissonance	1.99	.160	0.010	0.289	0.64	.423	0.00	0.126
IJ x POS		0.13	.721	0.000	0.051	1.36	.245	0.01	0.213
DJ x POS		0.01	.933	0.001	0.065	0.16	.693	0.00	0.068

Note ** p < .05
 ***p < .000

4. 6. 8 Mediation Tests

Mediation tests were carried out according to the procedures of Baron & Kenny (1986). According to these procedures, several conditions exist. First, the independent variable must significantly affect the mediator. Second, the independent variable must significantly affect the dependent variable. Third, the mediator variable must affect the dependent variable when both

the mediator and independent variables are in the model (Baron & Kenny, 1986). To test whether the independent variable (complaint type) and the dependent variable (emotional labor), the mediation analysis causes the mediation variable (procedural, interactional, and distributive justice), which in turn causes the dependent variable (Baron & Kenny, 1986). A series of mediation tests were conducted for each of the relationships: three justices and two emotional labors, resulting in six mediation tests. Procedural justice and emotive effort; procedural justice and emotional dissonance; interactional justice and emotive effort; interactional justice and emotional dissonance; distributive justice and emotive effort; and distributive justice and emotional dissonance.

To conduct the mediation tests, it was first required that the independent variable (complaint type) significantly affects the mediator (procedural, interactional, or distributive justice). Second, the independent variable (complaint type) significantly affects the dependent variable (emotive effort or emotional dissonance). Third, the mediator variable (procedural, interactional, or distributive justice) affects the dependent variable (emotive effort or emotional dissonance) when both the IV and mediator are in the model. Results for all six mediation analyses are presented in Table 4.14. Both the hotel and restaurant studies find that there is no mediation for any of the relationships.

Table 4.14 Mediation Analyses

		Hotel Study			Restaurant Study		
		N= 210			N= 207		
		Beta (SC B)	t	Sig.	Beta (SC B)	t	Sig.
Predicting EE	Complaint Type	1.85 (.543)	9.33	.000	1.71 (.543)	9.247	.000
Predicting PJ	Complaint Type	.705 (.243)	3.618	.000	.611 (.201)	2.929	.004
Predicting EE	Complaint Type	1.909 (.561)	9.359	.000	1.678 (.532)	8.881	.000
	PJ	.086 (.073)	1.217	.225	.053 (.051)	0.847	.398
				No mediation			No mediation
Predicting EE	Complaint Type	1.85 (.543)	9.33	.000	1.71 (.543)	9.247	.000
Predicting IJ	Complaint Type	.422 (.114)	1.656	.099	.431 (.117)	1.683	.094
Predicting EE	Complaint Type	1.861 (.547)	9.316	.000	1.68 (.533)	9.042	.000
	IJ	.028 (.031)	0.525	.600	.070 (.082)	1.389	.166
				No mediation			No mediation
Predicting EE	Complaint Type	1.85 (.543)	9.33	.000	1.71 (.543)	9.247	.000
Predicting DJ	Complaint Type	1.983 (.501)	8.342	.000	1.98 (.461)	7.43	.000
Predicting EE	Complaint Type	1.758 (.517)	7.676	.000	1.535 (.487)	7.412	.000
	DJ	.046 (.053)	0.789	.431	.091 (.120)	1.828	.069
				No mediation			No mediation
Predicting ED	Complaint Type	2.683 (.645)	12.163	.000	2.418 (.580)	10.202	.000
Predicting PJ	Complaint Type	.705 (.243)	3.618	.000	.611 (.201)	2.929	.004
Predicting ED	Complaint Type	2.369 (.569)	11.303	.000	2.122 (.509)	9.665	.000
	PJ	.445 (.310)	6.153	.000	.485 (.353)	6.708	.000
				No mediation			No mediation
Predicting ED	Complaint Type	2.683 (.645)	12.163	.000	2.418 (.580)	10.202	.000
Predicting IJ	Complaint Type	.422 (.114)	1.656	.099	.431 (.117)	1.683	.094
Predicting ED	Complaint Type	2.567 (.617)	12.164	.000	2.281 (.547)	10.153	.000
	IJ	.275 (.245)	4.83	.000	.318 (.282)	5.23	.166
				No mediation			No mediation
Predicting ED	Complaint Type	2.683 (.645)	12.163	.000	2.418 (.580)	10.202	.000
Predicting DJ	Complaint Type	1.983 (.501)	8.342	.000	1.98 (.461)	7.43	.000
Predicting ED	Complaint Type	2.048 (.492)	8.542	.000	1.546 (.371)	6.648	.000
	DJ	.320 (.305)	5.29	.000	.455 (.454)	8.141	.000
				No mediation			No mediation

4.6. 9 Severity

Some researchers argue that perceptions of failure severity are individually based (Mattila, 2001) and difficult to manipulate. Therefore this study asked two open-ended questions gauging the level of severity and how the employee responses may have changed. Open-ended questions were coded based on the response into one of 11 categories, same response, become more(less) emotional, document the incident, get the manager, show more concern for employees, do more (less) to resolve the complaint, not sure, ignore the complaint, give less discount, resolve on their own, feel the complaint was more (less) justified. Open-ended responses were also analyzed and are included in the discussion section. Table 4.15 presents the results of perceived severity. If the scenario had indicated a high level of severity, 63.3% of hotel respondents and 54.1% of restaurant respondents said their response would have been the same. If the scenario had dictated a low severity, 63.3% of hotel employees said there would be no change to their response compared to 68.6% of restaurant employees. If the hotel study scenarios had dictated high severity, only 4.8% stated they would be more emotional, 7.6% would get the manager, and 13.8% would do more to resolve the complaint. If the restaurant study scenarios had dictated high severity, only 10.6% of restaurant employees said they would be more emotional, 19.3% would get the manager, and 12.6% would do more to resolve the complaint.

Table 4.15 Severity					
High Severity	Hotel Study (n=210)		Restaurant Study (n=207)		
	Frequency	Percent	Frequency	Percent	
Same response	133	63.33%	112	54.11%	
Become more emotional	10	4.76%	22	10.63%	
Document	7	3.33%	5	2.42%	
Get the manager	16	7.62%	40	19.32%	
Show more concern for employee	1	0.48%	1	0.48%	
Do more to resolve complaint	29	13.81%	26	12.56%	

	Not sure	8	3.81%	1	0.48%
	Feel complaint is more justified	6	2.86%		
Low Severity	Same response	133	63.33%	142	68.60%
	Be less emotional	11	5.24%	12	5.80%
	Document	7	3.33%	6	2.90%
	Get the manager	12	5.71%	14	6.76%
	Do less to resolve complaint	4	1.90%	12	5.80%
	Not sure	7	3.33%	6	2.90%
	Ignore	7	3.33%	5	2.42%
	Give lower discount	18	8.57%	7	3.38%
	Resolve on own	2	0.95%	3	1.45%
	Feel complaint is less justified	9	4.29%	0	0.00%

If the hotel study scenario had dictated low severity, 5.2% said they would be less emotional, 8.5% said they would give a lower discount, and only 5.7% said they would get the manager. For the restaurant respondents, 5.8% would be less emotional, 6.7% would get the manager, and 1.5% would resolve the complaint on their own. Most interestingly, for if the scenario had described low severity, 3.3% of the hotel employees, and 2.4% of the restaurant employees stated they would ignore the complaint.

4.7 Results of Hypothesis Testing

Results of the hypothesis testing are described for each of the thirteen hypotheses. Hypotheses 1-3 and hypotheses 9-11 results were used from the first MANCOVA model. Hypotheses 4-5 and hypotheses 12-13 were found from the second MANCOVA model. Hypotheses 6-8, which tested the mediation effect, were tested using Baron & Kenny's (1986) mediation analyses. Results for each individual hypothesis are presented in the following section.

4.7.1 Hypothesis 1

Hypothesis 1 states that employees will perceive lower levels of procedural justice towards the organization when they deal with opportunistic complaints as opposed to perceived legitimate complaints. Results show that respondents with the opportunistic complaints had lower levels of perceived justice than those who experienced the perceived legitimate complaints. The MANCOVA finds that complaint type has a significant effect on perceptions of procedural justice ($F= 19.45, p<.000$) for the hotel study and ($F= 11.0, p< .001$) for the restaurant study. **Therefore, hypothesis 1 is supported.**

4.7.2 Hypothesis 2

Hypothesis 2 states that employees will perceive lower levels of interactional justice toward the organization when they deal with opportunistic complaints as opposed to perceived legitimate complaints. Results shows that complaint type has a significant effect on interactional justice ($F= 6.29, p<.05$) for the hotel study and ($F= 5.2, p< .05$) for the restaurant study. In other words, employees dealing with a perceived opportunistic complaint experienced lower levels of interactional justice toward the organization. **Thus hypothesis 2 is supported.**

4.7.3 Hypothesis 3

Hypothesis 3 states that employees will perceive lower levels of distributive justice towards the organization when they deal with opportunistic as compared to perceived legitimate complaints. Results show that complaint type has a significant

effect on perceptions of distributive justice ($F= 76.39, p< .000$) for the hotel study and ($F=61.0, p< .000$) for the restaurant study. **Hypothesis 3 is supported in both studies.**

4.7.4 Hypothesis 4

Hypothesis 4a, 4b, and 4c state that employee perceptions of justice will be positively related to emotive effort. For procedural justice and emotive effort, the results from the second MANCOVA model were ($F= 1.53; p> .10$) for the hotel study and ($F= .27; p> .10$) for the restaurant study. **Hypothesis 4a is not supported.** For interactional justice and emotive effort, the results from the second MANCOVA model found it to be ($F= .00, p> .10$) for the hotel study and ($F=. 14; p> .10$) for the restaurant study.

Hypothesis 4b is not supported. For distributive justice and emotive effort, the results found it to be ($F= 5.60, p< .01$) for the hotel study and ($F= 6.98, p< .01$) for the restaurant study. **Hypothesis 4c is supported in both studies.** The lower the levels of perceived distributive justice, the higher the employees' emotive effort.

5.7.5 Hypothesis 5

Hypothesis 5a, 5b, and 5c state that employee perceptions of justice (procedural, interactional, and distributive) will be positively associated with emotional dissonance. Results from the second MANCOVA model show that employee perceptions of procedural justice are not related to emotional dissonance ($F= 3.64, p< .10$) for the hotel study and ($F= .07, p> .10$) for the restaurant study. **Hypothesis 5a is not supported.** Hypothesis 5b looks at the relationship between interactional justice and emotional dissonance. Table 4.13 shows that ($F= .00, p= .95$) for the hotel study and ($F= 3.39, p<$

.10) for the restaurant study. **Thus hypothesis 5b is not supported.** For hypothesis 5c, it states that employee perceptions of distributive justice will be positively related to emotional dissonance results are hotel study ($F= 9.348, p< .01$) and the restaurant study ($F= 26.25, p< .000$). **Results support hypothesis 5c**, that the lower the perceptions of distributive justice, the higher the emotional dissonance the employee experiences.

4.7.6 Hypothesis 6

Hypotheses 6 predicted that procedural justice will mediate the relationship between complaint type and emotive effort (H6a) and emotional dissonance (H6b). Results show that complaint type does affect emotive effort ($p= .000$) and that complaint type significantly affects procedural justice ($p= .000$) but that procedural justice does not mediate the relationship between complaint type and emotive effort. Hypothesis 6b predicted that procedural justice will mediate the relationship between complaint type and emotional dissonance. Statistics find that complaint type significantly predicts emotional dissonance ($p= .000$) and complaint type significantly predicts procedural justice ($p = .000$), but that procedural justice does not mediate the relationship. However, for the third regression, both the independent variable and mediator are regressed together against the dependent variable. The results of the independent variable (complaint type) on the dependent variable needs to be non-significant and the mediator (procedural justice) and DV need to be significant to show mediation. Results from the mediation analysis are presented in Table 4. 13 and show that **hypothesis 6a and 6b are not significant.**

4.6.7 Hypothesis 7

Hypotheses 7 states that interactional justice mediates the relationship between complaint type and emotive effort (H7a) and emotional dissonance (H7b). Results show that complaint type does affect emotive effort ($p = .000$) for both samples but that complaint type does not significantly affect interactional justice ($p = .099$) hotel study and ($p = .094$) restaurant study. **Thus hypothesis 7a is not supported.** Hypothesis 7b predicted that interactional justice will mediate the relationship between complaint type and emotional dissonance. Results of the mediation analysis find that complaint type significantly predicts emotional dissonance ($p = .000$) in both studies and complaint type significantly predicts procedural justice ($p = .000$) in hotel study and ($p = .004$) in the restaurant study but that procedural justice does not mediate the relationship. Results from the mediation analysis are presented in Table 4.13 and show that hypothesis 7b is not significant because for the third regression, the relationship of the IV (complaint type) and the DV (emotional dissonance) needs to be non-significant and the mediator and DV need to be significant to show mediation. **Hypothesis 7b is not supported.**

4.6.8 Hypothesis 8

Hypotheses 8 states that distributive justice will mediate the relationship between emotive effort (8a) and emotional dissonance (8b). Both of the mediation analyses are not significant. While complaint type is significant in both samples for predicating emotional dissonance ($p = .000$) and complaint type is significant in predicating distributive justice in both studies ($p = .000$). However, for the third regression, the relationship of the IV and the DV needs to be non-significant and the mediator and DV

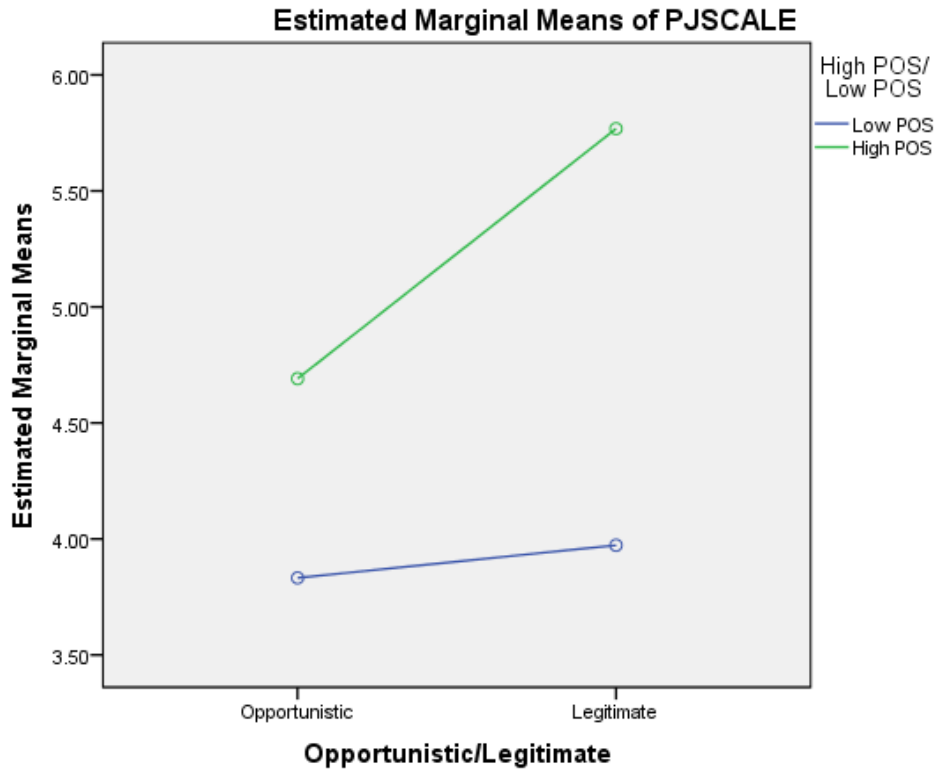
need to be significant to show mediation. In the third regression, complaint type on emotive effort is significant ($p=.000$) for both samples, and it needs to be not significant. In addition, complaint type on distributive justice needs to be significant and it is for both samples ($p=.000$). However, as complaint type needs to be non-significant for justice when regressed in the third equation, there is no mediation and **hypothesis 8a and 8b are not supported.**

It is prudent to note that complaint type is significant on both emotive effort and emotional dissonance. This will be discussed further in the discussion section.

4.6.9 Hypothesis 9

Hypotheses 9 proposed that the effect of complaint type on procedural justice will be weaker with higher levels of perceived organizational support. No significant interaction was found between complaint type and perceived organizational support for the hotel study ($F= 1.82$, $p= .179$) but was found for the restaurant study ($F= 6.440$, $p=.012$). As shown in Figure 3, the simple effects tests reveal that the effect of complaint type on procedural justice perceptions was stronger when there was a high level of perceived organizational support in the restaurant study. **Therefore hypothesis 9 is only supported in the restaurant study.**

Figure 3: Interaction Effect of Complaint Type and Perceived Organizational Support On Perceived Justice (Restaurant Study)

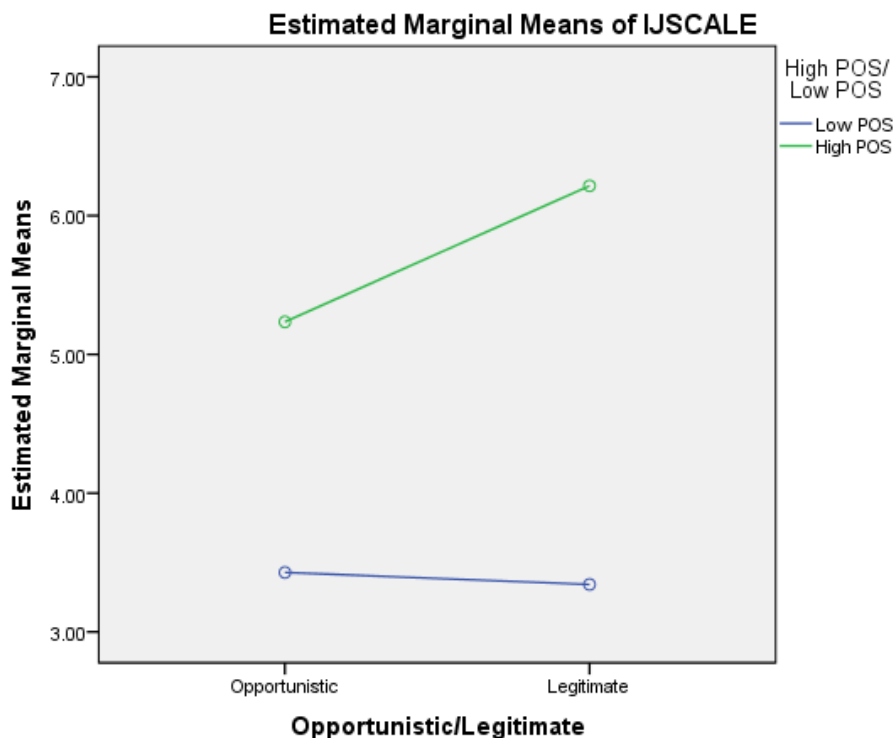


Covariates appearing in the model are evaluated at the following values: REFUND_POLICY. Did the restaurant you worked for have a 100% money back guarantee policy? = 1.70, Position = 2.6618

4.6.10 Hypothesis 10

Hypothesis 10 states the effect of complaint type on interactional justice will be weaker with higher levels of perceived organizational support as opposed to lower levels of perceived organizational support. No significant interaction was found in the hotel study ($F = .158, p = .691$) but was found in the restaurant study ($F = 7.330, p < .01$). As shown on Figure 4, the simple effect tests revealed the effect of perceived organizational support on interactional justice is higher with legitimate complaints as opposed to opportunistic complaints. **Hypothesis 10 is only supported in the restaurant study.**

Figure 4: Interaction Effect of Complaint Type and Perceived Organizational Support On Interactional Justice (Restaurant Study)



Covariates appearing in the model are evaluated at the following values: REFUND_POLICY. Did the restaurant you worked for have a 100% money back guarantee policy? = 1.70, Position = 2.6618

4.6.11 Hypothesis 11

Hypothesis 11 states that the effect of complaint type on distributive justice will be weaker with higher levels of perceived organizational support as opposed to lower levels of perceived organizational support. Results show that there is no significant interaction effect for the hotel study ($F = .228, p = .634$) and the restaurant study ($F = 2.579, p = .110$). **Thus hypothesis 11 is not supported**, that perceived organizational support moderates the relationship between complaint type and distributive justice.

4.6.12 Hypothesis 12

Hypothesis 12 proposes that perceived organizational support moderates the relationship between the three justice dimensions and emotive effort. Results are shown in Table 4.12. As demonstrated, there is no interaction effect for POS and procedural justice for the restaurant study ($F = .30$) but there is for the hotel study ($F = 7.27, p = .008$). There is no interaction effect that POS moderates interactional justice and emotive effort ($F = .49$) hotel study and ($F = 1.68$) restaurant study. There is no interaction for distributive justice for either the hotel study ($F = .88$) and restaurant study ($F = 1.75$) on emotive effort. Thus Hypothesis 12, that the effect of the justice perceptions on emotive effort will be weaker with higher levels of perceived organizational support as opposed to lower levels of perceived organizational support is not supported. Specifically, perceived organizational support does not moderate the effects of interactional and distributive justice in both the restaurant and the hotel studies. However, perceived organizational support does moderate procedural justice perceptions on emotive effort in the hotel sample only. **Hypothesis 12 is not supported.**

4.6.13 Hypothesis 13

The thirteenth hypothesis proposes that perceived organizational support will moderate the relationship between the three justice dimensions and emotional dissonance. Table 4.12 shows the results of the interaction between (procedural justice x POS), (interactional justice x POS) and (distributive justice x POS). Results show that perceived organizational support does not moderate the relationship between procedural justice and emotional dissonance ($F = 1.99, F = .64$) for the hotel and restaurant samples

respectively. Nor does perceived organizational support moderate the relationship between interactional justice and emotional dissonance for the hotel sample ($F=.13$) nor the restaurant sample ($F= 1.36$). Finally the interaction between POS and distributive justice is not significant for both samples ($F= .01$, $F= .16$) for the hotel and restaurant samples, respectively. **Thus hypothesis 13 is not supported**, that the effect of the justice perceptions on emotional dissonance will be weaker with higher levels of perceived organizational support as opposed to lower levels of perceived organizational support.

4.7 Summary

This chapter presented the data analysis and test results of the proposed hypotheses. The first section discussed the results of the pretests, including the demographic profile of respondents, manipulation checks, and scale reliabilities. The next section discussed the results of the main study including the demographic profile of respondents, scale reliabilities, and manipulation checks. In addition, the MANCOVA and mediation results are discussed. The third section discusses the results of the hypothesis testing. Table 4.16 presents a summary of the hypotheses testing.

Table 4.16 Results of Hypothesis Testing

	Hotel Study	Restaurant Study
Hypothesis 1: Employees will perceive lower levels of procedural justice towards the organization when they deal with opportunistic complaints as opposed to perceived legitimate complaints.	Supported	Supported
Hypothesis 2: Employees will perceive lower levels of interactional justice toward the organization when they deal with opportunistic complaints as opposed to perceived legitimate complaints.	Supported	Supported
Hypothesis 3: Employees will perceive lower levels of distributive justice toward the organization when they deal with opportunistic complaints as opposed to perceived legitimate complaints.	Supported	Supported
Hypothesis 4a: Employee perceptions of procedural justice will be positively related to emotive effort	Not supported	Not supported
Hypothesis 4b: Employee perceptions of interactional justice will be positively related to emotive effort	Not supported	Not supported
Hypothesis 4c: Employee perceptions of distributive justice will be positively related to emotive effort	Supported	Supported
Hypothesis 5a: Employee perceptions of procedural justice will be positively related to emotional dissonance	Not supported	Not supported
Hypothesis 5b: Employee perceptions of interactional justice will be positively related to emotional dissonance	Not supported	Not supported
Hypothesis 5c: Employee perceptions of distributive justice will be positively related to emotional dissonance	Supported	Supported
Hypothesis 6a: Procedural justice will mediate the relationship between complaint type (perceived opportunistic/ perceived legitimate) and emotive effort.	Not supported	Not supported
Hypothesis 6b: Procedural justice will mediate the relationship between complaint type (perceived opportunistic/ perceived legitimate) and emotional dissonance.	Not supported	Not supported
Hypothesis 7a: Interactional justice will mediate the relationship between complaint type (perceived opportunistic/ perceived legitimate) and emotive effort.	Not supported	Not supported
Hypothesis 7b: Interactional justice will mediate the relationship between complaint type (perceived opportunistic/ perceived legitimate) and emotional dissonance.	Not supported	Not supported
Hypothesis 8a: Distributive justice will mediate the relationship between complaint type (perceived opportunistic/ perceived legitimate) and emotive effort.	Not supported	Not supported
Hypothesis 8b: Distributive justice will mediate the relationship between complaint type (perceived opportunistic/ perceived legitimate) and emotional dissonance.	Not supported	Not supported
Hypothesis 9: The effect of the complaint type (perceived legitimate/ perceived opportunistic) on procedural justice will be weaker with higher levels of perceived organizational support as opposed to lower levels of perceived organizational support.	Not supported	Supported
Hypothesis 10: The effect of the complaint type (perceived legitimate/ perceived opportunistic) on interactional justice will be weaker with higher levels of perceived organizational support as opposed to lower levels of perceived organizational support.	Not supported	Supported
Hypothesis 11: The effect of the complaint type (perceived legitimate/ perceived opportunistic) on distributive justice will be weaker with higher levels of perceived organizational support as opposed to lower levels of perceived organizational support.	Not supported	Not supported
Hypothesis 12: The effect of the justice perceptions on emotive effort will be weaker with higher levels of perceived organizational support as opposed to lower levels of perceived organizational support.	Not supported	Not supported
Hypothesis 13: The effect of the justice perceptions on emotional dissonance will be weaker with higher levels of perceived organizational support as opposed to lower levels of perceived organizational support.	Not supported	Not supported

CHAPTER V

DISCUSSION AND CONCLUSION

5.1 Introduction

The purpose of this study was to examine the complaint type (perceived opportunistic and perceived legitimate) on employee perceptions of procedural, interactional, and distributive justice and employees emotive effort and emotional dissonance. Secondly, this study examined the moderating effect of perceived organizational support. This chapter discusses the results of the data regarding the main relationships of complaint type and justice, justice and emotional labor, and the effect of perceived organizational support. The theoretical contributions and managerial relevancy are discussed. Finally, the limitations and suggestions for future research are recommended.

5.2 Discussion of Research Findings

The discussion focuses on the relationships between the main constructs, complaint type and justices, justices and emotional labor, and the effect of perceived organizational support. Specifically, this section will first discuss the significant relationships, complaint type/ procedural justice, complaint type/ interactional justice, complaint type/ distributive justice, and distributive justice/ emotive effort and dissonance. Second, this section will discuss the relationships that were not significant, procedural and interactional justice/ emotional labor, and that justices mediate the relationship between complaint type and emotional labor. Third, there is a discussion of the moderating effect of perceived organizational support. Lastly, there is a discussion of the open ended responses from the hotel study and the restaurant study, including illustrative quotations.

5. 2.1 Complaint Type and Procedural Justice

Opportunistic behavior is defined as seeking self-interest with guile (Ping, 1993) and taking advantage of opportunities. These individuals voice fictitious complaints to service personnel with the goal of receiving compensation for their make-believe service failures (Baker et al., 2012). Generous money-back or compensation policies are argued to encourage customers to fabricate complaints. Procedural justice addresses the perceived fairness of a process (Sparks & McColl-Kennedy, 2001) such as whether the procedures or criteria utilized in making the decision are perceived as being fair. Results for both the hotel and restaurant studies find that employee perceptions of procedural justice toward the organization are significantly lower when dealing with perceived fictitious as opposed to real complaints.

Employees do not believe the procedures are just. Lower perceptions of procedural justice include that they had influence over the procedure, the procedure was fair, and based on accurate information. Perceptions of fairness indicate that employee's interests are protected and send signals to employers about the morality of organizational decisions (Cropanzano et al., 2001) and demonstrate that employee's interests are not protected and that they believe the procedures may be unfair. Servers, for example, have a significant amount of interaction with customers, over the course of a meal. The server needs to balance several tables, time meal service, customer requests, and anticipate needs. When the server has to expend effort and time to take care of the guest, and the policy is simply to give 100% money back, the results of this study indicate that the employee has lower levels of justice perceptions towards the company. For hotel customer-contact employees, they often have a longer duration of customer contact. They may have more information and contact with the guest with which to gauge satisfaction. Similarly, the hotel study finds that employees have lower levels of procedural justice

perceptions towards the company when dealing with fictitious complaints. In both studies, the process is not perceived as fair.

This finding is important to consider as employees may respond to unfairness by discussing incidents with other employees, fostering negative word of mouth about customers (Berry & Seiders, 2008). Employees who work within the service industry often work long hours, work weekends, and holidays, and tend to foster close relationships with other employees who work the same work schedules they do. Talking to colleagues was found to be a major coping mechanism whereby workers engage in discussions with their fellow employees regarding customer interactions, such as partaking in after closing hour drinks with colleagues (Reynolds & Harris, 2006).

Furthermore, employees may respond by discussing incidents with other customers. Eliciting support from patrons refers to employee acts that are designed to foster physical and emotional support from other customers in the servicescape. This can be detrimental to the image a firm wants to communicate, can lead to negative perceptions of firm constituents, and may lead to increased negative word of mouth. This may be true especially if the employee feels that the procedure is unfair as it may also negatively affect employee behavior toward other customers. Research also suggests that the quality of service delivered by frontline employees will decline with prolonged exposure to difficult customers (Harris & Reynolds, 2003). There are a vast number of areas to explore in terms of firm procedures and policies and employee perceptions, yet this research attempts to make a modest contribution by being one of the first to examine complaint type on employee perceptions of procedural justice.

Many successful companies strongly believe in 100% satisfaction guarantee policies. Some of these successful companies examine 100% money back guarantee policies in terms of

monetary benefits. For example, is the amount of increased revenue garnered from loyal customers or satisfied customers greater than the cost of giving complete redress or brand new products? The decision to continue a money back guarantee policy is undoubtedly considers revenues compared to costs. However, this research poses an interesting query; have these policies examined affects towards the employee? While this research is only beginning to examine employee perceptions of unjust complaints, it did find, in two separate studies, that procedural justice perceptions were significantly lower with fake compared to perceived legitimate complaints.

In dealing with complaint resolution, perceptions of procedural justice will largely come down to the company policy and procedures for handling complaints. It is important for companies to assess the procedures for dealing with complaints and the redress policies. Greater emphasis could be placed on the rationale for company policies as opposed to perceived organizational support. Perceived organizational support was only found to significantly moderate procedural justice perceptions in the restaurant sample, which was contrary to what the researchers predicted. One potential reason for this difference is in the way that the guest consumes the product. In hotels, the customer has the ability to know ahead of time what the product is, such as room size and amenities. In restaurants, there is a higher level of simultaneous production and consumption, that even though the guest may be aware of the food offerings, s/he really needs to consume them. The nature of the restaurant product is that you don't exactly know what you are getting until it is consumed. Similarly, while both hotels and restaurants have tangible and intangible components, restaurants have more intangible components. This may be another reason that explains why perceptions of perceived organizational support were only significant in the restaurant study.

5. 2.2 Complaint Type and Interactional Justice

Interactional justice encompasses the manner in which an individual is treated through a process (Sparks & McColl-Kennedy, 2001). Even if employees perceive the procedures and outcomes as fair, they may still consider themselves as treated unfairly if they perceive injustice during interactions (Maxham & Netemeyer, 2002). In service encounters individuals think about how they were treated compared to how they should have been treated in terms of what they believe to be acceptable standards (McColl-Kennedy et al., 2011). Results from both the restaurant and hotel studies found that employees had significantly lower perceptions of interactional justice toward the firm when dealing with perceived fictitious complaints. In other words, the employees also attribute the firm to lower interactional justice. It is important for firms to realize that in dealing with fake complaints, employees believe they are unjustly treated by the firm not just the customer. Common sense may lead managers to attribute decreased interactional justice to the opportunistic customer. However, this research finds empirical support that employees, from two separate studies, also attribute lower perceptions of interactional justice towards the firm. This is grounded in attribution theory and third party justice. This finding is unique to the customer complaining literature.

Frontline employees who perceive lower interactional justice may withdraw from the firm or become frustrated. Lower perceptions of interactional justice are found to have additional negative consequences such as decreased service quality, job dissatisfaction, and negative emotions. Consequently, it may be prudent for firms to begin to offer training on how to handle opportunistic complainers. These decisions may be based on guidelines but should involve guidance and support from supervisors.

Additionally, it may be difficult for an employee who is dealing with an opportunistic customer, who then believes they are being treated unfairly, to not carry over the negative feeling in their next interaction with coworkers or employees. Frontline employees also may show behavioral reactions to customers, opportunistic or legitimate. People are less able to treat each other in a courteous and respectful manner when they feel they have been mistreated (Anderson & Pearson, 1999). In light of the current research findings, more research could look into the emotional or physical behaviors of customer contact employees after they perceive injustice (Harris & Ogbonna, 2002). As this research finds that employees interactional justice perceptions are lower when dealing with fictitious complaints, it is an important point for firms to consider.

Research also finds that employees who perceive lower levels of interactional justice rely on coping mechanisms (Reynolds & Harris, 2006). One tactic is to ignore customers which signifies conscious efforts to ignore or disregard acts such as avoiding eye contact or avoiding a customer altogether. This notion can be seen in restaurants where servers ignore certain tables and no longer attend to their needs. Other coping mechanisms may include post incident isolation which depicts frontline workers physically distancing themselves from both employees and customers after incidences to calm down. Segregation occurs as a way for individual employees to regain composure in private. This can be especially problematic in hotels, if a front desk agent disappears in order to calm down after having to deal with an opportunistic customer.

Again, as perceived organizational support was only found to significantly moderate interactional justice and complaint type in the restaurant study, more research is needed to ascertain how organizations can better support employees when dealing with different types of

complaints. Significant results may exist in the restaurant sample as these employees tend to have specific managers that they routinely deal with. For example, restaurants typically have front of the house managers whose main responsibilities are to manage the dining room and front of the house customer contact employees. Conversely, many hotels, especially smaller hotels and limited service hotels, often have managers that are charged with managing a variety of areas, such as front desk, housekeeping, maintenance, night audit, etc. These managers have more departments and responsibilities, and thus employees may not have as much interaction or perceived support. However, this research finds that in two studies, interactional justice was found to be lowered, and we cannot simply expect employees to just deal with it.

Because contact personnel have frequent contacts with the customers, they serve a boundary-spanning role in the firm and therefore may have a better understanding of customer's needs and problems than other employees and management. Firms can benefit by using this information garnered from this research about employees in strategic planning, service development and service modifications. (Huda et al., 2010). Collecting more information about employee perceptions of interactional justice can help to determine the appropriate responses to customer incidents. Service organizations may want to train employees to better manage opportunistic customer complaints so as to not receive decreased interactional justice perceptions.

5.2.3 Complaint Type and Distributive Justice

Distributive justice involves the perceived fairness of an actual outcome of a process (Palmer, Beggs, & Keown-McMullan, 2000). In reference to employees, distributive justice is the degree to which employees believe they are fairly rewarded for performance, effort,

experience and stresses associated with a job (Maxham & Netemeyer, 2002). Stated differently, distributive justice involves the perceived fairness of the outcome. Interestingly, complaint type had the largest effect on distributive justice of the three justice dimensions measured. This suggests that employees feel that dealing with opportunistic customers and the refund customers receive as a result of liberal redress policies, does not reflect their efforts and contributions to the organization. Service employees are expected to put aside self-esteem, dignity, and basic rights and accept somewhat intolerable behaviors (Grandey et al., 2004). Employees have a significantly lower perceptions of fairness regarding what they have put into their work and fake complainers getting compensation for made up complaints.

It is important for employees to feel that outcomes are fair and reflect the effort and performance they put into their work. Results from this research suggest that both hotel and restaurant customer contact employees do not feel that giving into customers who make up complaints reflects what they put into their work. Regardless of a redress policy a firm chooses to have, it is still important to consider the work that employees put into dealing with all complaints. For example, servers in restaurants still need to follow all of the steps of service, even if they strongly believe a customer is going to get their entire meal bought. They still must take the order, deliver beverages, bring the order, clear plates, and present the check. The employee still delivers the service, even if they are not going to be paid appropriately for the service. Traditionally, the exchange of goods and services are set by the seller, and the consumer pays a set price to receive the service. With the case of fake complaints, the employee still delivers the service, but may not receive compensation. This may be one of the reasons why distributive justice was found to be the most significantly affected dimension in both the hotel

and the restaurant studies. Frontline employees still engage in the work, but are not paid justly for it. Again, is this justly so?

Also, the payout the customer receives may come at a decrease in pay for what the employee receives. Many service personnel are paid commission based on their sales. When a customer gets a full refund for a hotel stay or retail sale, the employee is likely to not receive the commission. Additionally, tipped employees may not also receive an appropriate tip percentage on a comped bill. This will hold true for a variety of tipped employees in service firms such as servers, bartenders, valets, concierge, and drivers. The tip is the medium through which customers reward or punish employees for good or bad service. If employees deliver the service, and are not paid, this will impact distributive justice. This is further compacted by the notion that many tipped employees in the United States are paid below minimum wage. Other service positions are paid commissions such as front desk agents and retail workers. If opportunistic customers purchases are refunded, the employee may no longer receive the compensation for the service delivered.

Individuals are often more sensitive to losses. This not only leads to decreased perceptions of distributive justice, but can spurn a variety of negative effects. Organizations need to be cognizant of how redress policies and service failure recovery affects employees in addition to how it appeases customers. Employee perceptions of distributive justice can influence organizational commitment (Seeney & McFarlin, 1997). If an employee feels they are not adequately compensated for their work, they will not be as committed to the organization.

Additionally, distributive justice is associated with job satisfaction. Regular injustice from customers creates an unpleasant working environment and employees may seek to avoid it whenever possible (Grandey et al., 2004). This may lead to increased absenteeism or employee

turnover. As frontline employees are often at the receiving end of fraudulent complaints, organizations may need to take care of their employees by managing the customer or supporting the employees work efforts with appropriate compensation.

5.2.4 Distributive Justice and Emotive Effort and Emotional Dissonance

If the procedure is to have service with a genuine smile, even if the customer is being unjust, is this fair to the employee? The expectations of the organization play an important role in the display rules of the service employee. Very few studies combine distributive justice and emotional labor. Yet, distributive injustices set the stage for emotional reactions and the effort and dissonance experienced through those reactions. While employee perceptions of procedural and interactional justice were not positively related to emotive effort and emotional dissonance in both studies, they were positively related to distributive justice. That is, employees may feel that they are not being adequately compensated for having to endure opportunistic customers and all of the effort and stress associated in dealing with them. In the services management literature, perceived injustice represents the perceived fairness of some specific service events, such as service failure or the service recovery (Sparks & McColl-Kennedy, 2001). In dealing with perceived fake complaints, employees note that they experience more emotional dissonance, or a discrepancy between how they truly feel and what they are required to display (i.e. service with a smile). How easy is it to smile through an interaction that an employee strongly believes is unfair? How different is what the employees truly feels versus what they must portray in the servicescape? Moreover, this research suggests that the employees do not feel that they are being adequately compensated and that perceptions of distributive justice significantly affect their emotional dissonance.

Dealing with opportunistic customers can be stressful, and service with a smile can be stressful. This makes the amount of effort required to consistently display a smile a worthwhile, and under-researched topic (Grandey et al., 2005). Additionally, in dealing with fictitious customer complaints, employees may be exerting more emotional effort. As distributive justice deals with the degree to which employees believe that they are being fairly rewarded for their performance, effort, experience, and stresses associated with their jobs (Maxham & Netemeyer, 2002) it makes sense that distributive justice had a significant effect on emotive effort. Distributive justice was found to be significantly related to emotive effort in both the hotel study and the restaurant study. When employees have lower perceptions of distributive justice, they also are exerting more emotive effort. This finding is interesting in that it may create a compound effect. In other words, when dealing with fake complaints, the employees will have lower perceptions of distributive fairness and also have to exert higher emotive effort. Both lower levels of distributive justice and higher levels of emotive effort have been found to lead employees to have lower job satisfaction, deliver lower service quality, and increases turnover. The results of this research are of particular relevance for theory building and managerial implications such that it finds that both distributive justice is lowered and emotive effort and dissonance are increased, creating a potentially compounded effect for employees.

Because complaint handling involves a specialized type of customer service, it often requires extra efforts that extend beyond those needed for general customer service. Dealing with fake complaints requires extra time, effort, and increases emotional labor. Results from this research suggest that employees feel they are not fairly compensated for their work. Once managers establish a greater understanding of employee perceptions of perceived and opportunistic complaints, they can choose to respond to future acts in a more proactive rather

than reactive manner. A proactive approach may involve managers recognizing the emotional consequences for employees and use this as feedback for service system changes and increase perceptions of distributive justice. Highly committed employees accept the goals and values of the organization and are willing to devote personal effort to achieve goals, such as satisfaction guarantee or 100% money back guarantees.

5.2.5 Procedural and Interactional Justice and Emotive Effort and Emotional Dissonance

This research did not find support for the relationship between procedural justice and interactional justice on emotive effort and emotional dissonance, despite support in the literature. One possible reason for the non-significant results may be due to the sample. This study attempted to minimize the effects of a particular corporation by using a large marketing research firm for data collection. However, future research may find significant effects when controlling for a specific segment of a firm, such as quality of hotel (economy, midscale, or luxury), or type of restaurant (quick service, casual, or upscale). While emotive effort and emotional dissonance, were not found to be significant, there is much room for research to address whether other emotional outcomes, such as negative emotional reactions like anger and frustration are. Additionally, there may be other relationships to explore such as employee coping, burnout, and emotional exhaustion.

5.2.6 Mediating Relationship of Justices

Mediation analyses require three regressions, that the independent variable significantly affects the dependent variable, that the independent variable significantly affects the mediator, and that the mediating variable mediates the relationship between the IV and the DV. Results of

this study found that all three justices did not mediate the relationship between complaint type and emotional labor. This finding is contrary to the theoretical support. However, it is interesting to note that in the mediation analyses, complaint type significantly affected distributive, procedural, and interactional justice in the second mediation analysis, and that complaint type significantly affected both emotive effort and emotional dissonance in the first regression. This may provide support that emotive effort and emotional dissonance are directly affected by perceived legitimate and perceived opportunistic complaints rather than mediated by procedural, interactional, and distributive justice. Once again, service credos that require employees to maintain a positive disposition and smiling face even in situations that may evoke negative reactions, such as dealing with opportunistic customers are important for managers to consider. Increased emotional labor is likely when dealing with opportunistic customers and these emotions are important to manage and control in order to focus on work tasks and interact effectively with coworkers and other customers.

5. 2.7 Effect of Perceived Organizational Support

Contrary to hypotheses 9- 13, perceived organizational support did not moderate the relationships between distributive justice, emotive effort, or emotional dissonance. It did, however, moderate the relationship between procedural justice and interactional justice in the restaurant study, but not the hotel study. Perceived organizational support raises the expectancy that the organization would require greater effort toward meeting organizational goals (Eisenberger et al., 1986). The findings are interesting such that they suggest that even with high support from your manager and organization, employees still have negative justice perceptions when dealing with opportunistic complainers. Perhaps this finding can be related to the fact that

employees who feel that they have control at work (such that they can influence a policy or procedure) feel more empowered and can influence decisions. While this study utilized experimental design, it could be beneficial to ascertain employee perceptions of justice in an actual organization, where perceived organizational support may be viewed as more authentic. Additionally, as previously discussed, although organizational support was found to be non-significant, other variables may moderate the relationship such as organizational commitment, commitment trust, or organizational citizenship.

One potential reason for this difference in guest consumption. In hotels, the customer has the ability to know ahead of time what the product is, such as room size and amenities. In restaurants, there is a higher level of simultaneous production and consumption, that even though the guest may be aware of the food offerings, s/he really needs to consume them. The nature of the restaurant product is that you don't exactly know what you are getting until it is consumed. Similarly, while both hotels and restaurants have tangible and intangible components, restaurants have more intangible components. This may be another reason that explains why perceptions of perceived organizational support were only significant in the restaurant study.

5. 2.8 Open Ended Responses

It is interesting to discuss the open ended responses ascertaining that if the scenario had been more or less severe, how would the employees responses have changed. A majority of the respondents, 63.3% in both hotel study employees and 54.1% (high severity) and 68.8% (low severity) of restaurant study employees said their responses would have been exactly the same.

For example:

“As the company has a 100% satisfaction guarantee, I would react the same regardless of the severity”

“The customer is always right. My reaction would stay the same regardless of severity”

“I would still have reacted in the same way. Every complaint is important no matter how big or small”

“I would do what the company instructed”

Approximately 5% of hotel respondents and 11% of restaurant respondents commented that they would have become more emotional had the severity been higher.

“I take pride when dealing with customers. When they complain for no reason, it really upsets me”

“I would be indignant as it would reflect on me as an employee and indeed as a person”

“I would fight back if the complaint was against me personally”

While this study only measured employee perceptions of emotional dissonance and emotive effort, the qualitative component suggests that employees may exhibit negative emotions such as anger and frustration. Future research could more deeply assess emotions that arise when dealing with opportunistic as compared to legitimate complaints. Emotions are not independent and they are bound to other people in the context in which they occur. Analysis of the qualitative responses gleaned some interesting comments, which would be ripe for future exploration and provide benefits to managers.

A number of employees also commented on emotional labor as a result of opportunistic customers and severity:

“I’d be upset deep inside, but I have to mask my emotions and behave the appropriate way as expected of me”

“It would have increased my stress level”

“The customer is always right, even when they are not. These situations are more tense and can anger less experienced employees”

This was also found in the MANCOVA results and by analyzing the mean differences between treatments. Employees experienced higher levels of emotive effort and greater emotional dissonance when dealing with perceived opportunistic customers as opposed to perceived legitimate complaints. As previously discussed consequences to increased emotional labor include desensitization, burnout, emotional exhaustion, and turnover. The results from the experimental design are supplemented by the open ended responses from employees that they experience more emotional labor. Management needs to be cognizant of this finding when dealing with opportunistic complaints. To date, most of the literature discusses how to handle customers, and does not give suggestions for management of how to handle employee perceptions and outcomes.

Depending on the managerial culture and company policies, some firms may allow employees more ownership and empowerment to handle complaints while others would simply go to management to address complainers. Respondents wrote:

“I would take the complaint in its entirety to my manager”

“Immediately get the manager involved”

“This is management’s problem, not mine”

“I would deal with the situation myself”

The decision of how handles complaints is up to each individual firm, but it is important that employees know the policy and procedures. In addition, it is important for the customer to make sure that the procedure is easy for them to use. Service failure recovery can expedite the resolution process and increases the ownership of the provider in the resolution process and follow through (Baker et al., 2012).

Additionally, it is up to each organization to determine when to give into perceived opportunistic complaints. It is not possible to provide one answer as it depends on numerous situational factors (Baker et al., 2012). However, as this problem is occurring, we suggest that managers need to analyze the customer, firm, employees and the customer-firm, firm-employee, and employee-customer relationships. Specifically, firms should investigate the characteristics of the particular circumstance to determine the appropriate response for a particular scenario. Simply ignoring the issue may be causing negative effects for employees such as decreased perceptions of justice and increased emotional labor. More specifically, some comments were geared toward management support when dealing with opportunistic customers:

“It upsets me when customers make up complaints and it really upsets me when management doesn’t back me up”

“(When giving into opportunistic complaints) I would lose respect for the management. I may report it to upper management”

This study examined how perceived organizational support would moderate the effects of complaint type. Overall, most of the quantitative results found that perceived organizational support does not moderate the relationship between complaint type and perceptions of justice. However, the benefits of support are well documented in the literature and employees need to feel that management is on their side. This is an area for more research and managers should recognize how employees may feel toward them when they are not backed up.

Literature strongly suggests that fake complaints are increasing. Some employees discussed the frequency of dealing with fake complaints:

“This issue comes up with complaints far too often, and that we need to do a better job of dealing with it”

“I’ve dealt with this and definitely feel that the company is being taken advantage of (and possibly the server as well)”

“It is a shame, but this is what customers can be”

“I am frustrated with the company policy and the type of customers that make up complaints just to receive a free meal. I am contemplating finding another job”

The open ended responses provide support that opportunistic complaints are occurring and also note that companies need to do a better job of dealing with it. Interestingly, only a small number of respondents 6.6% (hotel) and 5.3% (restaurant) said that they would document the situation or ask for guidance in how to address opportunistic complaints. For example:

“I would want my supervisor to write it up that we both felt the customer was lying, especially if I felt that it would reflect on my reputation within the company”

“I would ask my manager to council me on ways I could handle that type of situation”

This perhaps gets at the crux of the issue of opportunistic complaints. Employees are dealing with them. Some firms and employees are just expected to cope and are not given guidance on how to deal with illegitimate complaints. Firms should first seek to ascertain and document complaints to determine patterns such as repeat customers, or lax policies. Some customers may be habitual complainers and may no longer be a good return on investment. Some large companies have created customer blacklists to minimize repetitively abusive customers.

Second, employees may need more training and coaching on how to deal with different types of complaints. There is not a one size fits all solution, and customized responses from employees can yield higher satisfaction and better recovery. Such training may involve task conflict framing whereby the service provider uses language that focuses on the tangibles of the problem rather than instigate the emotion-laden conflicts (Beverland et al., 2010). Other training may involve deep acting techniques, conflict resolution, or emotion regulation management.

5.3 Implications of the Research Findings

The research objective of this study is to examine employee procedural, interactional, and distributive justice perceptions, and emotive effort and dissonance of perceived legitimate and opportunistic complaints. The results of the study indicate that all three forms of justice are significantly lower when dealing with opportunistic complaints. Additionally, employee

distributive justice perceptions significantly affect both emotive effort and emotional dissonance.

The research provides both important theoretical and managerial contributions:

5.3.1 Theoretical Contributions

The theoretical contributions of this research lie in addressing the gaps to the current literature in terms of opportunistic customer complaining research, justice research, and emotional labor research.

As previously discussed, very little research investigates the consequences of opportunistic customers, and even less investigates it as it affects employees (Harris & Reynolds, 2003; Grandey et al. 2004; Ro & Wong, 2012). Research is needed on how the customer-employee interaction affects the employee, and service organizations are prime for psychological exploration because service workers are most often required to display certain emotions prescribed by the organization. This study is the first to examine perceived opportunistic and legitimate complaints and assess employees perceptions of procedural, interactional, and distributive justice. Specifically, this research progresses the service literature by finding that complaint type significantly affects employee perceptions of procedural, interactional, and distributive justice. More specifically, employees have lower levels of all three justice dimensions when dealing with perceived opportunistic compared to legitimate customers.

Second, this research is unique in that it examines organizationally based justice perceptions that stem from a customer interaction. Sources of injustice must stem from someone or something (Cropanzano et al., 2001; Rupp et al., 2007). This notion of third-party justice is a recent area of research (Spencer & Rupp, 2009) and this study progresses the justice literature by finding empirical support of third-party justice, of which there are limited studies. This research

finds that when dealing with a perceived fake versus legitimate complaint, that while the employee may see the customer as a source of justice or injustice, more importantly, they also have decreased justice perceptions towards the organization and the organizations redress or money-back guarantee policies.

Third, there is a lack of emotional labor research that examines emotional regulation (emotive effort and emotional dissonance) rather than emotional display (deep and surface acting) (Groth et al., 2009). This study contributes to the literature by empirically examining emotional labor from the emotional regulation standpoint. Additionally, complaint related justice is more than economic factors, although most research has looked at it from this standpoint. Rather little is known about the emotional reactions to justice (Chebat & Slusarczyk 2005) and this study also contributes to theoretical development by combining justice theory and emotional labor literature.

5.3.2 Managerial Contributions

Firms are more increasingly appeasing complaining customers with redress and liberal redress policies are more common than ever before. Additionally, opportunistic customers are increasing in a variety of service firms, especially hospitality, and employees are expected to put up with complaining customers. This research provides important implications for both managers and employees on perceived legitimate and perceived opportunistic complaints.

Very little is known about how organizations cope with difficult customers (Susquet, 2010). Successful companies cannot simply ask employees to cope with misbehaving customers (Pizam, 2004), but there is little research and little guidance for managers on how to deal with opportunistic customers. This research provides important managerial implications as the

results find that justice perceptions towards the organization are lower when dealing with opportunistic customers. Additionally, the results find that even with high levels of perceived organizational support, justice perceptions are not significantly different. This is contrary to theoretical support in research, but sparks an interesting discussion for companies. How does your organization's redress policy affect your employees? What can companies do to minimize decreased procedural, interactional, and distributive justice perceptions and increased emotive effort and emotional labor?

This research is one of the first to examine employee perceptions of perceived opportunistic complaints empirically. This research also hopes to provide managerial relevancy as it seeks to stimulate discussion on some previously unresearched relationships associated with opportunistic complaining. While firms may have liberal redress policies, and continuation of these policies is economically viable, there may be negative consequences for the frontline employees who have to deal with these fictitious complaints. Results from two separate studies find that employees have decreased interactional, procedural, and distributive justice towards the organization when they have to deal with opportunistic complaints compared to perceived legitimate complaints. Additionally, distributive justice significantly affects emotive effort and emotional dissonance. All of these findings should prove relevant to service firms, who are likely to want to minimize these affects. Most importantly, as this research finds empirical support, it hopes that firms will start a dialogue that includes employee perceptions, such as justice and emotional responses to dealing with opportunistic customers. It is no longer justly so and that employees have to deal with these customers 'just because' a policy says so. Each individual firm should consider the policy, the interaction, and the outcome as it affects their employees, who are a vital component to the firm's long-term success.

In light of the findings from this study, managers and organizations may want to revisit policies and procedures regarding liberal redress policies and customer complaints. Adding employee justice and emotional labor perceptions may prove to be a significant part of the equation.

5.4 Limitations and Future Research

While it is not possible to accurately gauge the extent of opportunistic customers in the service sector, recent research finds that frontline employees are routinely dealing with difficult customers (Kim, 2008) and increasing opportunistic complaints (Wirtz & McColl-Kennedy, 2010). One limitation involves the perceptions of opportunistic complaints versus the perception of perceived legitimate complaints. In these scenarios, perceived complaint type was manipulated and manipulation checks showed that the complaint type was manipulated as intended. However, in some cases a service employee may be certain that a complaint is fake, but there are varying degrees of possibilities that exist. How confident should a service personnel be that a complaint is fake? Additionally, this study measured perceived complaint type, similar to research is service failure that measures customer's perceptions of service failure and not actual service failure. Despite a carefully designed research program, we acknowledge that some limitations, including hypothetical scenarios. The use of hypothetical scenarios yields high internal validity, but low external validity. If possible, future research should seek to examine actual cases of complaint type in addition to experimental design.

This research utilizes two studies, one from restaurant employees and the second from hotel employees. While the use of two studies aids in generalizability for service, results may not be consistent through all sectors of the service industry. The perceptions uncovered may be

specific to the context in which they occurred. In other settings, the moderating effect of perceived organizational support may be more apparent. In addition, other service settings may find unique moderating of mediating variables to employees dealing with complaint type. Therefore, future research, including field settings should be conducted.

Additionally, this study surveyed employees who had experience as a frontline employee. While there were no significant differences found based on employee years of experience or recency of experience in this study, research may seek to examine current employee perceptions. Additionally, employee position was found to be a covariate in the MANCOVA model. Future research should seek to determine more specifically how different employees, and to what degree different employees are affected by opportunistic complaints. For example, are hourly employees more susceptible to increased emotional labor than managers? Do long term employees become more desensitized to complaints? What affect does this have on their service quality?

Finally, results from further analyses found that employees experienced higher levels of emotive effort and greater emotional dissonance when dealing with perceived opportunistic customers as opposed to perceived legitimate complaints. While this study did not examine the direct effects of complaint type on emotive effort and emotional labor, mediation analyses found a statistically significant effect of complaint type on both emotional dissonance and emotive effort. Additional MANCOVA models found the direct effects to be statistically significant; complaint type and emotive effort ($p < .000$) and complaint type and emotional dissonance ($p < .000$) for both the restaurant and the hotel study. Results suggest that the model could be respecified. The modification of the model could have emotive effort and emotional dissonance directly related to complaint type, rather than mediated by procedural, interactional, and

distributive justice provided strong results and resulted in statistically significant differences for complaint type and procedural justice, complaint type and interactional justice, complaint type and distributive justice, complaint type and emotive effort, and complaint type and emotional dissonance.

5.5 Conclusions

Research has shown that customers are becoming more aggressive (Kim, 2008), unjust complaints are increasing (Reynolds & Harris, 2005), complaint forums are increasing (Yani-de-Soriano & Slater, 2009), and that front line employees are particularly vulnerable (Pizam, 2004). However, there is little empirical research that examines all of these phenomena together, expanding the services marketing theory behind customer complaining behavior. Therefore, this research is especially relevant to service, human resources, marketing, and hospitality research as it develops, tests, and progresses theory.

Narrow profit margins coupled with generous service failure redress tactics that are practiced by many hospitality firms in recent years (Wirtz & McColl-Kennedy, 2010) have greatly affected the way service firms behave. Liberal redress policies such as 100 percent money back guarantees are becoming more commonplace in the hospitality industry (Zeithaml & Bitner, 2003). Many studies assume that customers monotonically act in both a functional and good-mannered way during exchanges, however, considerable anecdotal evidence suggests that customers routinely behave negatively (Reynolds & Harris, 2009). Yet, there is very little research that examines how employees within organizations that are driven by a customer focus cope with acts of customer misbehavior (Donovan, Brown, & Mowen, 2004) despite the increasing dominance in customer complaints, and what wider consequences the customer-

driven market orientation may have for the increase in customer complaints, customer-contact employees, their satisfaction or retention.

This research finds that both hotel and restaurant employee perceptions of procedural justice is significantly lower when they deal with opportunistic complaints compared to legitimate complaints. They perceive the process and procedures as unjust. The research also finds that employee perceptions of interactional justice toward the firm are significantly lower with perceived opportunistic complaints. Most significantly, employee perceptions of distributive justice are statistically lower when dealing with perceived fictitious complaints. Employees feel that they are not compensated for the effort and performance when dealing with opportunistic customers. Additionally, perceptions of distributive justice were found to significantly affect both emotive effort and emotional dissonance.

This study is one of the first to examine complaint type, justice, and emotional labor as it relates to complaint behavior. As such, it provides important theory building through the use of experimental design. Additionally, this research addresses a topic that is occurring in practice, and provides empirical results that managers and employees can find beneficial. Frontline employees are an important source of information about customers (Bitner et al., 1994) and employees can aid service firms in making strategic decisions regarding service improvement and service modification (Schneider & Bowen, 1984). Additionally, customer contact employees are an excellent source of data for understanding the origins of undesired organizational outcomes (Luria et al., 2009). From a managerial perspective, customers are becoming more aggressive (Kim, 2008), opportunistic complaints are increasing (Baker et al., 2012; Reynolds & Harris, 2005) and frontline employees are just expected to cope (Pizam,

2004). This research asks the question, and provides empirical results and managerial suggestions as to whether this is justly so and should continue to be just so.

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Figure 1

Proposed Theoretical Model

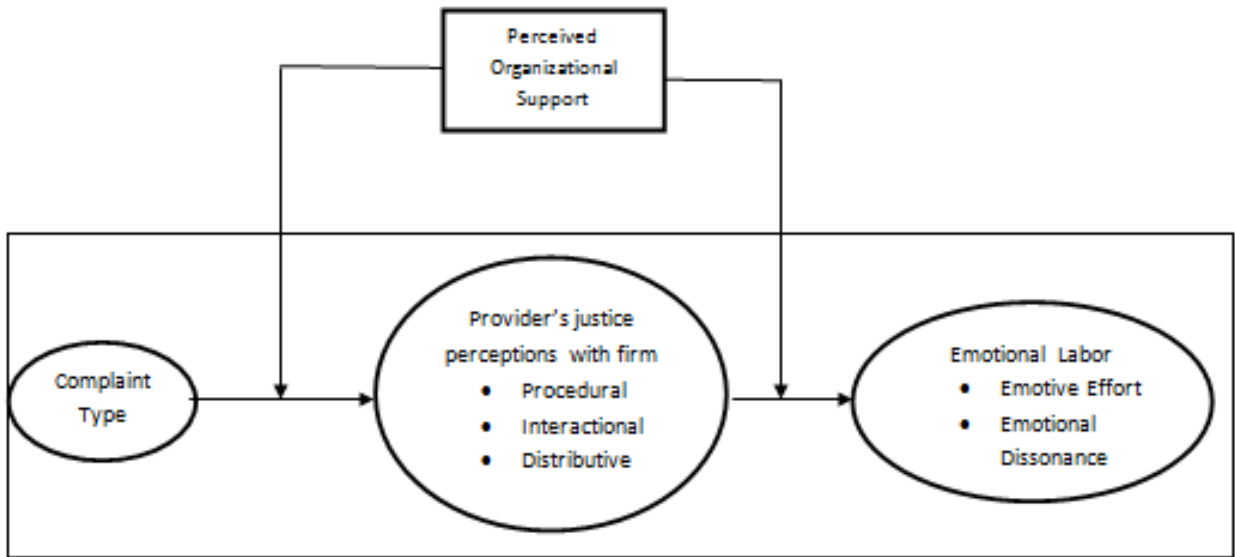
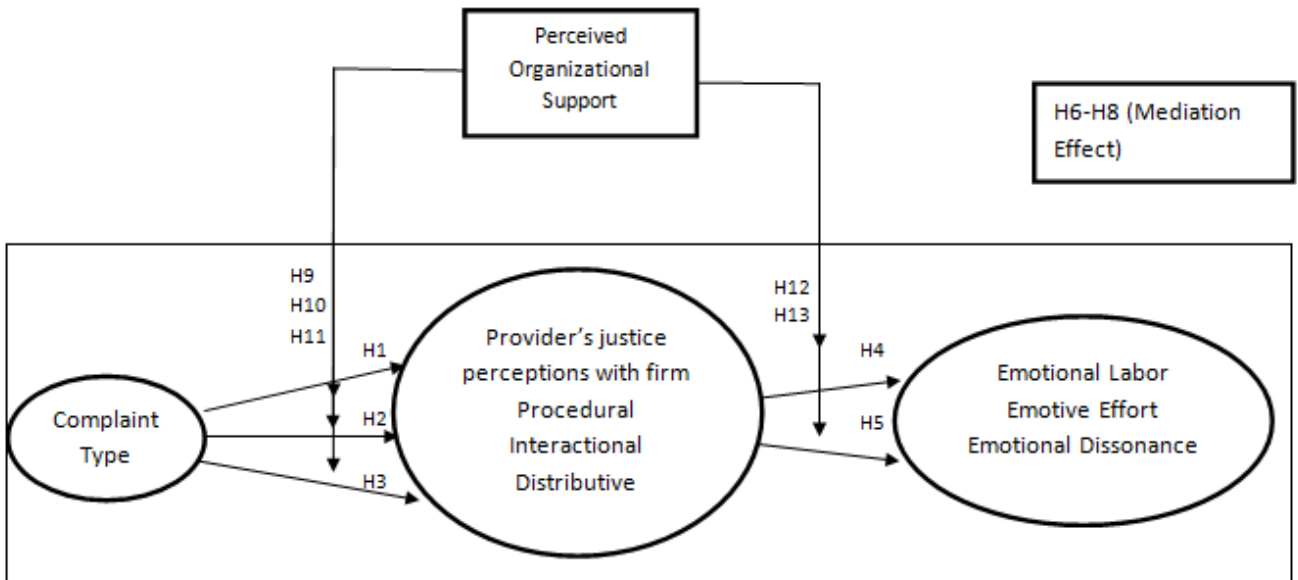


Figure 2

Proposed Model with Hypothesized Relationships



APPENDIX A: RESTAURANT SCENARIOS

Study 1: Restaurant Scenario with Opportunistic Complaint and high POS

You are a server working at a restaurant that has regular contact with customers and frequently deals with customer complaints. The company you work for has a 100% satisfaction guarantee policy whereby any customer that complains gets a full refund for their meal.

You currently have a customer who you strongly believe is extremely satisfied with their dining experience. However, at the end of the meal the customer complains without a justifiable cause. You strongly believe the customer is creating a fictitious complaint just to receive the full refund. As the server, you must deal with the customer and their fake complaint.

You inform your manager that you believe the customer is voicing a fake complaint, trying to take advantage of the restaurant's policy. The manager acknowledges your opinion, and shows a high amount of concern for you, your opinion, and cares about your well-being.

You genuinely feel that the manager supports you and your feelings about the customer; however both the organization and you as the employee are obligated by the 100% money-back guarantee and must give the customer the full refund.

Study 1: Restaurant Scenario with Legitimate Complaint and high POS

You are a server working at a restaurant that has regular contact with customers and frequently deals with customer complaints. The company you work for has a 100% satisfaction guarantee policy whereby any customer that complains gets a full refund for their meal.

You currently have a customer who you strongly believe is not satisfied with their dining experience. At the end of the meal the customer complains with reason. You strongly believe the customer complaint is valid and genuine. As the server, you must deal with the customer and their legitimate complaint.

You inform your manager that you believe the customer complaint is legitimate. The manager acknowledges your opinion and shows a high amount of concern for you, your opinion, and cares about your well-being.

You genuinely feel that the manager supports you and your feelings about the customer; as both the organization and you as the employee are obligated by the 100% money-back guarantee you give the customer the full refund.

Study 1: Restaurant Scenario with Opportunistic Complaint and low POS

You are a server working at a restaurant that has regular contact with customers and frequently deals with customer complaints. The company you work for has a 100% satisfaction guarantee policy whereby any customer that complains gets a full refund for their meal.

You currently have a customer who you strongly believe is extremely satisfied with their dining experience. However, at the end of the meal the customer complains without a justifiable cause. You strongly believe the customer is creating a fictitious complaint just to receive the full refund. As the server, you must deal with the customer and the fake complaint.

You inform your manager that you believe the customer is voicing a fake complaint, trying to take advantage of the restaurant's policy. The manager does not acknowledge your opinion and shows no concern for you, your opinion, and does not care about your well-being.

You genuinely feel that the manager does not support you and your feelings about the customer; however both the organization and you as the employee are obligated by the 100% money-back guarantee and must give the customer the full refund.

Study 1: Restaurant Scenario with Legitimate Complaint and low POS

You are a server working at a restaurant that has regular contact with customers and frequently deals with customer complaints. The company you work for has a 100% satisfaction guarantee policy whereby any customer that complains gets a full refund for their meal.

You currently have a customer who you strongly believe is not satisfied with their dining experience. At the end of the meal the customer complains with reason. You strongly believe the customer complaint is valid and genuine. As the server, you must deal with the customer and their legitimate complaint.

You inform your manager that you believe the customer complaint is legitimate. The manager does not acknowledge your opinion and shows no concern for you, your opinion, and does not care about your well-being.

You genuinely feel that the manager does not support you and your feelings about the customer; as both the organization and you as the employee are obligated by the 100% money-back guarantee; you give the customer the full refund.

APPENDIX B: HOTEL SCENARIOS

Study 2: Hotel Scenario with Opportunistic Complaint and high POS

You are a front desk clerk working at a hotel that has regular contact with customers and frequently deals with customer complaints. The company you work for has a 100% satisfaction guarantee policy whereby any customer that complains gets a full refund for their hotel stay.

You currently have a customer who you strongly believe is extremely satisfied with their hotel stay. However, at the end of their stay, the customer complains without a justifiable cause. You strongly believe the customer is creating a fictitious complaint just to receive the full refund. As the front desk clerk, you must deal with the customer and their fake complaint.

You inform your manager that you believe the customer is voicing a fake complaint, trying to take advantage of the hotel's policy. The manager acknowledges your opinion, and shows a high amount of concern for you, your opinion, and cares about your well-being.

You genuinely feel that the manager supports you and your feelings about the customer; however, as both the organization and you as the employee are obligated by the 100% money-back guarantees and give the customer the full refund.

Study 2: Hotel Scenario with Legitimate Complaint and high POS

You are a front desk clerk working at a hotel that has regular contact with customers and frequently deals with customer complaints. The company you work for has a 100% satisfaction guarantee policy whereby any customer that complains gets a full refund for their hotel stay.

You currently have a customer who you strongly believe is not satisfied with their hotel stay. The customer complains with reason, and wants a refund. You strongly believe the customer complaint is valid and genuine. As the front desk clerk, you must deal with the customer and their legitimate complaint.

You inform your manager that you believe the customer complaint is legitimate. The manager acknowledges your opinion and shows a high amount of concern for you, your opinion, and cares about your well-being.

You genuinely feel that the manager supports you and your feelings about the customer; as both the organization and you as the employee are obligated by the 100% money-back guarantee and give the customer the full refund.

Study 2: Hotel Scenario with Opportunistic Complaint and low POS

You are a front desk clerk working at a hotel that has regular contact with customers and frequently deals with customer complaints. The company you work for has a 100% satisfaction guarantee policy whereby any customer that complains gets a full refund for their hotel stay.

You currently have a customer who you strongly believe is extremely satisfied with their hotel stay. However, customer complains without a justifiable cause. You strongly believe the customer is creating a fictitious complaint just to receive the full refund. As the front desk clerk, you must deal with the customer and their fake complaint.

You inform your manager that you believe the customer is voicing a fake complaint, trying to take advantage of the hotel's policy. The manager does not acknowledge your opinion, and shows no concern for you, your opinion, and does not care about your well-being.

You genuinely feel that the manager does not support you and your feelings about the customer; however both the organization and you as the employee are obligated by the 100% money-back guarantee and give the customer the full refund.

Study 1: Hotel Scenario with Legitimate Complaint and low POS

You are a front desk clerk working at a hotel that has regular contact with customers and frequently deals with customer complaints. The company you work for has a 100% satisfaction guarantee policy whereby any customer that complains gets a full refund for their hotel stay.

You currently have a customer who you strongly believe is not satisfied with their hotel stay. The customer complains with reason and wants a refund. You strongly believe the customer complaint is valid and genuine. As the sales person, you must deal with the customer and their legitimate complaint.

You inform your manager that you believe the customer complaint is legitimate. The manager does not acknowledge your opinion, and shows no concern for you, your opinion, and does not care about your well-being.

You genuinely feel that the manager does not support you and your feelings about the customer; as both the organization and you as the employee are obligated by the 100% money-back guarantee and give the customer the full refund.

APPENDIX C: PRETEST HOTEL QUESTIONNAIRE

Instructions: Carefully read the scenario and assume that you are the employee working at this hotel and that this just happened to you.

INSERT SCENARIO

Assume you are the employee working at this hotel and this just happened to you. Please indicate your level of agreement with the following statements (1= strongly disagree; 7= strongly agree) by circling the number

	Strongly Disagree							Strongly Agree
1. I was able to express my views and feelings during this process	1	2	3	4	5	6	7	
2. I had influence over the refund decision arrived at by this procedure	1	2	3	4	5	6	7	
3. The procedures were applied consistently	1	2	3	4	5	6	7	
4. The procedures of my firm were free of bias	1	2	3	4	5	6	7	
5. The procedures of my firm were based on accurate information	1	2	3	4	5	6	7	
6. I was able to appeal the refund decision arrived at by the procedures	1	2	3	4	5	6	7	
7. The procedures of my firm upheld are of high ethical and moral standards	1	2	3	4	5	6	7	
8. I was treated in a polite manner by the firm	1	2	3	4	5	6	7	
9. I was treated with dignity by the firm	1	2	3	4	5	6	7	
10. I was treated with respect by the firm	1	2	3	4	5	6	7	
11. The customer refrained from improper remarks or comments	1	2	3	4	5	6	7	
12. The refund decision reflected the effort you put into your work	1	2	3	4	5	6	7	
13. The refund decision was appropriate for the work you completed	1	2	3	4	5	6	7	
14. The refund decision reflected what you contributed to the organization	1	2	3	4	5	6	7	
15. The refund decision was justified	1	2	3	4	5	6	7	
16. For quality control purposes, please circle 2	1	2	3	4	5	6	7	
17. I would to put on a "mask" in order to express the right emotions	1	2	3	4	5	6	7	
18. The emotions I showed to this customer matched how I truly felt	1	2	3	4	5	6	7	
19. I covered up my true feelings when dealing with this customer	1	2	3	4	5	6	7	
20. I displayed emotions that I was not actually feeling	1	2	3	4	5	6	7	
21. I faked the emotions I showed when dealing with this customer	1	2	3	4	5	6	7	
22. I put on an act in order to deal with this customer in an appropriate way	1	2	3	4	5	6	7	
23. I behaved in a way that differed from how I really felt	1	2	3	4	5	6	7	
24. I had to work at "calling up" the feelings I needed to show the customer	1	2	3	4	5	6	7	
25. I had to concentrate more on my behavior when I displayed an emotion that I didn't actually feel	1	2	3	4	5	6	7	
26. I tried to talk myself out of feeling what I really felt when helping this customer	1	2	3	4	5	6	7	
27. I tried to change my actual feelings to match those that I had to express to this customer	1	2	3	4	5	6	7	
28. I tried to actually experience the emotions that I had to show when interacting with this customer	1	2	3	4	5	6	7	

Please indicate your level of agreement with the following statements (1= strongly disagree; 7= strongly agree)

	Strongly Disagree				Strongly Agree		
	1	2	3	4	5	6	7
1. In this situation, the customer was making up a complaint	1	2	3	4	5	6	7
2. In this situation, the customer created a fictitious complaint to receive a full refund	1	2	3	4	5	6	7
3. In this situation, the complaint is legitimate	1	2	3	4	5	6	7
4. This organization really cares about my well-being	1	2	3	4	5	6	7
5. This organization strongly considers my goals and values	1	2	3	4	5	6	7
6. This organization shows little concern for me	1	2	3	4	5	6	7
7. This organization cares about my opinions	1	2	3	4	5	6	7
8. This organization would be willing to help me if I need a special favor	1	2	3	4	5	6	7
9. Help is available from this organization if I had a problem	1	2	3	4	5	6	7
10. This organization would forgive an honest mistake on my part	1	2	3	4	5	6	7
11. If given the opportunity, this organization would take advantage of me	1	2	3	4	5	6	7

Rate the realism of the scenario (1= not at all realistic; 7= extremely realistic)

	Not at Realistic				Extremely Realistic		
	1	2	3	4	5	6	7
Realism of the scenario	1	2	3	4	5	6	7

Please check the appropriate category. All information will be held in strict confidence

What is your gender?

Male _____ Female _____

In what year were you born? _____

Please select the category that best describes your race:

Asian _____ African American _____
 Hispanic _____ White _____
 Other _____

How long did you work as an employee in a hotel?

Never _____ 3-4 years _____
 1 day- 1 year _____ 4-5 years _____
 1-2 years _____ More than 5 years _____
 2-3 years _____

How long since you last worked in a hotel?

Currently working _____ 3-4 years _____
 1 day- 1 year _____ 4-5 years _____
 1-2 years _____ More than 5 years _____
 2-3 years _____

How large was the hotel you worked for?
(1= very small; 7= very large)

Very small				Very large		
1	2	3	4	5	6	7

Did the hotel you worked for have a 100% money back guarantee policy?

Yes _____ No _____

How liberal was the redress policy?
(1= not at all liberal; 7= very liberal)

Not at all Liberal				Very Liberal		
1	2	3	4	5	6	7

APPENDIX D: PRESTEST RESTAURANT QUESTIONNAIRE

Instructions: Carefully read the scenario and assume that you are the employee working at this restaurant and that this just happened to you.

INSERT SCENARIO

Assume you are the employee working at this restaurant and this just happened to you. Please indicate your level of agreement with the following statements (1= strongly disagree; 7= strongly agree) by circling the number

	Strongly Disagree							Strongly Agree
	1	2	3	4	5	6	7	
1. I was able to express my views and feelings during this process	1	2	3	4	5	6	7	
2. I had influence over the refund decision arrived at by this procedure	1	2	3	4	5	6	7	
3. The procedures were applied consistently	1	2	3	4	5	6	7	
4. The procedures of my firm were free of bias	1	2	3	4	5	6	7	
5. The procedures of my firm were based on accurate information	1	2	3	4	5	6	7	
6. I was able to appeal the refund decision arrived at by the procedures	1	2	3	4	5	6	7	
7. The procedures of my firm upheld are of high ethical and moral standards	1	2	3	4	5	6	7	
8. I was treated in a polite manner by the firm	1	2	3	4	5	6	7	
9. I was treated with dignity by the firm	1	2	3	4	5	6	7	
10. I was treated with respect by the firm	1	2	3	4	5	6	7	
11. The customer refrained from improper remarks or comments	1	2	3	4	5	6	7	
12. The refund decision reflected the effort you put into your work	1	2	3	4	5	6	7	
13. The refund decision was appropriate for the work you completed	1	2	3	4	5	6	7	
14. The refund decision reflected what you contributed to the organization	1	2	3	4	5	6	7	
15. The refund decision was justified	1	2	3	4	5	6	7	
16. For quality control purposes, please circle 2	1	2	3	4	5	6	7	
17. I would to put on a “mask” in order to express the right emotions	1	2	3	4	5	6	7	
18. The emotions I showed to this customer matched how I truly felt	1	2	3	4	5	6	7	
19. I covered up my true feelings when dealing with this customer	1	2	3	4	5	6	7	
20. I displayed emotions that I was not actually feeling	1	2	3	4	5	6	7	
21. I faked the emotions I showed when dealing with this customer	1	2	3	4	5	6	7	
22. I put on an act in order to deal with this customer in an appropriate way	1	2	3	4	5	6	7	
23. I behaved in a way that differed from how I really felt	1	2	3	4	5	6	7	
24. I had to work at “calling up” the feelings I needed to show this customer	1	2	3	4	5	6	7	
25. I had to concentrate more on my behavior when I displayed an emotion that I didn’t actually feel	1	2	3	4	5	6	7	
26. I tried to talk myself out of feeling what I really felt when helping this customer	1	2	3	4	5	6	7	
27. I tried to change my actual feelings to match those that I had to express to this customer	1	2	3	4	5	6	7	
28. I tried to actually experience the emotions that I had to show when interacting with this customer	1	2	3	4	5	6	7	

Please indicate your level of agreement with the following statements (1= strongly disagree; 7= strongly agree)

	Strongly Disagree				Strongly Agree		
	1	2	3	4	5	6	7
1. In this situation, the customer was making up a complaint	1	2	3	4	5	6	7
2. In this situation, the customer created a fictitious complaint to receive a full refund	1	2	3	4	5	6	7
3. In this situation, the complaint is legitimate	1	2	3	4	5	6	7
4. This organization really cares about my well-being	1	2	3	4	5	6	7
5. This organization strongly considers my goals and values	1	2	3	4	5	6	7
6. This organization shows little concern for me	1	2	3	4	5	6	7
7. This organization cares about my opinions	1	2	3	4	5	6	7
8. This organization would be willing to help me if I need a special favor	1	2	3	4	5	6	7
9. Help is available from this organization if I had a problem	1	2	3	4	5	6	7
10. This organization would forgive an honest mistake on my part	1	2	3	4	5	6	7
11. If given the opportunity, this organization would take advantage of me	1	2	3	4	5	6	7

Rate the realism of the scenario (1= not at all realistic; 7= extremely realistic)

	Not at Realistic				Extremely Realistic		
	1	2	3	4	5	6	7
Realism of the scenario							

Please check the appropriate category. All information will be held in strict confidence

What is your gender?

Male _____ Female _____

In what year were you born? _____

Please select the category that best describes your race:

Asian _____ African American _____
 Hispanic _____ White _____
 Other _____

How long did you work as a customer contact employee in a restaurant?

Never _____ 3-4 years _____
 1 day- 1 year _____ 4-5 years _____
 1-2 years _____ More than 5 years _____
 2-3 years _____

How long since you last worked in a restaurant?

Currently working _____ 3-4 years _____
 1 day- 1 year _____ 4-5 years _____
 1-2 years _____ More than 5 years _____
 2-3 years _____

How large was the restaurant you worked for?
(1= very small; 7= very large)

Very small				Very large		
1	2	3	4	5	6	7

Did the restaurant you worked for have a 100% money back guarantee policy?

Yes _____ No _____

How liberal was the redress policy?

(1= not at all liberal; 7= very liberal)

Not at all Liberal				Very Liberal		
1	2	3	4	5	6	7

APPENDIX E: HOTEL MAIN STUDY QUESTIONNAIRE

Instructions: Carefully read the scenario and assume that you are the employee working at this hotel and that this just happened to you.

INSERT SCENARIO

Assume you are the employee working at this hotel and this just happened to you. Please indicate your level of agreement with the following statements (1= strongly disagree; 7= strongly agree) by circling the number

In this scenario:

	Strongly Disagree							Strongly Agree
1. I was able to express my views and feelings during this process	1	2	3	4	5	6	7	
2. I had influence over the refund decision arrived at by this procedure	1	2	3	4	5	6	7	
3. The procedures of my firm were applied consistently	1	2	3	4	5	6	7	
4. The procedures of my firm were free of bias	1	2	3	4	5	6	7	
5. The procedures of my firm were based on accurate information	1	2	3	4	5	6	7	
6. I was able to appeal the refund decision arrived at by the procedures	1	2	3	4	5	6	7	
7. The procedures upheld of my firm are of high ethical and moral standards	1	2	3	4	5	6	7	
8. I was treated in a polite manner by the firm	1	2	3	4	5	6	7	
9. I was treated with dignity by the firm	1	2	3	4	5	6	7	
10. I was treated with respect by the firm	1	2	3	4	5	6	7	
11. The customer refrained from improper remarks or comments	1	2	3	4	5	6	7	
12. The refund decision reflected the effort you put into your work	1	2	3	4	5	6	7	
13. The refund decision was appropriate for the work you completed	1	2	3	4	5	6	7	
14. The refund decision reflected what you contributed to the organization	1	2	3	4	5	6	7	
15. The refund decision was justified	1	2	3	4	5	6	7	
16. For quality control purposes, please answer “disagree” on this item	1	2	3	4	5	6	7	
17. I showed the same feelings to this customer that I felt inside	1	2	3	4	5	6	7	
18. I covered up my true feelings when dealing with this customer	1	2	3	4	5	6	7	
19. I faked the emotions I showed when dealing with this customer	1	2	3	4	5	6	7	
20. I put on a “mask” in order to express the right emotions	1	2	3	4	5	6	7	
21. The emotions I showed to this customer matched how I truly felt	1	2	3	4	5	6	7	
22. I displayed emotions that I was not actually feeling	1	2	3	4	5	6	7	
23. I put on an act in order to deal with this customer in an appropriate way	1	2	3	4	5	6	7	
24. I behaved in a way that differed from how I really felt	1	2	3	4	5	6	7	
25. When working with this customer I tried to create certain emotions in myself that present the image my company desires	1	2	3	4	5	6	7	
26. I had to work on “calling up” the feelings that I needed to show this customer	1	2	3	4	5	6	7	
27. I tried to talk myself out of feeling what I really felt when helping this customer	1	2	3	4	5	6	7	
28. I tried to change my actual feelings to match those that I must express to this customer	1	2	3	4	5	6	7	
29. I had to concentrate more on my behavior when I displayed an emotion that I didn’t actually feel	1	2	3	4	5	6	7	
30. I tried to actually experience the emotions that I had to show when interacting with this customer	1	2	3	4	5	6	7	

Please indicate your level of agreement with the following statements (1= strongly disagree; 7= strongly agree)

	Strongly Disagree					Strongly Agree	
	1	2	3	4	5	6	7
1. In this situation, the customer was making up a complaint	1	2	3	4	5	6	7
2. In this situation, the customer created a fictitious complaint to receive a full refund	1	2	3	4	5	6	7
3. In this situation, the complaint is legitimate	1	2	3	4	5	6	7
4. This organization really cares about my well-being	1	2	3	4	5	6	7
5. This organization strongly considers my goals and values	1	2	3	4	5	6	7
6. This organization shows little concern for me	1	2	3	4	5	6	7
7. This organization cares about my opinions	1	2	3	4	5	6	7
8. This organization would be willing to help me if I need a special favor	1	2	3	4	5	6	7
9. Help is available from this organization if I had a problem	1	2	3	4	5	6	7
10. This organization would forgive an honest mistake on my part	1	2	3	4	5	6	7
11. If given the opportunity, this organization would take advantage of me	1	2	3	4	5	6	7

Rate the realism of the scenario (1= not at all realistic; 7= extremely realistic)

	Not at Realistic				Extremely Realistic		
	1	2	3	4	5	6	7
Realism of the scenario							

In this scenario you just read, the severity of the failure that led to the complaint was not stated. With everything else in the scenario remaining unchanged, how would your reactions to the scenario change if the customer complained about a failure that had a high or low severity failure:

Your reactions to a high severity complaint _____

Your reactions to a low severity complaint _____

Demographic Information

What is your gender?

Male _____ Female _____

In what year were you born? _____

Please select the category that best describes your race:

Asian _____ African American _____
 Hispanic _____ White _____
 Other _____

How long did you work as a customer contact employee in a hotel?

Never _____
 Less than 1 year _____
 1-2 years _____
 2-3 years _____
 3-4 years _____
 4-5 years _____
 More than 5 years _____

What was the title of your position? _____

How long since you last worked in a hotel?

Currently working _____

Less than 1 year _____
1-2 years _____
2-3 years _____
3-4 years _____
4-5 years _____
More than 5 years _____

How large was the hotel you worked for?

Less than 20 rooms _____
21-50 rooms _____
51-100 rooms _____
101-150 rooms _____
151-300 rooms _____
301-500 rooms _____
More than 500 rooms _____

Did the hotel you worked for have a 100% money back guarantee policy?

Yes _____ No _____

How generous was the refund policy?

(1= not at all generous; 7= very generous)

Not at all
generous
1 2 3 4 5 6 7
Very
generous

APPENDIX F: RESTAURANT MAIN STUDY QUESTIONNAIRE

Instructions: Carefully read the scenario and assume that you are the employee working at this restaurant and that this just happened to you.

INSERT SCENARIO

Assume you are the employee working at this restaurant and this just happened to you. Please indicate your level of agreement with the following statements (1= strongly disagree; 7= strongly agree) by circling the number

In this scenario:

	Strongly Disagree							Strongly Agree
	1	2	3	4	5	6	7	
1. I was able to express my views and feelings during this process	1	2	3	4	5	6	7	
2. I had influence over the refund decision arrived at by this procedure	1	2	3	4	5	6	7	
3. The procedures of my firm were applied consistently	1	2	3	4	5	6	7	
4. The procedures of my firm were free of bias	1	2	3	4	5	6	7	
5. The procedures of my firm were based on accurate information	1	2	3	4	5	6	7	
6. I was able to appeal the refund decision arrived at by the procedures	1	2	3	4	5	6	7	
7. The procedures upheld of my firm are of high ethical and moral standards	1	2	3	4	5	6	7	
8. I was treated in a polite manner by the firm	1	2	3	4	5	6	7	
9. I was treated with dignity by the firm	1	2	3	4	5	6	7	
10. I was treated with respect by the firm	1	2	3	4	5	6	7	
11. The customer refrained from improper remarks or comments	1	2	3	4	5	6	7	
12. The refund decision reflected the effort you put into your work	1	2	3	4	5	6	7	
13. The refund decision was appropriate for the work you completed	1	2	3	4	5	6	7	
14. The refund decision reflected what you contributed to the organization	1	2	3	4	5	6	7	
15. The refund decision was justified	1	2	3	4	5	6	7	
16. For quality control purposes, please answer “disagree” on this item	1	2	3	4	5	6	7	
17. I showed the same feelings to this customer that I felt inside	1	2	3	4	5	6	7	
18. I covered up my true feelings when dealing with this customer	1	2	3	4	5	6	7	
19. I faked the emotions I showed when dealing with this customer	1	2	3	4	5	6	7	
20. I put on a “mask” in order to express the right emotions	1	2	3	4	5	6	7	
21. The emotions I showed to this customer matched how I truly felt	1	2	3	4	5	6	7	
22. I displayed emotions that I was not actually feeling	1	2	3	4	5	6	7	
23. I put on an act in order to deal with this customer in an appropriate way	1	2	3	4	5	6	7	
24. I behaved in a way that differed from how I really felt	1	2	3	4	5	6	7	
25. When working with this customer I tried to create certain emotions in myself that present the image my company desires	1	2	3	4	5	6	7	
26. I had to work on “calling up” the feelings that I needed to show this customer	1	2	3	4	5	6	7	
27. I tried to talk myself out of feeling what I really felt when helping this customer	1	2	3	4	5	6	7	
28. I tried to change my actual feelings to match those that I must express to this customer	1	2	3	4	5	6	7	
29. I had to concentrate more on my behavior when I displayed an emotion that I didn’t actually feel	1	2	3	4	5	6	7	
30. I tried to actually experience the emotions that I had to show when interacting with this customer	1	2	3	4	5	6	7	

Please indicate your level of agreement with the following statements (1= strongly disagree; 7= strongly agree)

	Strongly Disagree					Strongly Agree	
	1	2	3	4	5	6	7
1. In this situation, the customer was making up a complaint	1	2	3	4	5	6	7
2. In this situation, the customer created a fictitious complaint to receive a full refund	1	2	3	4	5	6	7
3. In this situation, the complaint is legitimate	1	2	3	4	5	6	7
4. This organization really cares about my well-being	1	2	3	4	5	6	7
5. This organization strongly considers my goals and values	1	2	3	4	5	6	7
6. This organization shows little concern for me	1	2	3	4	5	6	7
7. This organization cares about my opinions	1	2	3	4	5	6	7
8. This organization would be willing to help me if I need a special favor	1	2	3	4	5	6	7
9. Help is available from this organization if I had a problem	1	2	3	4	5	6	7
10. This organization would forgive an honest mistake on my part	1	2	3	4	5	6	7
11. If given the opportunity, this organization would take advantage of me	1	2	3	4	5	6	7

Rate the realism of the scenario (1= not at all realistic; 7= extremely realistic)

	Not at Realistic				Extremely Realistic		
	1	2	3	4	5	6	7
Realism of the scenario							

In this scenario you just read, the severity of the failure that led to the complaint was not stated. With everything else in the scenario remaining unchanged, how would your reactions to the scenario change if the customer complained about a failure that had a high or low severity failure:

Your reactions to a high severity complaint _____

Your reactions to a low severity complaint _____

Demographic Information

What is your gender?

Male _____ Female _____

In what year were you born? _____

Please select the category that best describes your race:

Asian _____ African American _____

Hispanic _____ White _____

Other _____

How long did you work as an employee in a restaurant?

Never _____

Less than 1 year _____

1-2 years _____

2-3 years _____

3-4 years _____

4-5 years _____

More than 5 years _____

What was the title of your position? _____

How long since you last worked in a restaurant?

Currently working _____

Less than 1 year _____

1-2 years _____

2-3 years _____

3-4 years _____

4-5 years _____

More than 5 years _____

How large was the restaurant you worked for?

Less than 20 seats _____

21-50 seats _____

51-100 seats _____

101-150 seats _____

151-300 seats _____

301-500 seats _____

More than 500 seats _____

Did the restaurant you worked for have a 100% money back guarantee policy?

Yes _____

No _____

How generous was the refund policy?

(1= not at all generous; 7= very generous)

Not at all

Very

generous

generous

1 2 3 4 5 6 7

Appendix G: MANOVA of Control Variables

	Variable	Hotel Scenario		Restaurant Scenario	
		F	Sig.	F	Sig.
Gender	Procedural Justice	1.074	.302	0.656	.420
	Interactional Justice	1.108	.295	0.816	.368
	Distributive Justice	2.504	.116	0.032	.858
	Emotive Effort	0.044	.834	0.409	.523
	Emotional Dissonance	2.027	.157	2.905	.090
Age	Procedural Justice	0.971	.539	1.130	.292
	Interactional Justice	0.744	.889	1.558	.173
	Distributive Justice	1.060	.389	1.029	.439
	Emotive Effort	1.442	.060	0.755	.871
	Emotional Dissonance	0.934	.604	1.029	.435
Race	Procedural Justice	0.753	.558	1.899	.115
	Interactional Justice	0.959	.433	0.580	.678
	Distributive Justice	0.449	.773	1.109	.355
	Emotive Effort	0.515	.725	2.293	.061
	Emotional Dissonance	0.739	.567	1.018	.399
Length Worked	Procedural Justice	1.426	.220	1.009	.423
	Interactional Justice	1.430	.220	0.762	.601
	Distributive Justice	0.528	.755	1.089	.373
	Emotive Effort	1.476	.203	0.677	.669
	Emotional Dissonance	0.375	.865	0.070	.999
Position	Procedural Justice	0.796	.530	1.717	.150
	Interactional Justice	0.797	.529	0.842	.501
	Distributive Justice	1.070	.374	0.484	.747
	Emotive Effort	1.556	.190	0.484	.747
	Emotional Dissonance	0.775	.543	1.299	.277
Last Worked	Procedural Justice	0.214	.972	0.188	.980
	Interactional Justice	0.591	.737	0.600	.730
	Distributive Justice	0.795	.576	1.131	.348
	Emotive Effort	1.007	.424	1.125	.352
	Emotional Dissonance	0.864	.524	1.703	.126
Firm Size	Procedural Justice	0.964	.453	1.157	.334

	Interactional Justice	0.488	.816	0.973	.447
	Distributive Justice	0.667	.676	1.915	.083
	Emotive Effort	0.793	.577	0.728	.628
	Emotional Dissonance	0.883	.509	0.729	.628
Refund Policy	Procedural Justice	0.596	.442	0.312	.578
	Interactional Justice	3.082	.082	0.016	.899
	Distributive Justice	1.876	.173	0.020	.889
	Emotive Effort	0.707	.402	2.532	.114
	Emotional Dissonance	0.176	.675	2.772	.099
Generousness of Policy	Procedural Justice	0.975	.445	1.109	.361
	Interactional Justice	1.693	.128	0.738	.620
	Distributive Justice	3.194	.006	1.146	.340
	Emotive Effort	1.481	.190	0.520	.745
	Emotional Dissonance	1.809	.103	0.659	.683

Note ** p < .05

***p < .000

MEMORANDUM

DATE: October 22, 2012
TO: Vincent Magnini, Melissa Anne Baker
FROM: Virginia Tech Institutional Review Board (FWA00000572, expires May 31, 2014)
PROTOCOL TITLE: Employee Justice and Emotional Labor Perceptions of Complaint Type
IRB NUMBER: 12-902

Effective October 22, 2012, the Virginia Tech Institutional Review Board (IRB) Chair, David M Moore, approved the New Application request for the above-mentioned research protocol.

This approval provides permission to begin the human subject activities outlined in the IRB-approved protocol and supporting documents.

Plans to deviate from the approved protocol and/or supporting documents must be submitted to the IRB as an amendment request and approved by the IRB prior to the implementation of any changes, regardless of how minor, except where necessary to eliminate apparent immediate hazards to the subjects. Report within 5 business days to the IRB any injuries or other unanticipated or adverse events involving risks or harms to human research subjects or others.

All investigators (listed above) are required to comply with the researcher requirements outlined at:

<http://www.irb.vt.edu/pages/responsibilities.htm>

(Please review responsibilities before the commencement of your research.)

PROTOCOL INFORMATION:

Approved As: **Exempt, under 45 CFR 46.110 category(ies) 2**
Protocol Approval Date: **October 22, 2012**
Protocol Expiration Date: **N/A**
Continuing Review Due Date*: **N/A**

*Date a Continuing Review application is due to the IRB office if human subject activities covered under this protocol, including data analysis, are to continue beyond the Protocol Expiration Date.

FEDERALLY FUNDED RESEARCH REQUIREMENTS:

Per federal regulations, 45 CFR 46.103(f), the IRB is required to compare all federally funded grant proposals/work statements to the IRB protocol(s) which cover the human research activities included in the proposal / work statement before funds are released. Note that this requirement does not apply to Exempt and Interim IRB protocols, or grants for which VT is not the primary awardee.

The table on the following page indicates whether grant proposals are related to this IRB protocol, and which of the listed proposals, if any, have been compared to this IRB protocol, if required.

Invent the Future