

DETERMINANTS OF STRESS AND WELL-BEING IN CALL CENTRE EMPLOYEES: ROLE OF SELF-EFFICACY AND SOCIAL SUPPORT

By

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STATEMENT

This work contained in the thesis entitled “Determinants of Stress and Well-being in Call Centre Employees: Role of Self-efficacy and Social Support” has been carried out by me under the supervision of Dr. Nachiketa Tripathi, Associate Professor, Department of Humanities and Social Sciences, Indian Institute of Technology Guwahati, India. This work has not been submitted elsewhere for the award of any degree.

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CERTIFICATE

This is to certify that the work contained in the thesis entitled “Determinants of Stress and Well-being in Call Centre Employees: Role of Self-Efficacy and Social Support” by Narsingh Kumar (Roll No. 04614102), a student in the Department of Humanities & Social Sciences, Indian Institute of Technology Guwahati, for the award of the degree of Doctor of Philosophy was carried out under my supervision. The results embodied in the thesis have not been submitted to any other University or Institute for the award of any degree or diploma.

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Dedicated to my Parents

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Determinants of Stress and Well-being in Call centre Employees: Role of Self-efficacy and Social support

Synopsis

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In the contemporary world, a convergence of economic, socio-cultural and political forces are already in the process of affecting our contemporary work arrangements to a larger extent. These forces are changing the nature of the existing work settings and moreover they are creating new advanced work settings as well. There has been a shift from manufacturing to service and knowledge based economies due to the impact of globalization. Further, the exponential rate of technological change has outstripped efforts to develop socio-technical perspectives that integrate human needs and values into the management of jobs and organizations (Cooper, Dewe, & O'Driscoll, 2001).

One of the new industries created by technological innovation (especially computer based innovation) and information technology is call centres. Call centre is one of the complex work places resulted by technological changes in organizations. Call centres also resulted because of increasing need for information of 21st century individual. The new complex workplace is no doubt a source of high economy in developing countries but it is also claimed to be a source of many physical and psychological problems of employees.

Global marketplace is one of the antecedents of the emergence of call centre industry. Globalization of trade has had several significant effects on organizations and workplace arrangements (Cooper et al., 2001).

A Call Centre is typically defined as a voice operations centre that interfaces with the customer in a variety of ways from customer support, billing, provisioning, directory assistance, to technical support (Jack, Bedics & McCary, 2006). “Call centres are high-pressure work environments characterized by routinisation, scripting, computer-based-monitoring and intensive performance targets” (Houlihan, 2000). This kind of work environment promises a series of business advantages, but also results in unwanted outcomes.

Early studies conducted at this industrial setting (call centres) reveal that, call centres are high-pressure work environment, where employees face many physical and psychological problems. In earlier studies, the call centres have been labeled as electronic sweatshop, the dark satanic mills of the 21st century; some critics see them as battery farms where humans are kept in cells and force-fed calls while pecking at a key board (Holman & Fernie, 2000). However Holman and Fernie (2000) have found in their research that not all call centres are ‘sweatshops’. A significant shift in emphasis can be seen that call centres that were once treated solely as cost centres are now being considered as revenue producers (Jack, Bedics & McCary, 2006).

There is no doubt that call centre is most rapidly developing valuable resource for firms in managing customer relationship and so, source of economy, but it has also obtained disrepute as a stressful work environment (Proper, 1998). Stress is considered the primary culprit behind some unwanted

organizational outcomes as high turnover and absenteeism in the call centre industry (James, 1998).

Holman and Fernie (2000) found in their study that many of the call service agents were under pressure to finish a call within a specified time and many were coached if their call times are too high. Call centre agents will experience higher anxiety and depression, lower job satisfaction and lower general mental health when they have less control over their job (Holman & Fernie, 2000).

There are various factors in a work setting which affect employees' health and well-being directly or indirectly. The clue for this study has been taken from two models of work demands and work stress to understand the dynamics of the factors or variables taken in this study. These models are Demand-control-support model (Karasek, 1979; Johnson & Hall, 1988), and Job demand - resources model (Demereouti et al., 2001).

Like each occupation, call centres also have some common work factors and some specific to its own environment. Whereas stress, depression, burnout, emotional labor, employee turnover and role conflict are among common problems faced by call centre employees, like other occupation's employees; unusual timing, monitoring of calls and dual identity may be some specific factors contributing to ill health of call centre employees (Holman & Fernie, 2000; Holman, Chissick, & Totterdell 2002; D'Cruz & Noronha, 2006).

The present study investigates the effects of most prominent work factors (i.e., performance monitoring, emotional labor, and role ambiguity and

role conflict) of call centres on stress and well-being of the call centre employees.

One of the major prominent issues of call centre is monitoring of call centre agents. Performance monitoring as organizational factor has received comparatively less attention of researchers. Early studies found that electronically monitored employees may experience lower job satisfaction and more job stress than employees who are monitored in other ways (Grant & Higgins, 1989; Irving, Higgins & Safayeni, 1986).

Monitored employees (or participants) report higher levels of stress and dissatisfaction than non-monitored employees in most of laboratory and field studies (Aiello et al, 1991; Aiello & Kolb, 1995; David & Handerson, 2000). Smith et al. (1992) compared monitored and non-monitored employees in his comprehensive field study. Monitored employees reported higher level of boredom, depression, anxiety, anger and fatigue. Electronically monitored employees perceived their working conditions as more stressful, and reported higher levels of job boredom, anxiety, depression, psychological tension, anger, health complaints and fatigue (Smith et al., 1992).

In one study, Holman, Chissick, and Totterdell (2002) tried to find out the impact of performance monitoring on call centre employee's emotional labor and their well-being. Results of Holman, Chissick, and Totterdell's (2002) study clearly show that performance related content and beneficial-purpose of monitoring were positively related to well-being, while perceived intensity had a strong negative association with well-being. Emotional labor did not mediate the relationship between monitoring and well-being, but it was related to these two factors.

According to Diefendorff and Gosserand (2003), “emotional labor process involves constantly comparing one’s emotional displays with display rules to ensure that the display is appropriate”. A number of studies focus on the detrimental effects of “emotion work” or emotional labor on health and well-being (e. g., Brothridge & Grandey, 2002; Brothridge & Lee, 1998; Zerbe, 2000). Only recently, researchers started investigating the relationships between more direct measures of emotion work and psychological strain (Zapf et al., 1999, 2001; Grandey, 1998; Brothridge & Lee, 1998).

Performing emotional labor may also lead to emotional exhaustion; it can be perceived as stressful and it can increase psychological distress and symptoms of depression (Pugliesi & Shook, 1997; Wharton, 1993, 1996; Wharton, 1996). Kim (2008) also found in his study that emotional labor leads to emotional exhaustion. Emotional labor has theoretical support as an antecedent of job burnout (Schaufeli & Enzmann, 1998).

A number of studies have shown that emotional labor decreases job satisfaction (Bulan, Erickson, & Wharton 1997; Parkinson, 1991; Pugliesi & Shook, 1997). However, two empirical tests of this relationship (Adelmann, 1989; Wharton, 1993) contradicted such findings. Although early studies emphasized on the harmful effects of emotional labor on employees, the consequences of performance of emotional labor were found to be diverse—both negative and positive in some of the recent empirical studies (Pugliesi, 1999; Zapf, 2002).

The burnout (emotional exhaustion) literature is dominated by studies of employees doing face-to-face work. A less number of studies have been reported on how the experience of interacting with clients via remote means

(for examples in call centres) affects the burnout effects (Healy & Bramble, 2003). Early researches found that burnout is more likely to occur early in person's career (Maslach, 1982; Pines & Aronson, 1988), but more recent studies have shown the opposite effects (Deery, Iverson & Walsh, 2002). The present study will investigate the prevalence of emotional exhaustion in call centre employees.

It is clear from the above brief review of emotional labor studies that making generalizations about consequences of emotional labor are difficult because studies show a variety of outcomes. Lack of studies on emotional labor in a call centre setting is another reason of inability to reach a consensus about the consequences of emotional labor on call centre agents.

Role ambiguity refers to unpredictability of the consequences of one's role performance (Kahn et al., 1964). It also includes a lack of information needed to perform the role. Measures of role ambiguity assess both unpredictability of consequences and information deficiency regarding expected role behavior (Pearce, 1981). A number of studies have shown a consistent link between substantial role ambiguity in the job and high level of psychological strain (O'Driscoll & Beehr, 1994; Schaubroeck, Cotton, & Jennings, 1989).

Role conflict has been defined as two or more sets of incompatible demands concerning work issues (Bacharach, Bamberger & Conley, 1990; Beehr, 1995). Incompatible demands may be between the expectations placed on a worker by concerned parties or by the interface between two or more roles of the same person. Role conflict occurs when incompatible demands are

imposed on the person, i.e. either within a single role or between multiple roles occupied by the individual (Schaubroeck et al., 1989).

This role conflict can induce negative emotional reactions due to perceived inability to be effective on the job. Many studies have found detrimental effect of role conflict on both self-reported strain (O'Driscoll & Beehr, 1994) and physiological indicators of strain (Kahn & Byosiere, 1990). Role conflict may also exist if organizational demands clash with individual's personal values and obligations to others (Rizzo et al., 1970).

Role conflict is viewed as incompatibility in communicated expectations that impinge on perceived role performance (Rizzo et al., 1970). One could argue that those who perceive higher levels of role conflict and role ambiguity, as sources of stress would be less satisfied with the job. This argument has been supported by previous research carried out in western (Bedeian and Armenakis, 1981; Fisher and Gitelson 1983; Babakus et al., 1996) and non-western settings (Lehal, 2007; Pestonjee & Mishra, 1999).

An employee may face role conflict while performing emotional labor to satisfy customers. Emotional display rules can create a conflict between what the customer is assumed to want and what the customer really wants. Role ambiguity, which develops when there is insufficient information to perform required activities (Fimian & Blanton, 1987), affects diminished personal accomplishment (Jackson et al., 1986).

The study of role of personality factors in stress and well-being research has always been considered to be resulting in more fruitful and complete outcomes. Research in the area of occupational stress has shown the

moderating role of various factors (e.g. personality factors) between relationship of stressors and strain. This attracts the attention of researchers to the need of study more personality variables as potential moderators in stress-strain relationship (Jex & Bliese, 1999; Jex & Elacqua, 1999; Heinisch & Jex, 1997; Parkes, 1990).

Many researchers consider self-efficacy as a relevant variable in the study of strain-stress relationship, fulfilling a moderating role (Bandura, 1997; Jex & Bliese, 1999; Schwarzer, 1999). One's belief about oneself that he can perform a task successfully is what Bandura (1977, 1978) termed as self-efficacy.

According to Jex and Gudanowski (1992) 'if self-efficacy is to be included in the study of work stress, the potential role of self-efficacy in the stress process must be determined'. The reason behind this is that control is considered a key variable in the stress process (Grau, Salanova & Peiro, 2001). Several studies have suggested that self-efficacy may play a significant role in the stress process (Cooper, Dewe, & O'Driscoll, 2001). Considering the above suggestions the present study investigates if self-efficacy plays a moderating role between strain-stress relationships in the present study.

Apart from individual motivation, such as self-efficacy, the effects of external factors on strain-stress relationships can not be undermined. Social support is probably one of the important factors which have been extensively studied in strain-stress and well-being research.

Many studies in literature (Uchino, 2004; Mulvaney-Day, Alegría & Sribney, 2006; Westaway, Seager, Rheeder, Danie, & Zyl, 2005) report the beneficial (physical and mental health) effects of being part of a social network

at the universal level. Social support is found to be related to subjective well-being (Kahn, Hessling & Russell, 2003), as well as to depression (Sayal et al., 2002). It is also related to the progress of a variety of chronic conditions, such as cardiovascular diseases, cancer and many other diseases (Bisschop et al., 2004; Garssen, 2004).

Social support contributes substantially to the experience of all three burnout components (Cohen & Wills, 1985; Jackson et al., 1986). Coworkers (social) support seems to reduce depersonalization, while improving the sense of personal accomplishment (Leiter, 1991). However, in the early 1960s, Mechanic (1962) pointed out that family and friends can also increase stress. Moreover Wortman and Dunkel-Schetter (1979) and Heller (1979) have begun to identify the ways by which social support may have detrimental consequences.

Hogan, Linden and Najarian (2002) and Rhodes (2004) suggest that individuals with more supportive families or friends have better health status and they recover faster from health problems compared to persons who are less socially integrated. Social support seems to exert influence on health both directly and indirectly through certain cognitive mechanisms, coping strategies, and health behaviors (Cohen & Wills, 1985; Davis & Swan, 1999; Wills & Fegan, 2001).

Cohen and Wills (1985) reported that when people have more social contact, they are mentally happier and healthier than those with limited social contacts. In line with Cohen and Wills (1985), Terry, Nielsen, and Perchard (1993) found some evidence in their research to suggest that the availability of

work-related support (from one's supervisor) buffered the negative effects of work stress.

Yeuk-Mui's (2001) investigation of call center employees revealed that reliable coworkers and supportive management contribute to stress reduction and job satisfaction. This study proposes that social support may play a moderating role between stressors and strain in call centres like other professions. In the present study social support was measured in the form of support available to call centre employees from their supervisors and coworkers.

However drawing any conclusion from the above studies on call centres is not possible because there is only small number of studies conducted in this new workplace setting, i.e., call centres. There is a need for more studies looking into details of each factor influencing this new work environment and its employees. The present study is a timely attempt towards this goal.

The questions given below are relevant in respect to stress and well-being research in call centres.

The purpose of this investigation is to identify the determinants of stress and well-being of call center employees. Moreover the effects of various work factors on stress, adjustment, job satisfaction and well-being of the call center employees will be investigated. The effects of each independent variable- emotional labor, role ambiguity and role conflict and monitoring of calls on stress, emotional exhaustion, adjustment, job satisfaction and positive well-being will be investigated separately.

The proposed study aims to find out the answers of the questions given below:

1. How monitoring of calls induces or increases stress and emotional exhaustion in call center employees and how it affects their job satisfaction, home adjustment and positive well-being?
2. How emotional labor affects (increases) employee stress and emotional exhaustion and (decreases) job satisfaction, home adjustment and positive-well-being?
3. How role ambiguity and role conflict affects (increases) stress and emotional exhaustion in employees and how it affects their job satisfaction, home adjustment and positive well-being?
4. Whether self-efficacy belief plays a moderating role between relationships of work demands and stress and well-being of call centre employees?
5. What role social support (supervisory and coworker support) play among relationships of the work demands with stress and well-being in call centre employees?
6. How unusual working condition in the call center affects employees' adjustment (home) and job satisfaction and how it increases stress and emotional exhaustion?

Two methods (quantitative and qualitative) were carried out to investigate the objectives (research questions) of the present study. Quantitative method involved administration of a questionnaire to collect the responses from the call centre agents. Qualitative method involved interview of 50 call centre employees on various issues of call centre work. Qualitative study was carried out to assess the results of the quantitative study.

The sample of the quantitative study comprised of the 269 call centre agents [Male =195 (72.5%), Female =74 (27.5%)] from seven call centres of National Capital Region. The mean age of the sample was 23.55 (range = 18-37, S.D. = 3.26). These agents were providing services to customers by either receiving inbound calls or making outbound calls.

Data from call centre employees were collected through one set of questionnaire which consist the instruments to measure variables taken in this study. The questionnaire was divided into three sections, depending on the nature of variables of the study. Standardized measures of Emotional labor, Performance Monitoring, Role ambiguity and Role conflict, Perceived Stress, Emotional exhaustion, Job Satisfaction, home adjustment, positive well-being, self-efficacy, and social support (supervisory and coworker support) were administered on call-center agents.

Factor analyses were also carried out for all the scales, excluding unidimensional scales. Factor analyses were carried out by using principle component with varimax rotation method. Coefficient Alpha of all the measures varied from moderate to high. Factor analysis resulted in various factors for each variable (excluding unidimensional variables). Further,

Correlations and stepwise multiple regression analyses were carried out to see the relationships between independent variables and dependent variables.

The results of the present study revealed some valuable and applicable findings. Some of the major findings of the present research work are presented below:

The correlation results of the data (N=269) showed significant relationships between many dimensions of independent variables (performance monitoring, emotional labor, and role ambiguity and role conflict) and dimensions of dependent variables (job satisfaction and positive well-being) and including uni-dimensional variables (stress, emotional exhaustion, and home adjustment). Overall, it was found from the study that performance monitoring, emotional labor and role ambiguity and role conflict had significant effects on the stress, emotional exhaustion and well-being of the call centre employees. Moreover, results of the study also showed that self-efficacy and social support (supervisory support and coworker support) played significant moderating roles on the relationships between independent and dependent variables.

Correlations and stepwise multiple regression analyses results revealed that high Intensity of Performance Monitoring will determine perceived stress among call centre employees. Moreover, high levels of Role Ambiguity and Resource and Intra-role Conflict also increases the levels of perceived stress among employees. The result that performance monitoring induces or increases perceived stress among employees has been supported by a number of findings (Aiello et al., 1991; Aiello & Kolb; 1995, David & Handerson, 2000; Smith, Carayon, Sanders, Lim & LeGrande, 1992).

The correlation and stepwise multiple regression analysis results indicated that intense performance monitoring may lead to occurrence of emotional exhaustion in the employees. Conflict related with resources and intra-role at workplace also determines the level of emotional exhaustion among employees. Similar finding was reported by Holman, Chissick, and Totterdell (2002), that perception of intensity of performance monitoring was positively associated with emotional exhaustion. Holman's (2004) study found that level (intensity) of monitoring was positively correlated with anxiety and depression.

Result suggested that expressing intense and a variety of deep emotions towards customers may increase the likelihood of emotional exhaustion among call centre employees. Supporting the present finding, Mann and Cowburn (2005) found that the deeper the intensity of interactions, the more variety of emotions experienced, and the more emotional labor was reported. Moreover, expressing deep emotions repeatedly may decrease the strength of the exhaustion.

Considering the both the dimensions of job satisfaction (Social-Intrinsic Satisfaction and Extrinsic-Intrinsic Satisfaction) together, stepwise multiple regression analysis results reveal that, overall Intensity of Performance Monitoring significantly and negatively predicted job satisfaction. Moreover Role Ambiguity, and Resources and Intra-role Conflict also emerged as significant predictors of job satisfaction. Thus intense monitoring and high role ambiguity in call centre organizations certainly decreases job satisfaction of call centre agents. Thus results suggest that high intensity of performance monitoring may lead to low levels of job satisfaction. Similar results were found by Holman, (2002). Results also reveal that high levels of role ambiguity and

resource and intra-role conflict may decrease the job satisfaction among employees. Tarrant and Sabo (2010) found that Role Ambiguity and role conflict was negatively related with job satisfaction in a sample of nurse executives. Yosef (2000) also found that role conflict and Role Ambiguity independently and negatively affect job satisfaction.

The correlation analyses results revealed that Intensity of Performance Monitoring, Role Ambiguity, Incompatible Policies and Role Overload, Resource and Intra-role Conflict, and Intensity with Variety had significant positive correlations with home adjustment. Moreover stepwise multiple regression analyses suggest that these factors also positively predicted home adjustment. These results showed unexpected findings that high levels of performance monitoring, Role Ambiguity, incompatible policies, role overload, and Resource and Intra-role Conflict will determine a better adjustment at home. Moreover, frequent expressions of intense and variety of emotions will also lead to better home adjustment.

Purpose of Performance Monitoring correlated negatively with home adjustment. Results also reveal that all the dimensions of Role Ambiguity and Role Conflict correlated significantly and positively with home adjustment. These results indicated that a high level of purpose of monitoring will decrease home adjustment in employees. Further, result suggests that high levels of Role Ambiguity and Role Conflict may lead to better home adjustment of the employees. It is argued that social desirability effect may be a cause for these unexpected results. Appropriate justifications of these unexpected findings are provided in detail in the discussion chapter.

Purpose of Performance Monitoring had significant positive correlations with Overall Well-being and Purpose and Positive Relationship. It also significantly and positively predicted both Overall Well-being and Purpose and Positive Relationship. These results suggested that knowledge about the beneficial purpose of monitoring have positive impact on the Overall Well-being of the employees. Further if employees know that monitoring is done for their welfare, this motivates them for searching purpose in life and developing new relationships. Holman, Chissick, and Totterdell (2001) found that beneficial purpose of monitoring was positively related to well-being.

Frequency with Deep Acting dimension of emotional labor had significant positive correlations with Overall Well-being, and Purpose and Positive Relationship. Further, it also significantly and positively predicted the Overall Well-being, and Purpose and Positive Relationship. Results suggest that expression of deep (true) emotions frequently have positive impact on the Overall Well-being of the employees. Expression of emotions to others also helps employees to build new relationships.

Role Ambiguity had significant negative correlations with Overall Well-being, and Purpose and Positive Relationship. Further it also significantly and negatively predicted Overall Well-being, and Purpose and Positive Relationship. These results pointed out that Role Ambiguity at workplace have negative impact in the Overall Well-being of call centre agents. Further, it also hinders developing new relationships and purpose in life.

Intensity of Performance Monitoring had significant negative correlations with all the dimensions of positive well-being except Overall Well-being. These results revealed that overall Intensity of Performance Monitoring

is an important factor which affects positive well-being of the call centre employees. Intensity of Performance Monitoring emerged as the best predictor of positive well-being. It predicted all the dimensions of positive well-being except, Overall Well-being. Thus overall, Intensity of Performance Monitoring emerged as a key determinant of stress and well-being among call centre employees.

The summary of major significant findings regarding moderating effects of self-efficacy, supervisory support, and coworker support on the relationship between independent and dependent variables has been presented below.

In order to study the moderating effects of self-efficacy and social support (supervisory support and coworker support) on the relationship between Independent and dependent variables of the study, the median split method was adopted. The total individual scores were divided into two groups- high and low depending on median value. Further, correlations and stepwise multiple regression analysis were carried out considering all the factors of independent variables, and the particular dependent variable.

The brief results of the moderating effects of self-efficacy and social support (supervisory support and coworker support) are presented below:

The effects of independent variables (performance monitoring, emotional labor, and role ambiguity and role conflict) on perceived stress and emotional exhaustion found that overall impact of work demands was more detrimental in case of high self-efficacious employees than in case of employees with low self-efficacy. Holman, Chissick, and Totterdell (2002) suggested in their call centre study that self-efficacy of employees may play a role between

performance monitoring and its detrimental effects. The present study provided empirical support for this suggestion.

One explanation of this result would be that even employees of the high self-efficacy group possess high self-efficacy, they may not be able to use effective coping style to deal with work demands. Jex, Bliese, Buzzell, and Primeau (2001) suggested that if self-efficacy is not accompanied by effective coping styles, self-efficacy may not help employees adapt to stressors more effectively than those with lower self-efficacy. A second explanation would be that high self-efficacious employees believe in themselves that they will be able to complete a task successfully (Bandura, 1997), and thus they may not like to be monitored while working on a task.

It was found that the negative impact of intense performance monitoring on job satisfaction was more detrimental for employees with low self-efficacy. Thus self-efficacy decreases the negative effects of intense performance monitoring on job satisfaction. This result was in line with previous finding. Jex and Bliese (1999) in their study found that individuals with high self-efficacy responded more positively in terms of job satisfaction to tasks with high significance than low self-efficacy individuals.

Considering all the dimensions of Positive Well-being together, correlation and regression analysis results suggested that Intensity of Performance Monitoring had highly significant negative correlations with all the dimensions of positive well-being, except Overall Well-being in the group with high self-efficacy. Further, Intensity of Performance Monitoring was the only significant and negative predictor of the all the factors of positive well-being except Overall Well-being for the same group. Surface Acting also

significantly and negatively predicted most of the dimensions of positive well-being in the high self-efficacy group. In the low self-efficacy group, Role Ambiguity and Role Conflict emerge as the best predictors of positive well-being. Overall, Intensity and Purpose of Performance Monitoring also significantly predicted Positive Well-being in the low self-efficacy group.

Specifically, Purpose of Performance Monitoring was significantly and positively associated with Overall Well-being dimension of positive well-being in both the groups- high and low self-efficacy, indicating that if employees perceive that monitoring is done with good purpose, or for their feedback and welfare, this will have a positive impact on their overall well-being. However the impact of purpose of monitoring was stronger in the case of low self-efficacy employees.

Considering the perceived stress and emotional exhaustion together, the results indicate that Intensity of Performance Monitoring emerged as the best predictor of perceived Stress ($\beta = .28, p < .00$) in high supervisory support group; however it emerged strongest predictor ($\beta = .44, p < .00$) of emotional exhaustion in low supervisory support group. In other words, Intensity of Performance Monitoring may determine stress in the employees with high supervisory support but it will not lead to emotional exhaustion in the same group.

The results of the present study reveal that employees who receive low supervisory support may face perceived stress due to conflict of resources and intra-role conflict. Further, Resource conflict and intra-role conflict may result in emotional exhaustion in the employees with high supervisory support.

Supporting the above findings Gray-Stanley et al. (2010) found that supervisor support moderated the effects of role conflict on depression.

The results also suggested that intense performance monitoring will result in low job satisfaction for the employees who receive low supervisory support but this was not the case with the high supervisory support group. Cummins (1989) found that supervisory support was directly related to job satisfaction for external individuals.

Overall, Intensity of Performance Monitoring and Role Ambiguity were key predictors/determinants of positive well-being in employees with low supervisory support. In the case of high supervisory support key determinants of positive well-being were Role Ambiguity and Role Conflict, Purpose of Performance Monitoring and Intensity of Performance Monitoring. Role Ambiguity emerged as the best predictor of Overall Well-being for both groups of employees, i.e. high supervisory support and low supervisory support.

Thus, the above discussions prove that supervisory support plays a significant moderating role between the determinants and criterion variables of the study.

The results regarding moderating effect of coworker support reveal that intense performance monitoring may increase perceived stress in the employees with high coworker support, however the purpose of monitoring (feedback and welfare) may decrease perceived stress in the employees with high coworker support. This is not the case with employees who receive low coworker support. The results also suggested that it is Role Ambiguity (at workplace) which results in stress for the employees with high coworker support, while in

the employees who receive low coworker support, Resource and Intra-role Conflict may increase perceived stress.

On the whole the findings regarding role of coworker support between independent variables and emotional exhaustion revealed that work factors (performance monitoring, emotional labor, and role ambiguity and role conflict) had stronger impact on emotional exhaustion for the employees with high coworker support in comparison to employees with low coworker support.

On the whole, it was observed from results that intense performance monitoring and/or performing Surface Acting will decrease the overall job satisfaction in the employees with high coworker support; while in the group receiving low coworker support, it is Resource and Intra-role Conflict which decreases overall job satisfaction.

Overall results reveal that Intensity of Performance Monitoring and Role Ambiguity emerged as the strongest predictors of positive well-being in the employees who receive low coworker support. In the group with high coworker support, Intensity of Performance Monitoring, Purpose of Performance Monitoring, Surface Acting, and Role Ambiguity emerged as the strongest predictors of Purpose and Positive Relationship.

The above discussions show that coworker support played role of a significant moderator between the determinants and criterion variables of the present study.

Overall moderating results indicated that self-efficacy and social support (supervisory and coworker support) played role of significant moderators on the relationship between stressors and strain variables taken in the present study. However in the case of all three moderators it was found that these moderators decrease the impact of work factors on strain variables in some instance and increase on the other. Thus results of the study reveal that mixed results were obtained in case of moderating variables (self-efficacy and social support).

However the mixed findings of the present study are consistent with the previous research (Frese, 1999). The moderating hypothesis of social support (supervisory and coworker support) has received mixed confirmations consistently (Peeters, 1994; Repetti, 1993).

Research literature on social support suggests that supervisory support and coworker support have been significant moderators between stressors and strain. The previous studies have reported buffering effects (i.e., decreasing the detrimental effects of stressors on strain) between work stressors and strain. However there are also considerable numbers of studies that reported a reverse buffering effect of supervisory support and Coworker support (Beehr, 1995). Overall, the results of the present study (regarding moderating effects of supervisory and coworker support) seem to support the Beehr's (1995) notion of reverse buffering.

A qualitative study (interview method) was also carried out to augment the findings of the quantitative study.

Overall, the qualitative study of this research work does not support the traditional view of call centres as “electronic sweatshops” (Ferne and Metcalfe, 1998) and “assembly lines in the head” (Taylor and Bain, 1999). Although call centre agents revealed that they face daily hassles related to the job, the qualitative study also observed that the new age call centres no more sustain a taylorized work environment. Moreover, it seems that call centre employees receive more support and attention of their supervisors than their human services counterparts. However call centre agents agree that they do emotional labor and have low job control, but they consider it as part of their job. Surprisingly most of the agents do not perceive performance monitoring as an intrusive or stressful process rather they perceive it as a performance feedback mechanism, which they consider that it is in best of their interest.

The result of quantitative analysis of the study about performance monitoring contradicts this qualitative result, most likely indicating to social desirability effect. However it should be noted that some agents also revealed that some parameters of performance monitoring should change. The qualitative study results find low role conflict in call centre job, supporting recent empirical findings. There were individual differences in coping style of the call centre employees to cope with stress but most of them do it at cognitive level or by listening music. Most of the call centre employees revealed that they would like to reach up to the manager level in 5-10 years.

With some exceptions, result of the qualitative study support the view that call centres are better off with regard to most job stressors compared to workers in other human services (Zapf, et al., 2003), and may not differ too much from other human service professions in respect to health consequences. This study overall revealed that in call centres, employees have to do repetitive

and routine work, with low complexity and low task control (Knights & McCabe, 1998; Taylor & Bain, 1999) but they receive high co-worker and supervisory support. Results of this study also suggest that working conditions in call centres could have substantially improved in recent times.

Most of the findings of the qualitative study do not go along with results of the quantitative study. This may be attributed to social desirability effect which may have affected the response of the call centre employees, particularly during interview. The findings of the present study hold high implication value regarding stress and well-being of call centres employees. The theoretical and methodological contributions and practical implications of the present research work are given below.

Contributions and Implications

Theoretical Contribution

This work is one among the few systematic attempts made to study work factors and stress in the Indian call centre setting. The present study investigated the most prominent work factors and their impact on stress and well-being among Indian call centre agents from various perspectives. Moreover, this investigation has incorporated a number of variables (emotional labor, performance monitoring, role ambiguity and role conflict, perceived stress, and positive well-being) of the call centre setting which are highly significant to study.

The results of the present study supported some of the previous findings (Holman, 2002) on job satisfaction of call centre agents. The present study also

revealed some new findings which are highly applicable in the call centre occupation.

The findings of the study reveal that Intensity of Performance Monitoring is a key factor which determines stress, emotional exhaustion, and positive well-being among call centre agents. Resource and Intra-role Conflict also emerged as a major factor which increases stress and emotional exhaustion in the call centre employees.

The study has found that intense performance monitoring increases perceived stress and emotional exhaustion among call centre agents. Intensity of Performance Monitoring was found to decrease the level of overall job satisfaction of the employees. Moreover Intensity of Performance Monitoring had negative impact on Overall Well-being of the call centre employees; however it had also shown beneficial effects on many dimensions of positive well-being, for example, performance monitoring decreases lack of mastery and Personal Stagnation of call centre employees.

Purpose of Performance Monitoring emerged as important factor which increases Overall Well-being of call centre agents.

Emotional labor was found to be associated with emotional exhaustion. The study suggests that the dynamics of emotional labor may be significantly different in call centres in compare to other human service occupations. Intensity and variety of emotional labor increases emotional exhaustion among call centre agents. Surface Acting or pretending emotions increases perceived stress among agents.

The study reveals that Surface Acting had negative correlations with extrinsic-intrinsic job satisfaction, however Frequency with Deep Acting had significant positive correlations with social-intrinsic satisfaction. Emotional labor failed to predict job satisfaction. Expressing deep emotions (felt emotions) frequently will increase social and intrinsic job satisfaction, however performing Surface Acting (false emotions) may lead to decrease in extrinsic-intrinsic job satisfaction. These findings partially support the earlier finding by Holman (2002). The result also shows that performing deep acting or expressing felt emotions towards customers will enhance Overall Well-being of the call centre employees.

Resource and intra-role conflict also emerged as one of the strongest predictors of perceived stress, emotional exhaustion, job satisfaction, and positive well-being. Resource and Intra-role Conflict significantly and positively associated with perceived stress and emotional exhaustion among call centre agents.

Role ambiguity correlated positively with perceived stress and home adjustment, and negatively with job satisfaction and Overall Well-being. Role ambiguity emerged as the strongest predictor of Overall Well-being, and significantly predicted job satisfaction.

Above findings are applicable and useful for human resource management in call centre occupations.

As reported earlier, the possible moderating roles of self-efficacy, supervisory support, and coworker support on the relationship between

independent and dependent variables have been also investigated in the present study.

Various models of stress research suggest that it is of utmost importance to study the moderating or mediating roles of the related variables in the study of work demands and their outcome. The correlations and stepwise multiple regression analyses results showed that self-efficacy, supervisory support and coworker support played significant moderating roles on the relationship between predictor variables and the criterion variables.

Methodological Contribution

At the methodological level, contribution of this study was that researcher developed an interview schedule for call centre employees for the purpose of qualitative study. The interview schedule contains relevant questions, including issues of stress, performance monitoring, emotional labor, home adjustment, night shift, and well-being, etc. The interview schedule may be used in future research in the area of call centres research.

Practical Implications

The present study has revealed many findings but some of these may be highly useful and applicable for a better human resource management in call centre occupation.

The most prominent work factors (emotional labor, performance monitoring, and role ambiguity and role conflict) and their dimensions taken in the present study has shown significant effect on stress and well-being of the

call centre agents. Thus study suggests that the aforementioned factors should be handled with utmost care in call centre organizations.

As the results reveal that Intensity of Performance Monitoring was the key determinant of stress and well-being among call centre employees. Managers, supervisors, and team leaders should be aware of the fact that it is performance monitoring at workplace that affects the call centre agents at most. So the top management should decide a moderate level of Intensity of Performance Monitoring for call centre agents. Too much stretching of monitoring may have negative consequences for Overall Well-being of the employees.

Intense performance monitoring may induce or increase the emotional exhaustion among employees. The results also revealed that Intensity of Performance Monitoring is a major determinant of job satisfaction in call centre agents.

Thus top management in call centres should be cautious regarding the maximum Intensity of Performance Monitoring for employees. It should not be stretched too much to lead unwanted consequences or to effect the job satisfaction of the call centre employees.

Another point which is significant to be mentioned here is that, monitoring should not be done only for achieving the organization's goal (in most cases, attending high number of calls) rather it should also nurture the skills and talents of the call centre agents.

The quantitative analysis as well as qualitative analysis results clearly mentioned that if employees are aware that monitoring is also done for their feedback and welfare, than having an eye on their performance, then it has positive impact on their Overall Well-being.

Another important result was that the employees with high self-efficacy perceive more stress due to intense performance monitoring, role ambiguity, and Surface Acting in comparison to low self-efficacy employees.

This findings of the present study suggest that top management should be cautious in managing the employees with high self-efficacy, because it is high self-efficacious employees who are comparatively more prone to stress in case of intense performance monitoring, high level of role ambiguity, and Surface Acting in a call centre setting, as results of this study revealed.

Emotional labor has been considered one of the major factors in human service occupations which lead to emotional exhaustion among employees. This study provides empirical support that emotional labor (in form of expressing intense and a variety of emotions or expressing a variety of deep emotions via phone) will increase emotional exhaustion among employees in call centre occupation. The results of this study suggest that the issue of emotional labor in call centre should also be handled with cautious.

The result that expressing true or deep emotions towards customers will increase Overall Well-being of the call centre agents, suggests that managers and team leaders should motivate employees to try to actually feel the emotions which agents have to express down the phone to customers. Performing deep emotions will increase Overall Well-being of the call centre employees.

Managers of call centres should act to minimize the role ambiguity and role conflict (specially, Resource and Intra-role Conflict), at the workplace; because these factors increase stress of the call centre agents.

As results suggest role ambiguity and role conflict strongly and negatively associated with overall job satisfaction. Thus managers in the call centre occupations are suggested to act to decrease or prevent role ambiguity and role conflict at workplace.

Role Ambiguity in particular was strongly and negatively associated with Overall Well-being of the employees. Thus call centre managers must handle any role ambiguity taking place among employees, because it may affect well-being of the particular agent and thus overall performance of the employee.

Results also suggest that purpose of monitoring was an important factor for employees with high self-efficacy but it was not important to employees with low self-efficacy. Thus supervisor, manager, and team leaders in call centres should make sure that purpose of monitoring should also include performance feedback system for employees and finally it should also be for welfare of employees. Most importantly, as results suggest, the positive purpose of the monitoring should be clearly communicated to the call centre employees, particularly to the high self-efficacy employees. Good purpose of Performance Monitoring decreases the level of emotional exhaustion among employees with high self-efficacy.

It's a common practice of hiring high self-efficacious individuals to achieve organization's goals. This research puts a question mark that, whether hiring high self-efficacy individuals for call centre work is more rational than

hiring average self-efficacy individuals. This study suggests that recruiting individuals with average self-efficacy may be more beneficial for the call centre organizations than recruiting high self-efficacious individuals. The rationale of the aforesaid suggestion comes from the results of this study that employees with high self-efficacy perceive more stress and experience high level of emotional exhaustion due to intense performance monitoring, role ambiguity, and Surface Acting in comparison to low self-efficacy employees.

Further the present study suggests that having special observation for low self-efficacy employees, top management should be cautious while managing the employees with high self-efficacy, because it is high self-efficacy employees who are comparatively more prone to stress and emotional exhaustion in case of intense performance monitoring, role ambiguity, and Surface Acting in a call centre setting, as this results of this study revealed.

Results reveal that role ambiguity may be a detrimental factor for overall job satisfaction of the high self-efficacious call centre employees. Thus results suggest that call centre management should try to reduce or end role ambiguity at the workplace, especially for the high self-efficacious employees.

Results of the present study reveal that Intensity of Performance Monitoring had impact on Overall Well-being of the call centre agents with high self-efficacy, but not in case of low self-efficacious employees. The results of the present study indicate that intensity of monitoring in call centres should decrease to a moderate level particularly for the well-being of high self-efficacious employees. The results also show that role ambiguity and intense emotional labor determine Overall Well-being in agents with low self-efficacy.

Therefore role ambiguity and emotional labor should be managed adequately for the well-being of low self-efficacious employees.

Results suggest that Purpose of Performance Monitoring is an important determining factor for the well-being of the call centre employees of both groups- high self-efficacy group and low self-efficacy group. Thus monitoring in call centres must include feedback system (feedback to agent about their performance), skill development, and overall welfare of the employees, so that it leads to positive outcome and Overall Well-being for the call centre employees.

On the whole results suggest that since individual self-efficacy plays a significant moderating role between work demands/factors and their criterion variables, high-self efficacious agents and low self-efficacious agents should be supervised and handled differently and cautiously for various issues.

Results suggest that employees who receive low supervisory support are more likely to experience emotional exhaustion due to intense performance monitoring and role ambiguity than employees with high supervisory support. Thus supervisors, managers, and team leaders in the call centres are suggested to provide their support to employees so that they can avoid the occurrence of emotional exhaustion.

The results show that Intensity of Performance Monitoring will have more detrimental effect on job satisfaction and overall positive well-being of call centre employees who receive low supervisory support than employees with high supervisory support. Results suggest that managers, supervisors and team leaders should extend their support to employees with low supervisory

support to get them satisfy with their job. It seems that supervisory support is an important correlate of job satisfaction among employees who receive low supervisory support.

The results of the study reveal that negative effect of role ambiguity on Overall Well-being was found to be more intense in call centre agents who receive low coworker support than agents who receive high coworker support. Thus it seems that coworker support helped employees to deal with role ambiguity at workplace in a better way.

It was also found that positive effects of purpose of monitoring on Overall Well-being was stronger in employees who receive high coworker support in comparison to employees with low coworker support.

The study suggests that managers and supervisors should facilitate and motivate workers interaction with each other to deal with negative effects of role ambiguity on well-being, and to nurture positive effects of purpose of monitoring on employees' well-being.

However the results also reveal that different factors determine stress, emotional exhaustion, job satisfaction, and well-being, etc., in the two different groups- group with high coworker support and group with low coworker support. Thus top management should be aware of the fact that these two groups should be handled cautiously for their better functioning.

The results of the present study contributed significantly in the existing literature of the call centre research. This study contributed vital knowledge

that can be used by top management of the call centres in particular, and by top management of human service occupations in general.

Overall, it is evident from above discussion that the results of the present study are insightful and highly applicable to the managers, supervisors, and team leaders for better human resource management in call centre occupations.



CONTENTS

List of Tables	xli
List of Figures	xlvi
List of Appendices	xlvii
Chapter 1: <i>Introduction & Literature Review</i>	1-66
Chapter 2: <i>Methodology</i>	67-90
Chapter 3: <i>Results</i>	91-259
Chapter 4: <i>Discussion</i>	260-381
Chapter 5: <i>Summary, Conclusion, and Implications</i>	382-436
<i>Bibliography</i>	437-454
<i>Appendices</i>	455-467

LIST OF TABLES

Table No.	Title	Page no
Chapter 2		
2.1	Factor Loadings: Emotional Labor Measure	80
2.2	Descriptive Statistics, Alphas and Intercorrelations of Emotional Labor Measures (N=269)	81
2.3	Factor Loadings: Performance Monitoring Measure	82
2.4	Descriptive Statistics, Alphas and Intercorrelations of Performance Monitoring Measure (N=269)	83
2.5	Factor Loadings: Role Ambiguity and Role Conflict Measure	84
2.6	Descriptive Statistics, Alphas and Intercorrelations of Role Ambiguity and Role Conflict Measure (N=269)	85
2.7	Factor Loadings: Job Satisfaction Measure	86
2.8	Descriptive Statistics, Alphas and Intercorrelations of Job Satisfaction Measure (N=269)	87
2.9	Factor Loadings: Positive Well-being Measure	88-89
2.10	Descriptive Statistics, Alphas and Intercorrelations of Positive Well-being Measure (N=269)	90
Chapter 3		
3.1	Correlation Table: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Perceived Stress, Emotional Exhaustion, Job Satisfaction and Home Adjustment (N=269)	203
3.2	Correlation Table: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Positive Well-being (N=269)	204
3.3	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Perceived Stress (Direct Effect - N=269)	205
3.4	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Emotional Exhaustion (Direct Effect - N=269)	206
3.5	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Job Satisfaction (Direct Effect - N=269)	207
3.6	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Home Adjustment (Direct Effect - N=269)	208
3.7	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Positive Well-being (Direct Effect - N=269)	209-211

Table No.	Title	Page no
3.8	Correlation Table: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Perceived Stress, Emotional Exhaustion, Job Satisfaction and Home Adjustment – (Moderating Effect of Self-Efficacy – Group with High Score on Self-Efficacy- N= 134)	212
3.9	Correlation Table: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Positive Well-being - (Moderating Effect of Self-Efficacy Group with High Score on Self-Efficacy - N=134)	213
3.10	Correlation Table: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Perceived Stress, Emotional Exhaustion, Job Satisfaction and Home Adjustment - (Moderating Effect of Self-Efficacy-Group with Low Score on Self-Efficacy- N=117)	214
3.11	Correlation Table: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Positive Well-being- (Moderating Effect of Self-Efficacy -Group with Low Score on Self-Efficacy- N=117)	215
3.12	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Perceived stress (Moderating Effect of Self-Efficacy - Group with High Score on Self-Efficacy - N=134)	216
3.13	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Perceived Stress (Moderating Effect of Self-Efficacy - Group with Low Score on Self-Efficacy - N=117)	217
3.14	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Emotional Exhaustion (Moderating Effect of Self-Efficacy - Group with High Score on Self-Efficacy - N=134)	218
3.15	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Emotional Exhaustion (Moderating Effect of Self-Efficacy - Group with Low Score on Self-Efficacy - N=117)	219
3.16	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Job Satisfaction (Moderating Effect of Self-Efficacy - Group with High Score on Self-Efficacy - N=134)	220
3.17	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Job Satisfaction (Moderating Effect of Self-Efficacy - Group with Low Score on Self-Efficacy - N=117)	221
3.18	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Home Adjustment (Moderating Effect of Self-Efficacy - Group with High Score on Self-Efficacy - N=117)	222

Table No.	Title	Page no
3.19	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Home Adjustment (Moderating Effect of Self-Efficacy - Group with Low Score on Self-Efficacy - N=117)	223
3.20	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Positive Well-being (Moderating Effect of Self-Efficacy - Group with High Score on Self-Efficacy - N=134)	224-225
3.21	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Positive Well-being (Moderating Effect of Self-Efficacy - Group with Low Score on Self-Efficacy - N=117)	226-227
3.22	Correlation Table: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Perceived Stress, Emotional Exhaustion, Job Satisfaction and Home Adjustment – Group with High Score on Supervisory Support-(N=126)	228
3.23	Correlation Table: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Positive Well-being– Group with High Score on Supervisory Support (N=126)	229
3.24	Correlation Table: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Perceived Stress, Emotional Exhaustion, Job Satisfaction and Home Adjustment Group with Low Score on Supervisory Support (N=127)	230
3.25	Correlation Table: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Positive Well-being – Group with Low Score on Supervisory Support (N=127)	231
3.26	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Perceived stress (Moderating Effect of Supervisory Support - Group with High Score on Supervisory Support - N=126)	232
3.27	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Perceived stress (Moderating Effect of Supervisory Support - Group with Low Score on Supervisory Support - N=127)	233
3.28	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Emotional Exhaustion (Moderating Effect of Supervisory Support - Group with High Score on Supervisory Support - N=126)	234
3.29	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Emotional Exhaustion (Moderating Effect of Supervisory Support - Group with Low Score on Supervisory Support - N=127)	235

Table No.	Title	Page no
3.30	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Job Satisfaction (Moderating Effect of Supervisory Support - Group with High Score on Supervisory Support - N=126)	236
3.31	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Job Satisfaction (Moderating Effect of Supervisory Support - Group with Low Score on Supervisory Support - N=127)	237
3.32	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Home Adjustment (Moderating Effect of Supervisory Support - Group with High Score on Supervisory Support - N=126)	238
3.33	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Home Adjustment (Moderating Effect of Supervisory Support - Group with Low Score on Supervisory Support - N=127)	239
3.34	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Positive Well-being (Moderating Effect of Supervisory Support - Group with High Score on Supervisory Support - N=126)	240-241
3.35	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Positive Well-being (Moderating Effect of Supervisory Support - Group with Low Score on Supervisory Support - N=127)	242-243
3.36	Correlation Table: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Perceived Stress, Emotional Exhaustion, Job Satisfaction and Home Adjustment – Group with High Score on Coworker Support – (N=101)	244
3.37	Correlation Table: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Positive Well-being – Group with High Score on Coworker Support -(N=101)	245
3.38	Correlation Table: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Perceived Stress, Emotional Exhaustion, Job Satisfaction and Home Adjustment – Group with Low Score on Coworker Support – (N=131)	246
3.39	Correlation Table: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Positive Well-being – Group with Low Score on Coworker Support -(N=131)	247
3.40	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Perceived stress (Moderating Effect of Coworker Support - Group with High Score on Coworker Support - N=101)	248

Table No.	Title	Page no
3.41	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Perceived stress (Moderating Effect of Coworker Support - Group with Low Score on Coworker Support - N=131)	249
3.42	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Emotional Exhaustion (Moderating Effect of Coworker Support - Group with High Score on Coworker Support - N=101)	250
3.43	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Emotional Exhaustion (Moderating Effect of Coworker Support - Group with Low Score on Coworker Support - N=131)	251
3.44	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Job Satisfaction (Moderating Effect of Coworker Support - Group with High Score on Coworker Support - N=101)	252
3.45	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Job Satisfaction (Moderating Effect of Coworker Support - Group with Low Score on Coworker Support - N=131)	253
3.46	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Home Adjustment (Moderating Effect of Coworker Support - Group with High Score on Coworker Support - N=101)	254
3.47	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Home Adjustment (Moderating Effect of Coworker Support - Group with Low Score on Coworker Support - N=131)	255
3.48	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Positive Well-being (Moderating Effect of Coworker Support - Group with High Score on Coworker Support - N=101)	256-257
3.49	Stepwise Multiple Regression Analysis: Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Positive well-being (Moderating Effect of Coworker Support - Group with Low Score on Coworker Support - N=131)	258-259

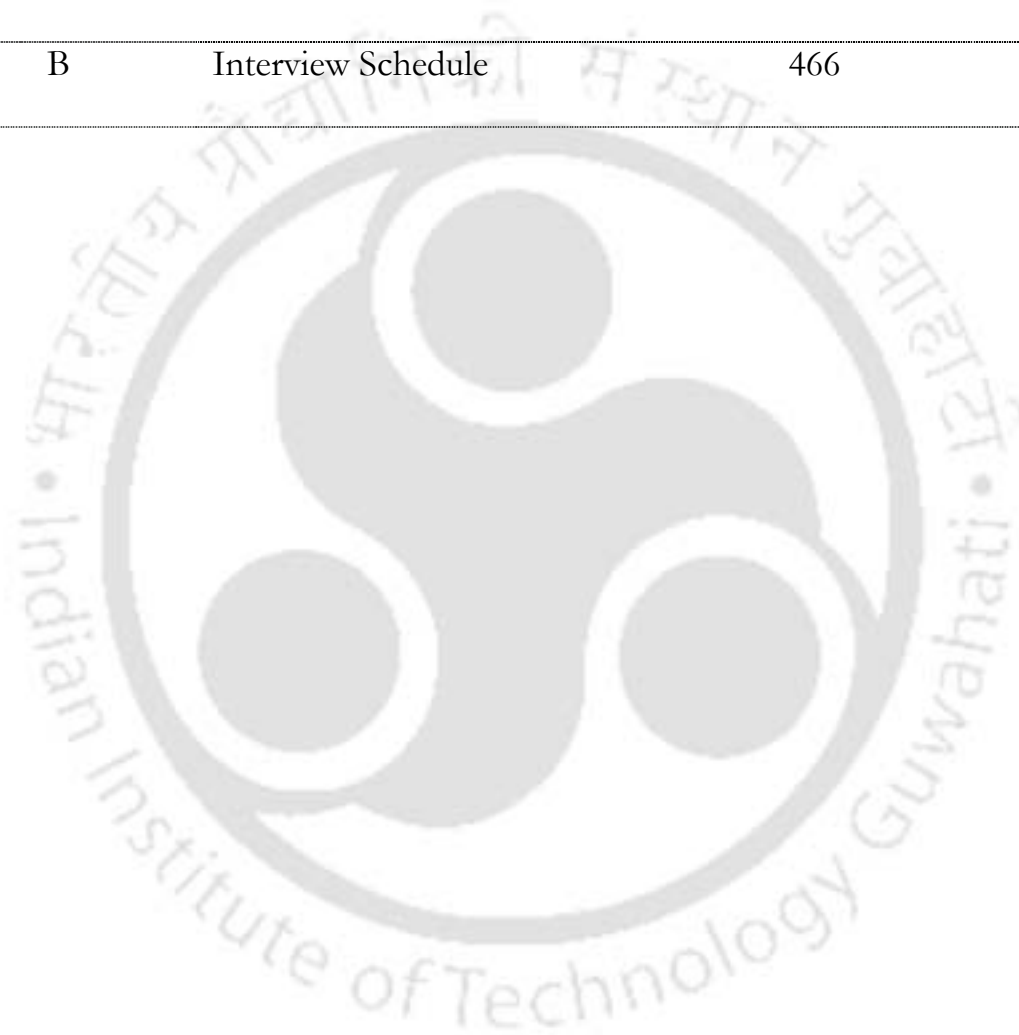
LIST OF FIGURES

Figure no.	Title	Page no.
1	Proposed framework of relationship among variables	49



LIST OF APPENDICES

Appendix no.	Title	Page no.
A	Questionnaire (Set 1)	455
B	Interview Schedule	466



Chapter 1

Introduction

With the world entering into the second decade of the new century, a convergence of economic, socio-cultural and political forces are already in the process of affecting our contemporary work arrangements to a large extent. These forces are changing the nature of the existing work settings and they are creating new advanced work settings as well. There has been a shift from manufacturing to service and knowledge based economies due to the impact of globalization. Further, the exponential rate of technological change has outstripped efforts to develop socio-technical perspectives that integrate human needs and values into the management of jobs and organizations (Cooper, Dewe, & O'Driscoll, 2001).

The climate of the organizations has also changed dramatically in the past decades with increased demands from globalization of economy and the rapid development of communication technology (Casio, 1995; Schabracq & Copper, 2000). This rapid development in communication technology and the increased need of information has created new business opportunities for human service occupations.

The general thrust of the above described changes has been summarized by Kevin Murphy (1999), who depicts the new environment as the “postindustrial workplace”, and by Gowing, Kraft, and Quick (1997), who referred it as the “new organizational reality”. Patricia Murphy and Susan Jackson (1999), for example, have suggested that work will not be provided in

‘neatly packaged bundles of prescribed tasks’, as was the case very recently. Instead, the nature of future jobs will be “fluid rather than fixed, abstract and general rather than a detailed picture” (Murphy, 1999). There have been suggestions that the job, as we currently know it, either will no longer exist at all (Bridges, 1994) or will exist for only a small proportion of the workforce (Gowing, Kraft, & Quick, 1997; Murphy, 1999; Parker & Inkson, 1999).

Kendall, Murphy, O’Neill, and Bursnall (2000) report the changes that taking place in postindustrial workplace is translating over employment for many workers: those in full time job are experiencing increased pressure and faster pace (Bousfield, 1999), increased workload (Townley, 2000), longer shifts and longer hours (Heiler, 1998; Winefield, Montgomery, Gault, Muller, O’Gorman, Reser & Roland, 2002), and demands of high organizational performance. The emergence of new forms of working is attributed to the rapid development and implementation of new technologies (Hesketh & Neal, 1999), especially computer-based communication systems, which now pervade virtually every workplace. These new technologies have revolutionized ways of working, as well as the structure and functioning of organizations themselves. Moreover the new technology (computer based) has also created new organizations and new complex work settings.

One of the new industries created by technological innovation (especially computer based innovation) and information technology is call centres. Call centres are one of the complex work places resulted by technological changes in organizations. Call centres also resulted because of increasing need of information for individuals. The new complex workplace is no doubt a source of high economy in developing countries but it is also claimed to be a source of

many physical and psychological problems of employees. Global marketplace is another major antecedent of the emergence of call centre industry. Globalization of trade has had several significant effects on organizations and workplace arrangements (Cooper, et al., 2001).

Employment has also become more precarious as workers are employed increasingly on contracts (Schalk, Heinen, & Freese, 2001; Winefield et al., 2002), and the permanent job itself has become more insecure, leading to predictions that by 2020 a quarter of workforce will be in non-traditional employment arrangements (Judy & D' Amico, 1997; Kendall, et. al., 2000). Quinlan (2002) explains the results of recent reviews on health effects of precarious (casual, short term, temporary) self-employment in 11 countries from 1986 to 2000 (Quinlan, Mayhew, & Bohle, 2001), and on the health effects of downsizing/restructuring and job insecurity published in the international literature between 1966 and 2001 (Bohle, Quinlan, & Mayhew, 2001). Overwhelmingly, the reviews found a measurable deterioration in health effects for precarious and survivor groups.

Workers are now being required to perform multiple tasks, learn new skills, and self-manage to meet competitive demands. This has led to jobs that are more fluid (Kendall et al., 2000; Cooper et al., 2001), possibly exacerbating role ambiguity and role conflict, and leading in turn to work stress and illness (Dunnet, 1998). Technological changes have also led to an increasing amount of poor quality work – ‘work not fit for a machine to do’- that is unsatisfying, offering low pay, low job security and unreliable hours (Winefield et al., 2002).

Most of the organizations are forced to sack or downsize some of their employees due to ongoing recession in the world economy. It is expected to have negative effect (such as stress, anxiety, depression, etc.) on the employees, who are afraid to lose their jobs. To improve flexibility and competitiveness or as a result of economic recession, organizations have been downsized and restructured (Kawakami, 2000). Further, this condition leads to an increase in both mental and physical illness among employees (Chang, 2000).

Why the issue is important?

Stress and mental unhealthiness of the employees have been acknowledged as a problem around the world and it is a common concern for both developing and industrialized nations (Kawakami, 2000). The impact of the work stress (stress, depression etc.) on the economies of the countries has been quantified in terms of Gross Domestic Product (Dollard, Winefield, & Winefield, 2003). According to an estimate, UK economy loses 12 billion pounds due to sickness absence, almost half of which is estimated to be stress related (Cooper, 1998). It is estimated that 54% of sickness absence in the United States is stress related (Elkin & Rosch, 1990). In India also, it is supposed to have concerning effects on productivity. The biggest overall causes of premature death in Europe are mental health problems and stress-related disorders (WHO, 2001). On the organizational level, stressors exist for each and every occupation. It is argued that the probability of existence of stressors is more in human services occupations in comparison to other occupations. The number of organizational stressors varies from occupation to occupation as well as intensity felt or perceived by all (Gienac & Appelbaum, 1997).

A large amount of research has been done on organizational factors in recent years, as a result of increasing interest in the area of human service organizations. But more recent approach is to study organizational factors and their impacts on workers at micro-level. In one respect, it suggests to study various factors of the workplace in different occupations separately. The studies are done in different types of organizations ranging from industrial organizations to human services organizations. Moreover rapidly changing nature of work creates a scope for new studies to investigate emerging workplace factors and issues caused by new technological developments and globalization of economy. For example, the dual identity of employees is a new issue emerging in the call centres. Moreover the rapidly changing workplace and emerging new factors may increase the frequency and intensity of the work factors which affects employees' health.

Work Factors

A number of factors, related to work, have been identified in previous researches, affecting adjustment of the employees (Jimmieson, & Terry, 1998; Terry, Tonge, & Callan, 1995). These factors can be categorized in several groups for example, particular practice fields, work role issues, organizational structure and culture, high workloads, low level of control and autonomy, supervision practices, violence and practice etc at the workplace. Work factors can also be divided in two broad categories- endogenous factors (within the individual) and exogenous factors (outside the individual). Studies of adjustment have been conducted across different occupations in the human services such as nurses, community health workers, social workers and military personnel, teachers, etc. But in the age of globalization, more exciting and

challenging occupations are evolving. Call centres are at the forefront among these emerging occupations.

Call Centres

A call centre is typically defined as a voice operation centre that interfaces with the customer in a variety of ways from customer support, billing, provisioning, directory assistance, to technical support (Jack, Bedics & McCary, 2006). The Call Centre Association (1999) defines a call centre as “a physical or virtual operation within an organization in which a managed group of people spend most of their time doing business by telephone, usually working in a computer-automated environment”.

Call centres are a growing part of the service industry in many countries including India. A call centre is one of the most important instruments used by organizations to meet their customers. Today’s organizations heavily depend on their call centres to attract their customers. It may be an opportunity to know the customers and to build a relationship with them (Whittaker, Forcella, Sidhu, & Hall, 1996). Many work factors may be common across occupations but they are different in their frequency and strength in a specific occupation. For example, the emotional labor exists in many occupations, but its strength may be relatively more in call centres than other jobs. It is the work environment of complex work settings such as call centres which would be responsible for various emotional or mental health problems among employees.

“Call centres are high-pressure work environments characterized by routinisation, scripting, computer-based-monitoring and intensive performance targets” (Houlihan, 2000). This kind of work environment promises a series of

business advantages, but also results in unwanted outcomes. These detrimental outcomes are considered to result from the work factors present in the organization's environment.

Like each occupation call centres also have some common work factors and some specific to its own environment. Whereas stress, depression, burnout, emotional labor, employee turnover and role conflict are among common problems faced by call centre employees, like other occupation's employees; unusual timing, monitoring of calls and dual identity may be some specific factors contributing to ill health of call centre employees (Holman, Chissick, & Totterdell, 2002).

These factors are discussed in detail in the later part of this chapter.

Early studies conducted in call centres reveal that, call centres are high-pressure work environment, where employees face many physical and psychological problems. In some studies, the call centres have been labeled as electronic sweatshop, the dark satanic mills of the 21st century; some critics see them as battery farms where humans are kept in cells and force-fed calls while pecking at a key board (Holman & Fernie, 2000). But recently Holman and Fernie (2000) have found in their research that not all call centres are 'sweatshops'. A significant shift in emphasis can be seen that call centres that were once treated solely as cost centres are now being considered as revenue producers (Jack, Bedics & McCary, 2006).

Literature Review

The literature review section will first explain the models on which the framework of this study is developed. In its later part, it will also describe all the variables taken in this study.

Models of Work Demands and Work Stress

There are various factors in a work setting which affect employees' health and well-being directly or indirectly. Two models of work demands/work stress- Demand-control-support model (Karasek, 1979; Johnson & Hall, 1988) and Job demand-resources model (Demerouti, Bakker, Nachreiner, Schaufeli, 2001) have been followed to understand the dynamics of the factors or variables taken in this study. These models are briefly described below.

Demand-Control-Support Model

The demand-control-support (DCS) model explains the dynamics of work stress in the organizations. The job demands-control model (Karasek, 1979) is based on the proposition that the interaction between job demands and job control is the major factors to explain strain-related consequences. Job control in the model is referred as job decision latitude and has been defined in terms of decision authority and skill level. Karasek et al. (1981) argued that in this model “strain results from the joint effects of the demands of the work situation (stressors) and environmental moderators of stress, particularly the range of decision making freedom (control) available to the worker facing those

demands”. According to this model, strain can result for those with objective high job demands (or pressures) and objective low control (a perceived inability to influence tasks and procedures at work). The concept of control has long been known as an important facet of the stress process (Cooper, Dewe & O’Driscoll, 2001).

The job demand-control model has been expanded by Johnson and Hall (1988) to include an important aspect of the work environment, such as social support. In a recent review of 81 studies, social support and particularly emotional support was found associated to beneficial effects on cardiovascular, endocrine and immune systems (Uchino et al., 1996). The demand-control-support model proposes that jobs with high demands, low control, and low support from supervisors or coworkers carry the highest risk for psychological or physical disorders or high strain- isolated jobs (Dollard, Winefield & Winefield, 2003). The DCS model has received considerable empirical support (Jones & Fletcher, 1996; Schaubroeck and Fink, 1998).

In regard to support as moderator of job demand-strain relationship, Schaubroeck and Fink (1998) found mixed evidence for JD-C-S model. These investigators collected employees self-reports of social support they receive from both their supervisor and their coworkers. The results showed that interactions of demand-control-support were more significant for supervisory support than for support from coworkers. Despite some inconsistent findings job demand-control-support model remains an important model to study demands and strain interactions.

Job Demand–Resources Model

The job-demand resources model is one of the important models to understand work demands on employees. At the heart of the job demand-resources (JD-R) model lies the assumption that whereas every occupation may have its own causes of employee well-being, working conditions in occupations can be categorized into two broad categories- job demands and job resources that are differently related to specific outcomes. (Demerouti et al., 2001). Job demands refer to those physical, social, or organizational aspects of job that require sustained physical or mental effort and are therefore associated with certain physiological or psychological costs (Demerouti et al., 2001). According to Bakker and Demerouti (2006) Job resources refer to those physical, psychological, social or organizational aspects of the job that may do any of these: a) functional in achieving work goals b) reduce job demands and the associated physiological and psychological costs c) stimulate personal growth, learning, and development.

Resources are categorized in two groups by Richer and Hacker (1998) that are, external resources (organizational and social, such as pay, security, supervisor and coworker support) and internal resources (cognitive features and action patterns, such as skill variety and self-efficacy).

Besides the main effects of job demands and resources, the JD-R model proposes that the interactions between job demands and job resources are important for the development of job strain and motivation as well. More specifically JD-R proposes that job resources may buffer the impact of job demands on job strain, including burnout (Bakker, et al. 2003). This

assumption is in line with Demand-Control model (DCM; Karasek, 1979, 1998), but expands this model by arguing that several different job resources can play the role of buffer for several different job demands. Which job demands and resources play a role in a certain organizations depends upon the specific job characteristics that prevail. Thus whereas Demand- Control model states that control over the execution of tasks, i.e., autonomy may buffer the impact of work overload on job stress, the JD-R model expands this view and states that different types of job demands and job resources may interact in predicting job strain (Bakker & Demerouti, 2006).

From the theoretical models of job demands/stress discussed above, it is difficult to decide which one is better suited in a particular work setting such as call centres. Both models- DCS and JD-R have a lot similarity among each other. Both the models consider that various demands at the job are the major causes for physical and psychological costs on employees. The concepts of personal control and social support discussed in DCS model is equivalent to job resources of JD-R model.

The present study therefore has taken cues from both the models described above to investigate stress and well-being in call centres employees.

The primary objective of this study is to investigate the effects of work factors (job demands) on strain of the call centre employees. The present study also incorporated personal control (self-efficacy) and social support as important variables which may affect the stress-strain relationships in call centre employees. Thus demand-control-support model is considered to be

appropriate to explain the stress-strain relationship in the context of the present study.

Further, in a call centre setting, factors that may induce job demands are, answering a number of calls, the variability of customer demands, unusual shift of work hours, display of unnatural emotions, etc. These job demands when exceeds to a point, employees may face a range of psychological and emotional problems. Job resources in a call centre setting would be personal control or freedom available to employees, support from supervisors and coworkers, etc. Therefore the job demand-resources model might be helpful in understanding the dynamics of job demands and resources in call centre settings.

The job demands and job resources or work factors present in a call centre setting have been discussed below in detail.

Call Centre Work Factors

Work factors taken in the present study are categorized as exogenous factors, endogenous factors, and individual/personality factors. Theses factors are described below:

Exogenous Factors

Exogenous factors refer to the factors which originates outside the individual body or specifically, factors (rules, policy and environment) which are determined by the organizations towards its employees and employees has no or little control on these factors. Work demands or organizational factors

which are exogenous in nature have been categorized in different ways. Following exogenous factors have been taken into consideration for the present study.

Emotion Display Rules

Emotional expressions (displays) are important part of interpersonal interactions. Many organizations prescribe how emotions should be presented to others through the use of display rules (Ekman, 1973). Contrary to the view that workplace is a rational or non-emotional place; there is a growing interest among researchers about the role played by emotions at workplace in achieving organizations goals. A considerable number of researches on emotions now focus on employees' emotional labor at different workplaces. Emotional labor is the process of regulating one's emotional displays in response to display rules so that work goals can be achieved (Diefendorff & Gosserand, 2003).

Organization management now facilitates employee's emotions to attain organizational goals. Creating and maintaining positive emotions toward organization and its products is essential for the management. Organizations may expect employees to display positive emotions when interacting with customers so that customers also feel and respond positively (Hatfield, Cacioppo, & Rapson, 1994; Pugh, 2002).

Recent researches reveal that there are two types of emotion regulation strategies commonly used by Individuals at workplace. These are surface acting and deep acting. In Surface acting, individual suppress their naturally felt emotion in order to display organization's desired emotion (Diefendorff &

Gosserand, 2003). In deep acting, individual modify his feelings in order to display the appropriate emotions (Grandey, 2000). Emotional display rules dictate the precise emotions employees are expected to display in each situation.

Like other IT sectors, there are highly formalized rules that guide the call centre employees about how to deal with customers on phone. While these rules can reduce the uncertainty regarding how an employee should handle a customer's query on phone, these can develop a conflicting situation about customer's real intentions (for example, trying to access confidential information) regarding query. Thus many times it is conflicting for call centre agents to satisfying the customers and following the organization's rules at the same time. So, emotional display rules imposed by the organization at their employees to please and attract customers should be clear, formalized as well as giving a sense of freedom to the employees.

Performance Monitoring/ Monitoring of Calls

Managers monitor employees' performance in the workplace to ensure the work standards. Performance monitoring involves observation, examination, and recording of employees' work behavior (Stanton, 2000). Managers also monitor employees' behaviors to assess productivity, and to determine training needs. Employees' performances are monitored by different means. Performance monitoring exists in both "traditional" and "electronic" forms. Traditional forms of monitoring may be direct observation, listening calls, self-report and work sampling. Traditional sampling tends to be episodic and collect both qualitative and quantitative data (Holman, Chissick, &

Totterdell, 2002). Electronic performance monitoring involves the automatic and remote collection of quantitative data (e.g., key strokes, call times) (Holman, Chissick, & Totterdell, 2002). It also permits the continuous monitoring of calls. Due to technological advances, it is now possible for organizations to monitor employees' performances more frequently and at a microscopic level.

There has been a substantial increase in the number of industrial organizations, which use electronic performance monitoring (EPM) systems to evaluate their employees (Kolb & Aiello, 1996). The number of companies in America that use some form of electronic monitoring has risen to 67.3% of the employers (The National Workrights Institute). Total active monitoring of communications and performance has risen 10% in the last two years to include 45.1% of the nation's employers (American Management Association Survey, 1999).

In another large scale international study of call centre management and practices which included Asia, Africa, South America, North America, and Europe, and covered almost 2,500 centers in 17 countries provided a detailed account of the similarities and differences in operations across widely diverse national contexts and cultures. This study covered a total of 475,000 call center employees for survey. The survey reported that frequency of performance monitoring (feedback on performance and call quality, call listening) varies crossnationally. These monitoring activities typically occur on a monthly basis in coordinated countries, on a biweekly basis in liberal market countries, and on a weekly basis or more in industrializing countries.

Monitoring activities in Indian call centers are the most intense compared to any other country (The Global Call Centre Report, 2007).

Many of the studies of organizations those monitor their employees, reveal that employees felt more stress, specifically those monitored by EPM than those employees who are monitored by some other means. Surprisingly, performance monitoring as organizational factor has received comparatively less attention. But now researchers are quite interested to know about the effects of EPM on employees, because of its increasing use by organizations. Some of the early studies find that electronically monitored workers are more productive when they work on simple tasks (Chomiak, Aiello, & Kolb, 1993). On the other hand, employees are less productive when they work on difficult tasks (Aiello, & Svec, 1993). Electronically monitored employees may experience lower job satisfaction and more job stress than employees who are monitored in other ways (Grant & Higgins, 1989; Irving, Higgins, & Safayeni, 1986).

It seems that because of continuous monitoring, electronically monitored employees restrict their interactions with other coworkers, thus limiting their opportunities to receive social support (Aiello & Kolb, 1995; Amick & Smith, 1992). This lack of social support can increase the probability that employees will feel stress (House, Landis, & Umberson, 1988).

Monitored employees (or participants) report higher levels of stress and dissatisfaction than non-monitored employees in most of the laboratory and field studies (Aiello, DeNisi, Kirkoff, Shao, Lund, & Chomiak, 1991; Aiello & Kolb, 1995; David & Handerson, 2000). Smith, Carayon, Sanders, Lim, and Le-

Grande (1992) compared monitored and non-monitored employees in his comprehensive field study. Monitored employees reported higher level of boredom, depression, anxiety, anger and fatigue. Electronically monitored employees perceived their working conditions as more stressful, and reported higher levels of job boredom, anxiety, depression, psychological tension, anger, health complaints and fatigue (Smith et al., 1992).

Monitoring intensify workload and makes employee feel that he/she has less control over his work or environment. Monitoring increases cognitive demands as, it is an additional factor for employees to consider (Smith et al., 1992). Usually, work demands and threat of monitoring have negative impact on employee's well being. In human services, employees are generally expected to manage their emotional expression toward customers for the welfare of the organizations (Hochschild, 1983). Specifically, employees are trained or expected to display appropriate emotions; most of the time it is positive emotion such as "smiling down the phone".

In the call centres, monitoring of performances of call centre employees may clash with their emotional display towards customers (Belt, Richardson & Webster, 1999). Generally employees feel anxious or stressed that their emotional responses towards customers are being monitoring.

Smith and Amick (1989) and Carayon (1993) suggest that job demand, job control and social support are important factors to consider when examining the relationship between work context, performance monitoring and well being in their separate reviews of performance monitoring literature.

Endogenous Factors

Endogenous factors refer to those factors which originate from individuals' cognitive or thought processes. The endogenous factors sometimes originate due to exogenous factors, as in the case of emotional labor. Endogenous factors taken in this study are described below-

Emotional Labor

Hochschild (1983) defined emotional labor as “the management of feeling to create a publicly observable facial and bodily display” for a wage. It originates due to the organizational rules for appropriate emotional expression or emotional display by an employee towards customers (Ekman, 1984). According to Diefendorff and Gosserand (2003), “emotional labor process involves constantly comparing one's emotional displays with display rules to ensure that the display is appropriate”. Employees have to confirm regularly that their emotional displays are appropriate to that of organization's display rules, regardless of employees' internal feelings. If there is a discrepancy between display emotions and emotional display rules, employee should use emotion regulation strategies for appropriate emotional displays (Diefendorff & Gosserand, 2003). Obviously, this requires suppressing real emotions of the individual and display fake emotions. This process of emotional labor may result in negative outcomes (stress, depression, burnout etc.) for the employees. According to Hochschild (1983), emotional labor occurs when emotions expressed by employees satisfy display rules of the organization but clash with their own inner feelings.

The process of display of fake and mostly positive emotions to attract customers may be in different forms in call centres from other human service occupations. In call centres, employees use phone or computers to respond customers queries; they do not display emotions in front of customers. But call centre employees are compelled to display positive emotions through phone which could be felt by customers or in other words, they have to 'smile down the phone' while interacting with customers.

This kind of online emotional display may result in negative consequences (such as stress, depression and burnout etc.), which may be relatively high in terms of frequency and intensity. Contrary, many studies have suggested that displaying positive emotions have positive effects on employees (Staw et, al. 1994), but few of them suggest that it can also result in negative consequences (Holman et al., 2002). The employees might not be able to identify their true feelings when they leave work. Specifically, they might not be able to separate those feelings that go with acting and those they genuinely experience. Moreover they even might not be able to know how they truly feel or feel anything. This confusion may lead employees to lack a clear sense of who they are or to be able to establish a clear self-identity.

It is noteworthy that above mentioned damaging consequences of emotional labor are likely to take place after years of call centre service by an individual employee. On the other hand displaying emotions to please customers might have positive effect on employees if employee is new in the job. Thus time factor may play a vital role in determining the consequences of emotional labor.

Role Conflict and Role Ambiguity

Role conflict has been defined as two or more sets of incompatible demands concerning work issues (Bacharach, Bamberger & Conley, 1990; Beehr, 1995). Incompatible demands may be between the expectations placed on a worker by concerned parties or by the interface between two or more roles of the same person. Role conflict occurs when incompatible demands are imposed on the person, i.e. either within a single role or between multiple roles occupied by the individual (Schaubroeck et al., 1989).

This role conflict can induce negative emotional reactions due to perceived inability to be effective on the job. Many studies have found detrimental effect of role conflict on both self-reported strain (O'Driscoll & Beehr, 1994) and physiological indicators of strain (Kahn & Byosiere, 1990). Role conflict may also exist if organizational demands clash with individual's personal values and obligations to others (Rizzo et al., 1970). This conflict has been referred as person-role conflict by Kahn et al. (1964), Cooper et al. (1988), and Beehr (1995). Individual can experience role conflict when he tries to fulfill one set of expectations of one sender and to do so it is necessary to deviate from performing or behaving according other set of expectations of the same sender. This depicts intrasender role conflict (Beehr, 1995; Cooper et al., 1988).

According to Kahn et al. (1964), role ambiguity occurs when consequences of one's role performance are unpredictable. This conceptualization was extended to include lack of information for performing the role. A consistent link has been found between role ambiguity in the job and high levels of psychological strain in numerous studies (O'Driscoll &

Beehr, 1994; Schaubroeck, Cotton, & Jennings, 1989). A number of studies reported a negative relationship between role ambiguity, role conflict and job satisfaction (Tarrant & Sabo, 2010). In a study by Yousef (2004) role conflict and role ambiguity independently and negatively affected job satisfaction of the employees working in manufacturing and service organizations.

Role conflict is viewed as incompatibility in communicated expectations that impinge on perceived role performance (Rizzo et al., 1970). One could argue that those who perceive higher levels of role conflict and role ambiguity as sources of stress would be less satisfied with their job. This argument has been supported by previous research carried out in western (Yosef, 2000; Tarrant & Sabo, 2010) and non-western settings (Lehal, 2007; Pestonjee & Mishra, 1999). For example, Bedeian and Armenakis (1981) reported negative correlations between role conflict, role ambiguity and job satisfaction. Fisher and Gitelson (1983) also observed that role conflict is negatively related with several facets of job satisfaction particularly, pay, co-workers, and supervision while role ambiguity is negatively associated with specific aspects of job satisfaction, especially promotion, and relations with coworkers. Babakus et al. (1996) also found that both role conflict and role ambiguity negatively affect job satisfaction.

An employee may face role conflict while performing emotional labor to satisfy customers. Emotional labor is often governed by organization-specific display rules (Ekman, 1984) or feeling rules (Hochschild, 1983). These rules dictate the precise emotions employees are expected to display in each situation. Emotional display rules can create a conflict between what the customer is assumed to want and what the customer really wants. Call centre

employees are expected to read the customer 'down the phone' and decide which display is appropriate in each situation. Some customers want service with pleasant voice, yet some want straight answers of their query. This creates a conflict if the employee has had no prior experience with a particular customer or has had no training on how to properly read people. If employee is not able to interpret the situation correctly and give the customers what information they want, he may behave in a way that offends the customer, and this may cause further stress for the employee.

Well-Being

Health and well-being of the employees' has always been as a core factor to be handled in most of the successful organizations. Successful organizations are able to see the direct relationship between employees' health/well-being and organization's productivity or performance. Today's organizations also realize that an individual employee may not put forward his best without having a sense of comfortableness and security in his/her job. These are the reasons that organizations are now spending a good some of money to keep their employees physically and mentally healthy.

Researchers also focused on the studies of employees' health and well-being in organizations realizing the importance of these factors at workplaces. Subsequent research in this area has led to an understanding of the detrimental effect of work-related stress on employee health (Bond, 2004; Loretto et al, 2005). This has facilitated policy-making in many countries openly encouraging employers to take measures that promote the work-life balance of their employees.

Reasonably, the evidence on the adverse effects of stress on employee well-being is of immediate interest to the corporate world including call centres. This is partly due to concerns that stress-related difficulties can lead to accidents and medical problems which can result in inability to work efficiently and in lost productivity due to increased sick leave (Kalia, 2002; Teasdale, 2006). Thus management research has concentrated heavily on the links between employee well-being and productivity (Csiernik, 1995). In call centres also well-being of the employees are considered one of the important factors for getting better performance from employees. A review of the literature suggests that four factors have a significant effect on the well-being of call centre representatives (Holman, 2004). These are job design, performance monitoring, HR practices, and team leader support (Frenkel et al., 1998; IDS, 1999; Knights and McCabe, 1998; Taylor and Bain, 1998). The links of employees' well-being with call centre factors such as performance monitoring and emotional labor are important to study (Holman et al., 2002).

Well-being is one of the most studied constructs in social sciences, particularly in psychology. The notion of stress can usefully be examined within the broader constructs of well-being and health (Warr, 2005). Health itself is defined by the World Health Organization (WHO, 1946) in terms of three forms of well-being: physical, mental, and social. Physical reaction to job conditions can include muscular strains and injuries of many kinds as well as cardiovascular disorders and other conditions that have both physical and psychological aspects. They are not always apparent as immediate bodily changes, sometimes developing only across years or decades. The third element in the World Health Organization's definition (well-being that is social)

concerns for equitable and beneficial involvement in social communities. The present study will deal with psychological aspects of employee health.

The relationship between job characteristics and employee well-being has attracted considerable attention in the work stress literature. A number of conceptual models have been developed that relate job characteristics to the health and well-being of working populations (Cooper, 1998; Parker & Wall, 1998). The Effort Reward Imbalance (ERI) Model claims that lack of reciprocity between 'costs' and 'gains' (i.e. high effort/low reward conditions) may cause a state of emotional distress, which can lead to cardiovascular risks and other strain reactions (poor subjective health, sickness absence, etc.). Having a demanding, but unstable job, achieving at a high level without being offered any promotion aspects, are examples of stressful imbalance.

Health and well-being have important consequences for individual employees, as well as for the organization in which they work (Danna & Griffin, 1999), as these variables affect illness-related absenteeism rates (Aldana, 2001; Anderson, Serxner, & Gold, 2001). Furthermore, gains in employee health and well-being are generally agreed to go beyond financial profits since they can be perceived as a sign that the employees are valued by their company. Health promotion programmes may therefore work to improve the image of a company as an organization that cares about the welfare of its employees, and this may attract productive employees (DiNubile & Sherman, 1999). Lastly, according to Danna and Griffin (1999), well-being should be an important focus of research in the workplace because individuals' experiences at work may also spill-over into domains outside working life.

Well-Being in Call Centres

Early studies (Fernie & Metcalf, 1998; Garson, 1988; IDS, 1999) on call centres reported call centre job as ‘electronic sweatshops’, dark satanic mills of the 21st century’ and ‘human battery farms’ sweatshops and suggested to the concern for well-being of the call centre employees. A good number of recent call-centre studies tried to find out answers of some basic questions about well-being of call-centre agents. For example, ‘Is call centre work more stressful than other human service industries; and ‘Is well-being of call centre employee poorer than other human services employee, like bank, etc?’

In a study of well-being in call centre agents, Holman (2002) took four dimensions of well-being; namely, anxiety, depression, and intrinsic and extrinsic job satisfaction. The results revealed that call centre work can be compared to a large extent with clerical work and shop floor manufacturing. Interestingly, the level of well-being in two call centres was equivalent to or, in some cases, better than the comparison groups. This finding indicates that all call centres may not be ‘sweatshops’ as early call centre studies claimed.

The Study of Sprigg et al. (2003) tried to find out answers of some basic questions about stress and well-being of call centre employees. The answers of the employees revealed that they consider call handling job as more stressful than other jobs. However they agree that the call handling may not be equally stressful for everyone. The reason for the stress was attributed to high workload, role ambiguity, conflicting role demands and inability to use full skills. Authors suggested from the results of the study that to improve well-being in call centres the following work design improvements can be made:

Improve the level of autonomy for employees in call centres; give call handlers more opportunity to manage their own work demands; allow call handlers to use the skills they have; give call handlers more variety in their tasks. Implications of these practices can help a call centre in developing healthy human resource.

In another study Holman, Chissick and Totterdell (2002) tried to find out, the impact of performance monitoring on call centre employee's emotional labor and their well-being. In this study four measures of well-being were used, namely, intensity of emotional exhaustion, anxiety, depression and job satisfaction. Results of this study clearly show that performance related content and beneficial-purpose of monitoring were positively related to well-being, while perceived intensity had a strong negative association with well-being. Emotional labor did not mediate the relationship between monitoring and well-being as hypothesized but it was related to these two factors.

Deery, Iverson and Walsh (2002) studied five call centres of a large Australian telecommunications organization. This study was concerned with the identification of the factors that are associated with emotional exhaustion and the frequency of absence amongst call centre employees. It was found that a number of jobs and work-setting variables affected the level of emotional exhaustion of employees. "These included interactions with the customer, a high workload and a lack of variety of work tasks. Moreover, higher rates of absence were associated with emotional exhaustion".

Job Satisfaction

Job satisfaction can be defined as an attitudinal state reflecting all the affective feelings that a person has about his/her job (Spector, 1997). According to Smith (1992), it is “an aggregate variable reflecting satisfaction towards facets of a job including growth, pay, co-workers and supervisors that contribute towards general satisfaction in varying degrees”. Cranny, Smith, and Stone (1992) defined job satisfaction as one’s affective, i.e., emotional reaction towards his/her job, resulting from an incumbent’s comparison of actual outcomes with desired or expected outcomes. Locke (1969) argued that job satisfaction is the “pleasurable emotional state resulting from appraisal of one’s job as achieving or facilitating one’s job values”.

Nevertheless, job satisfaction is not just a combination of these facets but also a separate single concept of general job satisfaction (Hackman & Oldham, 1975; Smith, 1992) and it is important to measure job satisfaction as a general concept separated from its facets (Hackman & Oldham, 1975). Job satisfaction may be measured as a general concept because it has consistently shown high correlations with important job outcomes in research literature. Some of these outcomes are stress (Ramanathan, 1991), turnover (Gregson, 1990; Steers & Stone, 1988), Job involvement (Elloy & Terpening, 1992), and employee attendance (Steers & Stone, 1988). Job status and age were also found to be correlated in some studies (Fournet, Distefano & Pryer, 1966; Rhodes, 1983).

Job satisfaction and its correlates have received considerable attention in the western as well as in non-western literature (e. g., Bhuian & Abdul-Muhmin, 1997; Pestonjee & Mishra, 1999; Groot & Brink, 1999; Yosef, 2000).

This is because job satisfaction has significant association with several variables. For instance it has positive association with life satisfaction (Iris & Barrett, 1977; Judge, 1994), organizational commitment (Russ & McNeilly, 1995; Yavas & Bodur, 1999), job performance & negative associations with absenteeism (Muchinsky, 1977), and employee turnover (Mobley, 1977; Tett & Meyer, 2006). However the role satisfaction as a mediator of the influences of role stressors, particularly role conflict and role ambiguity, on various facets of organizational commitment, affective continence and normative, has not been addressed adequately, particularly, in non-western literature (Yousef, 2001).

Job satisfaction has been found to be influenced by emotional labor (Pugliesi, 1999). Previous theoretical work on emotional labor suggested a negative relationship between emotional labor and job satisfaction. However, two empirical tests of this relationship (Adelmann, 1989; Wharton, 1993) contradicted the above finding. Moorman's (1993) study found that when only one dimension is used to measure the relationship between emotional labor and job satisfaction, the correlation coefficients range from -0.16 to 0.44, suggesting that measuring emotional labor with only one dimension is inappropriate, not until Morris and Feldman (1996) used an emotional interaction module to redefine emotional labor. Lin (2000) studied emotional labor and found that it should be measured using five dimensions- emotional display rule (EDR), surface acting (SA), deep acting (DA), variety of emotions required (VER), frequency and duration of interactions (FDI). However, few studies have investigated the relationship between these dimensions and job satisfaction.

The results of one survey (Smith et. al., 1992) indicated that employees who had their performance electronically monitored perceived their working conditions as more stressful, and reported higher levels of job boredom, psychological tension, anxiety, depression, anger, health complaints and fatigue. The performance monitoring using electronic or other means decreases job satisfaction. The present study will investigate the impact of various job demands on job satisfaction of the call centre employees.

Stress

Stress is one of the most prominent concepts in psychological sciences particularly health psychology. It is also frequently used concept in medical sciences. It has been defined in several ways. According to Lazarus and Folkman (1984), stress is an internal state which can be caused by physical demands on the body or by environmental and social situations which are evaluated as potentially harmful, uncontrollable, or exceeding our resources for coping. Hans Selye (1956) defined stress in medical terms stating that stress is a nonspecific response of the body to any demand made upon it. The physical, environmental and social causes of the stress state are termed stressors. Both external (for example, low-level lightning, and taxing physical tasks) and internal factors (for example, person's attitude and expectations) may be source of stress for an individual.

Stress Studies

A considerable amount of research pertaining to antecedents and consequences of work-related stress, burnout and the exhaustion among

different occupations can be found in literature (Li & Shani, 1991; Moore, 2000; Hurang, 2001). Stress is one of the topics on which researchers have shown great interests in the past and even in the present. It is evident that research on different topics of stress will continue to grow in the near future.

In one study, 58% of business representatives describe the job pressure as high to very high, whereas 39% describe it as about average. Similarly, 51% of the sample often felt under pressure at work (Gienac & Appelbaum, 1997). The amount of work that has to be performed is another significant stressor for many workers. Both overload and underload can generate psychological and physical strain on employees. New technology and the increasing automation of industry can lead to the simplification of work and repetitive jobs that are potentially stressful in terms of workload (Martin & Wall, 1989). Interestingly, Warr (1994) explains that although a hectic work pace is stressful, work that is dull, repetitive, and monotonous is equally detrimental to the individual's physical and psychological wellbeing. This is the similar condition that call centre employees face in their occupation. The levels of stress that people face at work fill the spectrum from boredom to panic. In between most people can cope well with their stress levels. It is at the two extremes that health problems are most likely to occur (Hanson, 1993).

Studies from several countries have reported that an increase in work stress (Schaufeli & Enzmann, 1998), and mental disorders, especially depression, are growing reasons for work disability and early retirement (Kruijshaar, Hoeymans, Bijl, Spijker, Essink-Bot, 2003; Stewart, Ricci, Chee, Hahn, & Morganstein, 2003; Gould & Nyman, 2004). Along with such evidence, concern is growing about the adverse effects that work stress may have on mental health and well-being of the employees.

A number of studies in literature found that stress and emotional exhaustion was associated with mental health and well-being. In a survey study with 3366 participant, Virtanen and co-researchers (2000) found that Work stress was related with mental disorders. Stress coming from 'Overload' was associated with worse mental health (Prosser, Johnson, Kuipers, Szmukler, Bebbington, Thornicroft; 1997). In another study by Bovier, Arigoni, Schneider, and Gallacchi (2009), higher levels of mental health levels were found to be associated with lower levels of emotional exhaustion.

Factors that consistently appear to influence job stress include task demands, workload, job security, organizational structure, participation in decision-making, locus of control, and utilization of employee skills (Turnage & Spielberger, 1991). Because people spend great part of their time in job and career-related activities, and for job responsibilities, negative health consequences of stress continue to exist (Mateson & Ivancevich, 1982). Job stress is influenced by individual characteristics and perception. Gignac and Appelbaum (1997) found that, the pressure of stress that representatives experience at work is thought to be a large problem in 18 percent of the sample, a moderate problem in 30 percent and either no problem or a small problem in the remaining 52 percent of the sample.

According to Cooper et al. (2001), in stress research there is a need to be more explicit focus on the context in which stress occurs. For a stress researcher, it will be better to use of research designs that examine theoretically driven stress management systems (at both the individual and organizational level) that may yield positive benefits for workers, their employing organization, and ultimately society as a whole (Cooper et al., 2000).

Stress in Call Centres

There is no doubt that call centre is most rapidly developing valuable resource for firms in managing customer relationship and so, source of economy, but it has also obtained reputation as a stressful work environment (Proper, 1998). Stress is considered the primary culprit behind some unwanted organizational outcomes as high turnover and absenteeism in the call centre industry (James, 1998). According to a survey by a popular UK magazine 'Management Today' (1999), an absenteeism rate of 5% is reported for call centres as compared to national average of 3.5%.

Like other human services, such as nursing, police, teaching etc., call centres are not stress free. Some of studies in call centres attempt to identify the factors that cause stress for call centre agents. Lack of employees' control over the timing of calls, electronic monitoring of performance, unusual working hours and many other factors may induce stress and depression in the call centre employees. Holman and Fernie (2000) found in their study that many of the call centre agents were under pressure to finish a call within a specified time and many were coached if their call times are too high. Call centre agents will experience higher anxiety and depression, lower job satisfaction and lower general mental health when they have less control over their job (Holman & Fernie, 2000). This study also found that call centre agents who had greater control of the timing of their calls and whose calls were less scripted experienced greater well-being. The other study by Holman (2003) was a comparative study about levels of job stress between call centre workers, shop-floor manufacturing workers and office workers. Unexpectedly, the results do not show that call centres have universally lower levels of employee

well-being nor do they show that it is necessarily any more stressful than other similar forms of work.

In a recent call centre study, Tuten and Neidermeyer (2004) found that pessimists experience significantly higher perceptions of job stress and work/nonwork conflict as compared to optimists. This finding is consistent with earlier research findings, which suggests that optimists do not internalize stress to the same degree as pessimists (e.g., Nelson et al., 1995). Past research also reveals that, optimists would be expected to perform better and be more satisfied than pessimists' employees because the optimists would perceive lower levels of stress than their pessimists' counterparts in exactly the same situation (Tuten & Neidermeyer, 2004). The present proposed study will try to see the effect of self-efficacy (which is considered a characteristic of optimists) on perception of stress.

However drawing any conclusion from these studies is not possible, because there is only small number of studies conducted in this new workplace setting, i.e., call centres. There is a need of more studies looking into details of each factor influencing this new work environment (call centre) and its employees. The present study is an attempt towards this goal. Some call centre researchers suggest that given the current reputation of the call centre industry as stressful work environment, it is possible that other call centres are more stressful or otherwise different from those investigated (e.g., Tuten & Neidermeyer, 2004). Being a call centre study, the proposed study is an attempt towards this purpose.

Some of the call centre studies used measures of role conflict and role ambiguity to assess stress in the call centres. Past researches on stress effects on health and emotional well-being report the use of “daily hassles” as a measure of stress (e.g., DeLongis, Coyne, Dakof, Folkman, & Lazarus, 1982). Tuten and Neidermeyer (2004) suggest that using better measure may be appropriate for the future stress studies.

Emotional Exhaustion

The most influential definition of burnout has been given by Maslach (1982), who defined burnout as a syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among people who do “people work” of some kind. Emotional exhaustion refers to feelings of being overextended and exhausted by the emotional demands of one’s work. Depersonalization is characterized by a detached and cynical response to the recipients of one’s service or care.

Finally, reduced personal accomplishment refers to the self-evaluation that one is no longer effective in working with recipients and in fulfilling one’s job responsibilities (Maslach, Jackson & Leiter, 1996). Maslach’s original definition of burnout restricts the syndrome to the human services, in other words, to professionals who work in jobs where the primary process consists of “processing or dealing people” rather than things or information.

There is ample evidence that the prevalence of occupational stress is too high. For instance, a survey of nearly 16000 workers in all 15 European Union member states sponsored by the European Commission revealed that 29%

considered that their work activity affected their health (Paoli, 1997). The work-related health problems mentioned most frequently were back-pain (30%), stress (28%), and overall fatigue (20%). A similar survey in the United States showed that more than 75% of the American workers described their jobs as stressful and believed that the pressure was steadily increasing (International Labor Office, 1993). Furthermore, US industry loses approximately 550 million working days per year due to absenteeism, of which 54% is estimated to be in some way related to stress (Ekin & Rosch, 1990).

Emotional Exhaustion in Call Centres

It has been found that work demands of high levels are the most critical predictor of burnout (Cordes & Dougherty, 1993; Lee & Ashforth, 1996). In particular, burnout propensity is determined by interactions with clients (Maslach, 1982). Kahn (1978) found that emotional exhaustion is found to be significantly correlated with role conflict which results from multiple and incompatible expectations, for example, for teachers (Jackson, Schwab & Schuler, 1986), nurses (Leiter & Maslach, 1988) and service lawyers (Jackson, Turner & Brief 1987) and with depersonalization for female human service professionals (Brookings et al., 1985).

Employees may also experience emotional exhaustion due to various role demands imposed on them by managers and supervisors. Further, Stordeur, D'hoore, and Vandenberghe (2001) found that stress originating from role ambiguity was significantly associated with increased levels of emotional exhaustion.

Role ambiguity, which develops when there is insufficient information to perform required activities (Fimian & Blanton, 1987), affects diminished personal accomplishment (Jackson et al., 1986). Social support contributes substantially to the experience of all three burnout components (Cohen & Wills, 1985; Jackson et al., 1986). Coworkers (social) support seems to reduce depersonalization, while improving the sense of personal accomplishment (Leiter, 1991), while Emotional labor has theoretical support as an antecedent of job burnout (Schaufeli & Enzmann, 1998).

Early researches found that burnout is more likely to occur early in person's career (Maslach, 1982; Pines & Aronson, 1988), but more recent studies have shown the opposite effects. For example, one study found that longer-serving employees were more prone, not less, to suffering emotional exhaustion (Deery, Iverson, & Walsh, 2002). Even after recognizable amount of studies, there are significant gaps in the burnout literature. The burnout literature is dominated by studies of employees doing face-to-face work. A less number of studies are reported about how the experience of interacting with clients via remote means (for examples in call centres) affects the burnout effects (Healy & Bramble, 2003). The present study will be useful to see that how telephonic contact with customers affects burnout experience. According to Healy and Bramble (2003), call centre work is an ideal organizational setting for overcoming the limitations of traditional burnout research.

In call centres, agents are engaged in direct contact with customers either through dealing with inbound calls, initiating outbound calls, or regularly performing some combination of these roles (Kinnie, Purcell & Hutchinson, 2000). Call centres combine telecommunications and information systems

technologies in a way that allows employees to interface with customers on the phone, while simultaneously entering that information into a specialized computer program. This technological integration is also the basis of the important defining element of call centre operations: they facilitate managerial control over the labor process, through automatic call distribution (ACD), or predictive dialing systems. These systems distribute and set the pace of work, while employee performance monitoring through real-time statistical displays (Callaghan & Thompson, 2002), creating an unprecedented degree of control, which is considered essential functioning of the call centres (Kinie et al., 2000; Van den Broek, 2002). Call centre agents may prone to burnout experiences in an early stage while performing these functions repeatedly.

Individual/Personality Factor

The factors which differentiate one individual from another, such as various personality factors, may be termed as individual factors. It has been established from earlier studies that individual and dispositional factors such as self-efficacy and self esteem affect the stressor-strain relationship. Cooper, Dewe, and O'Driscoll (2001) suggest that the research on moderators (dispositional and personality variables) of stressors-strain relationships is important and can yield significant information about the stress process at overall level. Thus the present study has incorporated personality factor, i.e., self-efficacy, which is expected to have an effect on the stressors-strain relationship in a call centre setting.

Self-Efficacy

Bandura (1977, 1986) defined self-efficacy as “people’s judgments of their capabilities to organize and execute courses of action required, to attain designated types of performance”. He suggested that decreased levels of self-efficacy are related with increased levels of anxiety, which in turn is related to decreased levels of exposure to the stimulus. If self-efficacy is a mediating variable of exposure to the stimulus, then it can be also studied in the call centre environment.

Schaubroeck and Merritt (1997) reported a possible important role of self-efficacy in reducing the consequences of cardiovascular diseases of job-related strain. This research resulted in an extension of Karasek’s (1979) Job demand-control model of job-related strain by examining two way interactions between job demands and self-efficacy, along with three way interactions of demands x control x efficacy. (Cooper, Dewe, & O’ Discoll, 2001). Self-efficacy influences the interaction effect of job demands and control on blood pressure, such that, when people are confident in their abilities, having control over things mitigates the stress consequences of demanding jobs (Schaubroeck, & Merritt, 1997). They also suggested that high control combined with high job demands had negative health consequences among those reporting lower self-efficacy.

Individuals with high level of self-efficacy perceive their emotional job demands as less demanding than those with low level of self-efficacy (Gist & Mitchell, 1992). The reason behind this difference may be that the first group perceives the demanding situation as challenging rather than difficult and

changing task and situations. Bandura (1984) describes that self- efficacious individuals hold stronger beliefs in their ability to successfully perform tasks situations (including emotion work), set more challenging goals for themselves, invest more, persist longer and are better in dealing with failing experiences than their counterparts. Individuals with high level of self-efficacy are found to use different and more effective coping strategies than individuals low in self-efficacy (Lazarus & Folkman, 1984).

Jex and Gudanowski (1992) distinguished between “individual” self-efficacy and “collective self-efficacy”. They explain “individual” self-efficacy as the person’s beliefs about whether he or she is capable of performing and “collective” self-efficacy as the individual’s assessment of his or her groups’ collective ability to perform relevant tasks. Interestingly, no moderating role of individual self-efficacy was found between stressor-strain relationships, whereas collective self-efficacy moderated the effects of one stressors i.e. ‘number of work hours’ on job satisfaction, anxiety, and turnover intentions, although the percentage of variance accounted for by moderator effects was relatively small in each case.

Ganster and Schaubroek (1995) noted that self-esteem or self-efficacy may influence the coping strategies used to combat stressors, with low-esteem individuals selecting less effective coping behaviors. The proposed study attempts to see how self-efficacy of the individuals at work decreases the probability or intensity of the stress and emotional exhaustion.

Social Support

Kaplan et al. (1976) defines social support “as any input directly provided by another person (or group) which moves the receiving person toward goals which the receiver desires”. Kaplan (1976) also pointed out that most of the studies define social support as “the ‘metness’ or gratification of a person’s basic social needs (approval, esteem etc) which can be satisfied through social interaction with others” or “as the relative presence or absence of psychosocial support resources from significant others.”

Many studies in literature (Uchino, 2004; Mulvaney-Day, Alegria, & Sribney, 2006; Westaway, Seager, Rheeder, Danie, & Zyl, 2005) report the healthful (physical and mental health) effects of being part of a social network at the universal level. However, in the early 1960s Mechanic (1962) pointed out that family and friends can also increase stress. Moreover Wortman and Dunkel-Schetter (1979) and Heller (1979) have begun to point to ways that social support may have counterproductive results.

Social support is found to be related to subjective well-being (Kahn, Hessling & Russell, 2003), as well as to depression (Sayal, Checkley, Rees, Jacobs, Harris, Papadopoulos, 2002). It is also related to the progress of a variety of chronic conditions, such as cardiovascular diseases, cancer and many other diseases (Bisschop, Knesgman, Beekman, & Deeg, 2004; Garssen, 2004). Hogan, Linden and Najarian (2002) and Rhodes (2004) suggest that individuals with more supportive families or friends have better health status and they recover faster from health problems compared to persons who are less socially integrated. Social support seems to exert influence on health both directly and

indirectly through certain cognitive mechanisms, coping strategies, and health behaviors (Cohen & Wills, 1985; Davis & Swan, 1999; Wills & Fegan, 2001).

Recent studies have examined the relationship between expectations and social support with respect to human functioning and health. Thompson, Kaslow, Short, and Wyckoff (2002) in a sample of African American abused women found that self-efficacy and suicide attempts status are partially accounted for by the mediation of perceived social support from friends and family. Brisette, Scheier, and Carver (2002) in a sample of university students found that higher levels of optimism were prospectively associated with smaller increases in stress and depression, with social support serving as a mediator. In the same vein, social support has been found to mediate the relationship between optimism and distress in persons who have experienced a traumatic event (Dougal, Hyman, Hayward, McFeeley, & Baum, 2001), as well as between optimism and distress in early-stage breast cancer survivors (Trunzo & Pinto, 2003).

Social support has been studied as a moderating and mediating variable. High expectations (self-efficacy or optimism) were related to outcomes through a strong sense of support. Still, a different pattern may be possible: having high efficacy and perception of strong support can lead to enhanced optimism expectations and, through this, to better health outcomes (Karademas, 2006).

Recently Cervone (2004) presented a new cognitive 'architecture' of personality. In his proposed model, behavior is based on knowledge structures and appraisal processes. The latter abuts on the former. Based on that one could say that self-efficacy and perceived social support represent knowledge

about self (being capable) and the world (being friendly) which in turn results in appraising the future as possibly nice and fruitful (optimism), and in better functioning and better health status. Study of social support possess a variety of problems, one is that people who are poorly adjusted or in ill health may underestimate the amount of support available to them (Heller, 1979).

Cohen and Wills (1985) reported that when people have more social contact, they are mentally happier and healthier than those with limited social contacts. This study proposes that social support may play a moderating role between stressors and strain in call centres like other professions.

In the present study social support was measured in form of supervisory and coworker support available to employees.

Conclusion

Some of the factors taken in this study have been found to have considerable effects on mental as well as physical health of the employees in many occupations, but there is less number of studies showing the impact of these work factors on call centre employees. The present study is an attempt to fill this gap.

The proposed study will try to investigate this component also by taking employee's self-efficacy into consideration that is how self efficacy of the individual will affect their work engagement behaviors and whether it will strengthen the coping strategies of the employees.

So, the present study will investigate the effect of some prominent work factors in call centre environment, which have been extensively studied in other work settings.

Rationale for the Present Study

The rationale for the present study emerges at several aspects due to considerable gaps in literature.

Among limited studies on the relationship of these variables, findings have not been consistent and also many findings are mixed. This study will be among few which try to see the relationship of various work demands- role conflict, emotional labor and performance monitoring with positive well-being in the complex work settings, i.e., call centres. Specific rationale for the present study is given below.

Firstly, the study has chosen the most probable work demands- role conflict, emotional labor and performance monitoring at the call centres (which are considered as new age complex workplaces) to study their impact collectively on employees' stress and well-being. There have been fewer attempts to assess the joint effects of performance monitoring and emotional labor on stress and well-being. In other words less effort has been made to assess the importance of monitoring relative to other contextual factors (Carayon, 1994).

Secondly, the distinctiveness of this study is that this examines the effect of work demands on positive aspects of well-being (i.e., autonomy, mastery,

purpose etc.) rather than general well-being. A considerable amount of work has been done on the effect of various work demands on general well-being, but there are only few studies which explore positive well-being in this respect.

Thirdly, despite being an important issue in call centres, a little research has been conducted to study the effects of performance monitoring on call centre agents (Chalykoff & Kochan, 1989; Smith et al., 1992). Moreover, less number of studies investigated that how different dimensions of performance monitoring relate to well-being. Most of these studies have focused on content of performance monitoring (frequency) than its other possible dimensions (for example, intensity and purpose). The present study will investigate the effects of these two dimensions of performance monitoring on stress and well-being of the call centre employees (agents).

Fourthly, only few studies like Holman (2002) report the relationship of performance monitoring with well-being of call centre employees, but the relationship and impact of performance monitoring on positive well-being has not been studied till now in this context, i.e. call centres. This study will be an attempt to address this relationship in a call centre setting.

Objectives of the Study

The main objective of this study is to analyze the effects of various work demands- role conflict, emotional labor and performance monitoring on stress and well-being of the call centre employees. The study will also investigate the possible role of self-efficacy beliefs and social support among work demands and well-being relationship.

The study aims to fill the gap in research regarding consequences of work demands on positive well-being. This study also intends to fill the other gaps in research in the area of call centre studies.

The study also intends to provide support for the job demand-control-support model and transactional perspective/model of stress by showing the linkages among those variables which has been taken in this study.

Since the framework of the study has incorporated various important work variables, it will present a broader picture of the dynamics of work demands and its consequences.

The outcome of the study is likely to provide inputs for the call centre managers to handle its human resources in a better way by taking care of their health and well-being, thereby achieving organizational goals in a healthy way.

From the above objective of the study and the detailed literature review reported in this chapter, the following research questions have emerged and the present investigation aims to provide their answers.

Research Questions

The present study aims to identify the determinants of stress and well-being of call center employees. Moreover, what are the effects of various work factors (exogenous and endogenous) on stress, adjustment, job satisfaction and well-being of the call center employees? The effects of each independent variable- emotional labor, role conflict and monitoring of calls on stress,

emotional exhaustion, adjustment, job satisfaction and positive well-being will be investigated.

The proposed study aims to find out the answers of the questions given below:

1. How monitoring of calls induces or increases stress and emotional exhaustion in call center employees and how it affects their job satisfaction, home adjustment and positive well-being?
2. How emotional labor affects (increases) employee stress and emotional exhaustion and (decreases) job satisfaction, home adjustment and positive-well-being?
3. How role ambiguity and role conflict affects (increases) stress and emotional exhaustion in employees and how it affects their job satisfaction, home adjustment and positive well-being?
4. Whether self-efficacy belief plays a moderating role between relationships of work demands and stress and well-being of call centre employees?
5. What role social support (supervisory and coworker support) play among relationships of the work demands with stress and well-being in call centre employees?

6. How unusual working condition in the call center affects employees' adjustment (home) and job satisfaction and how it increases stress and emotional exhaustion?

Framework of Study

The enormous literature on stress and well-being clearly revealed that variables like stress, job satisfaction, and well-being are influenced by the various work demands, individual differences, and also by a range of environmental factors. Work demands and individual abilities together determine stress and well-being of an individual to a great extent.

The clue for the framework of this study has been taken from the models described below in brief (and in detail earlier in this chapter). Firstly, the job demand-control-support model developed by Johnson and Hall (1988), which is an extension of Karasek's demand-control model (1979); secondly, Job demand -resources model (JD-R model) (Demerouti et al., 2001); and thirdly from transactional perspective of stress and coping (Lazarus & Cohen, 1977; Cohen 1984) supported the framework of the present study. The Demand-control-support model suggests that employees with jobs characterized by high demands, low decision latitude and low social support have a higher risk of poor psychological well-being (Kristensen, 2006).

JD-R Model proposes that employee health and well-being may be related to two core aspects of the job- job demands and job-resources (Frese & Zapf, 1994; Hobfoll, 2001). 'Job-resources' refer to different aspects of the work itself, which can be used by the employees to reduce impact of job

demands. According to transactional perspective or model, stressful experiences are interpreted as person-environment transaction. These transactions depend on the impact of the external stressor. This is mediated by the person's appraisal of the stressor and the social and cultural resources at his or her disposal (Lazarus & Cohen, 1977; Cohen, 1984).

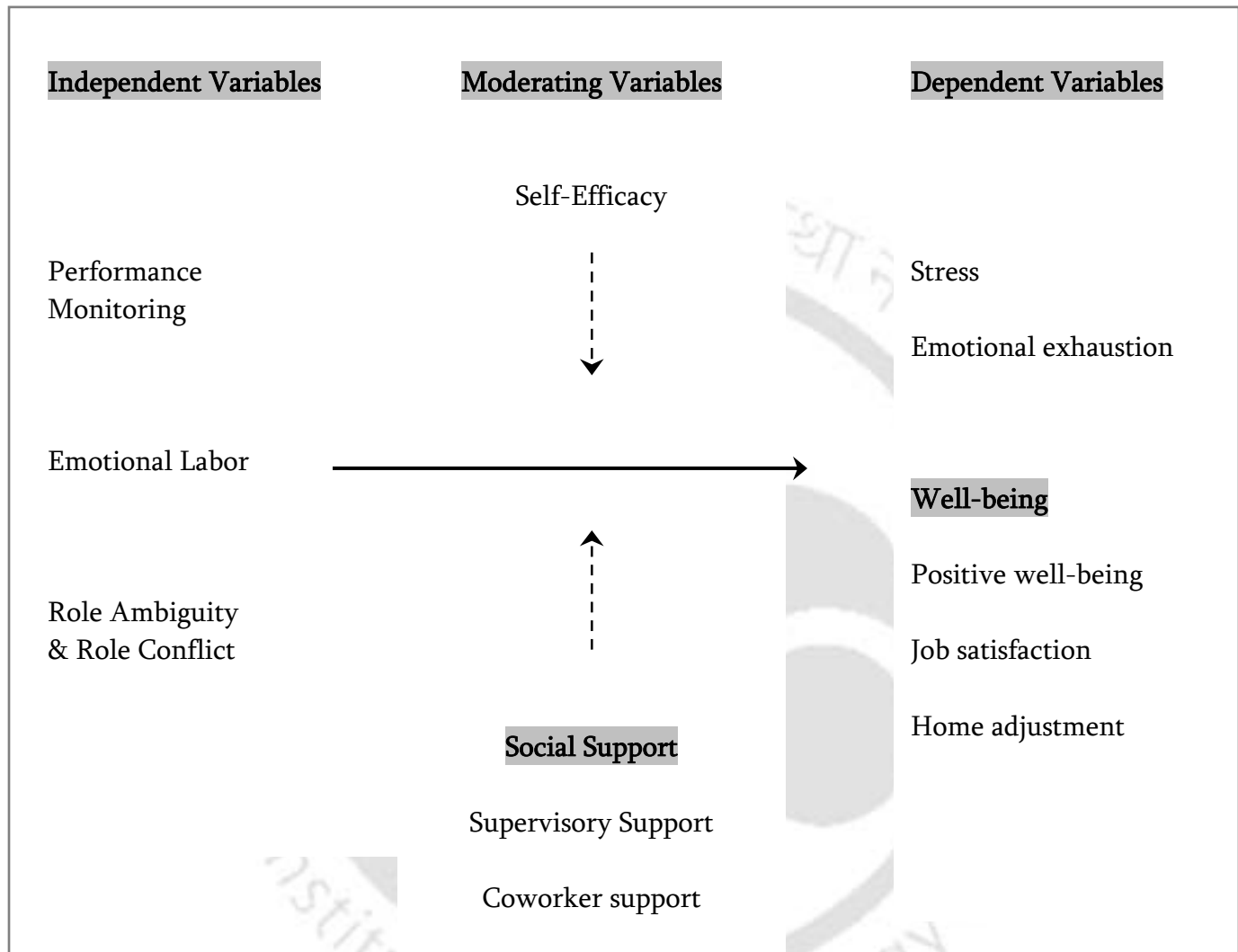
From the above discussion a conceptual framework for this study has been developed which is based on the literature review. This framework/model will help to study relationship amongst various variables and thereby answer identified research questions as mentioned earlier in this chapter. The framework of the study is mentioned below.

The framework of the study is presented in figure 1. It is clear from the figure 1 that emotional labor, performance monitoring, and role ambiguity and role conflict are independent variables while dependent variables are perceived stress, emotional exhaustion, job satisfaction, home adjustment, and positive well-being.

Moreover the above model will also help to investigate whether the impact of independent variables on dependent variables will be moderated by self-efficacy and social support. The framework of the study will also be helpful to find out the relative impact of the predictor variables over criterion variables.

The proposed framework of the present study is presented at the next page.

Figure 1: Proposed Framework of the Study



Hypotheses

The present study proposes various hypotheses based on the research questions raised in the previous section. The support for the framework of the present study comes from two models (Job-demand-control-support model

and Job demand-resources model) of work stress and burnout. These models provide the underlying principle for a general hypothesis of the present study that is; work/job stressors will have detrimental impact on psychological strain and well-being of the call centre employees. Specifically these models also provide support for each specific hypothesis about the relationship of stressors and strain and buffering effects of self-efficacy and social support. These models have been described in detail in the earlier section of this chapter.

The specific rationales for the proposed hypothesis are provided below.

Performance monitoring is one of the prominent factors in call centres. Thus performance monitoring has been taken as a variable in the present study along with other variables. In most of the laboratory and field studies on monitoring, monitored employees reported higher levels of stress and dissatisfaction than non-monitored employees (Aiello et al, 1991; Aiello & Kolb, 1995; David & Handerson, 2000). In a comprehensive study by Smith et al. (1992) electronically monitored employees perceived their working conditions as more stressful and reported higher levels of job boredom, anxiety, depression, psychological tension, anger, health complaints and fatigue than non-monitored employees. Such prolonged state of boredom and depression may lead to feeling of exhaustion among employees. The beneficial-purpose of monitoring (feedback and welfare of employees) was related with low emotional exhaustion, low depression and high job satisfaction (Holman, Chissick, & Totterdell, 2002).

Surprisingly, there is relatively less number of studies which investigated monitoring effects in a call centre setting, even though monitoring issue is most

prominent and pervasive. Thus present study aims to see the effect of performance monitoring on employees of call centre occupation and following hypothesis are being proposed.

Hypothesis 1A: Intensity of Performance monitoring will have positive relationship with perceived stress.

Hypothesis 1B: Purpose of Performance monitoring will have negative relationship with perceived stress.

Hypothesis 1C: Intensity of Performance monitoring will have positive relationship with emotional exhaustion.

Hypothesis 1D: Purpose of Performance monitoring will have negative relationship with emotional exhaustion

As described in literature review, monitoring may be categorized in form of its content, intensity and purpose. In a study by Holman, Chissick, & Totterdell (2002), performance-related content and the beneficial-purpose of monitoring were positively related to well-being, while perceived intensity of monitoring had strong negative association with well-being. Moreover, perceived intensity of monitoring showed association with emotional exhaustion. However, a positive relationship was found between immediacy of feedback, clear rating criteria, feedback and job satisfaction (Chalykoff and Kochan, 1989). This finding proves that monitoring may not always results in negative consequences for employees. Monitoring may also help employees' for better adjustment through continuous feedback.

There are relatively few studies which studied performance monitoring as antecedent of affect and well-being, however limited existing studied

suggests an association (Aiello & Kolb, 1995; Chalykoff & Kochan, 1989; Smith et al., 1992). More studies are required on how different aspects (for example, content and purpose) of performance mentoring relate to well-being (Holman, Chissick, & Totterdell, 2002).

Holman, Chissick, & Totterdell, (2002) study on performance monitoring in call centre employees found that various aspects of performance monitoring had a positive and negative relationship with well-being. The performance-related content of monitoring was found to be associated with low depression and high job satisfaction but it was unrelated to emotional exhaustion and anxiety. The beneficial-purpose of monitoring was found to be associated with low emotional exhaustion, low depression and high job satisfaction. Holman (2004) study found a negative relationship between high level of monitoring (intensity) and well-being.

As described above, limited number of studies on call centres indicated both negative and positive association of various aspects of performance monitoring with stress, job satisfaction, and well-being. On the basis of the above findings following hypotheses are proposed.

Hypothesis 1E: Intensity of Performance monitoring will be negatively correlated with job satisfaction.

Hypothesis 1F: Purpose of Performance monitoring will be positively correlated with job satisfaction.

Hypothesis 1G: Intensity of Performance monitoring will be negatively correlated with home adjustment.

Hypothesis 1H: Purpose of Performance monitoring will be positively correlated with home adjustment.

Hypothesis 1I: Intensity of performance monitoring will correlate negatively with positive well-being.

Hypothesis 1J: Purpose of Performance monitoring will correlate positively with Positive well-being.

Emotional labor was another prominent variable taken in the present study along with other variables. The effect of emotional labor can be positive and negative (Holman, Chissick, & Totterdell, 2002). However, most of the studies report a positive relationship of emotional labor with stress and negative with well-being. As Hochsfield (1983) pointed out employees' expression of emotions may satisfy display rules of the organization but it may clash with their (employees) own inner feelings. This inner clash and conflict may lead to stress and exhaustion for employees. The study by Zapf, Vogt, Seifert, Mertini, and Isic (1999) found that the requirement to express positive emotions was linked with feelings of both personal accomplishment and emotional exhaustion. Pugliesi (1999) found that emotional labor was strongly and positively associated with job stress and increased psychological distress.

Based on the above argument following hypothesis is proposed.

Hypothesis 2A: Emotional labor will have positive relationships with perceived stress.

Hypothesis 2B: Emotional labor will have positive relationships with emotional exhaustion.

Although the relationships between emotional labor and well-being has been reported as complex one (Holman, Chissick, & Totterdell, 2002), one dimension of emotional labor- emotional dissonance has been consistently associated with low levels of well-being (Hochschild, 1983; Zapf, Vogt, Seifert, Mertini, & Isic, 1999). Schaubroeck and Jones (2000) study reveals that the requirement to express positive emotions was associated with symptoms of ill health.

Though there are considerable number of studies on emotional labor and well-being, but fewer studies till date are reported on the relationships of emotional labor with positive dimensions of well-being. A less number of studies have reported about relationship of emotional labor and job satisfaction which is found to be negative. For example, Findings of Lewig and Dollard (2003) study found a central role of emotional labor variables in the experience of emotional exhaustion and satisfaction at work. Holman et al. (2002) study reveals that displaying positive emotions against one's willigness may result in negative consequences. According to Bandura (1977) persistent and sustained feelings of dissonance and surface acting (particularly faking and feeling false) may also result in depression, as the feeling of "being a fake" and being false may damage one's self worth" (Bandura, 1997).

Holman and colleagues (2002) proposed that the employees are required to manage their emotions and their efforts to do so likely to decrease well-being. Facing states of dissonance frequently and/or for long period due to emotional labor may provoke anxiety in employees. On the other hand, performing deep acting may diminish dissonance and hence anxiety (Holman,

et. al., 2002). Personal expression may be stifled by performing surface acting, and this may be felt as unpleasant and dissatisfying (Rutter & Fielding, 1988).

Thus, depending on the empirical studies reported above, following hypotheses of the present study are proposed.

Hypothesis 2C: Emotional labor will be negatively correlated with job satisfaction.

Hypothesis 2D: Emotional labor will have negative relationships with home adjustment.

Hypothesis 2E: Emotional labor will be negatively correlated with positive well-being.

Previous studies suggest that the role ambiguity and role conflict of various kinds can induce negative emotional reactions due to perceived inability to be effective on the job. Many studies have found detrimental effect of role conflict on both self-reported strain (O'Driscoll & Beehr, 1994) and physiological indicators of strain (Kahn & Byosiere, 1990). Role conflict and role ambiguity are among the major antecedents of work stress and the finding is among most cited in the research literature (Fisher & Gitelson, 1983). Role conflict, that is pressure to perform in two or more incompatible ways, has been found associated conclusively to occupational stress in the research (Quah & Campbell, 1994).

Burn & Walter (1992) reported in the finding of their study that relief from the occupational stress experienced by academic chairs is highly correlated with reduced conditions of role conflict and role ambiguity. In a

study on nursing occupation, role ambiguity was found to be the most salient feature of role stress atleast for first few months after joining the job (Chang & Hancock, 2003). The effects of role ambiguity and role conflict on stress, job satisfaction, and performance have been studied from various perspectives in different occupations. Based on the pervious findings, following hypothesis is being proposed.

Hypothesis 3A: Role ambiguity and role conflict will be highly positively correlated with perceived stress.

Hypothesis 3B: Role ambiguity and role conflict will be highly positively correlated with emotional exhaustion.

A study by Tarrant and Sabo (2010) reported a negative relationship between role conflict and role ambiguity and job satisfaction, and a positive relationship between role conflict and depression. In another study (Yousef, 2004), it was found that role conflict and role ambiguity independently and negatively affect job satisfaction. Pearson (1991) also found a correlation between role ambiguity and lower job satisfaction in a longitudinal study of Australian railroad workers. Moreover, Bedian, and Armenakis (1981) have established a causal relationship between role ambiguity and increased tension, frustration, anxiety, and propensity to leave.

Further, in a number of studies role ambiguity has found to be associated with low motivation level, quality of work life, organizational commitment, individual and group productivity, and an increase in withdrawal behaviors (Blau, 1981; Dougherty & Pritchard, 1985; Fisher & Gitelson, 1983; Jackson & Schuler, 1985; Miles, 1975; Rizzo, et al., 1970; and Van Sell, Brief, &

Schuler 1981). Aryee and Stone (1996) in their study found that work adjustment was positively associated with Role Clarity (Role ambiguity).

As evident from literature review, a number of studies have reported the detrimental effects of role ambiguity and role conflict on job satisfaction but there are relatively less attempts have been made to see the effects of role ambiguity and role conflict on positive well-being and home adjustment. Jackson and Schuler (1985) advised, “there is a need to examine the antecedents and consequences of role ambiguity and role conflict in organizations using causal designs”. Taking cue from the earlier findings following hypotheses are being proposed.

Hypothesis 3C: Role ambiguity and role conflict will be negatively correlated with job satisfaction.

Hypothesis 3D: Role ambiguity and role conflict will negatively correlate with home adjustment.

Hypothesis 3E: Role ambiguity and role conflict will negatively correlate with positive well-being.

According to Bandura (1996) Self-efficacious individuals hold stronger beliefs in their ability to successfully perform tasks situations (including emotion work), set more challenging goals for themselves, invest more, persist longer and are better in dealing with failing experiences than individuals low in self-efficacy.

Many Psychologists consider that self-efficacy as a moderator is relevant in the study of stress and work (Bandura, 1997; Jex & Bliese, 1999; Schwarzer,

1999). The reason behind this is that personal control has been considered as a key factor in the stress process, which controls the detrimental effects of stressors. In spite of the importance of efficacy beliefs, little research has been carried out on the role of beliefs of efficacy in the processes of occupational stress (Jex & Bliese, 1999).

A possible important role of self-efficacy in reducing the consequences of cardiovascular diseases of job-related strain was reported by Schaubroeck and Merritt (1997). Gist and Mitchell (1992) found in their study that high self-efficacious individuals perceive their emotional job demands as less demanding than those with low level of self-efficacy. The harmful effects of emotional exhaustion are diminished for employees who have strong beliefs in their ability to provide good service, compared to employees with lower self efficacy beliefs.

A study by Jex, Bliese, Buzzell, and Primeau (2001) revealed that self-efficacy mitigates the effects of low role clarity (role ambiguity) on strain only when active coping was high. Jex and Bliese (1999) found that generalized self-efficacy has a strong positive correlation with job satisfaction (main effect of the moderating variable) with respect to the specific consequences of stress. In another study by Tong and Song (2004), individuals with stronger general self-efficacy reported higher level of subjective well-being. General self-efficacy of low socio-economic status college students had significantly positive correlation with general affect, life satisfaction and well-Being.

Only few studies have examined the moderating relationship of self-efficacy with some indicators of well-being, i.e., job satisfaction, etc. The

present study will investigate the role of self-efficacy between the effects of emotional labor, performance monitoring, and role ambiguity on stress and overall well-being in call centre agents.

Based on the above arguments following hypotheses are proposed.

Hypothesis 4A: (i) Self-efficacy will decrease the effect of intensity of performance monitoring on perceived stress, and (ii) it will increase the effect of purpose of performance monitoring on perceived stress.

Hypothesis 4B: (i) Self-efficacy will decrease the effect of intensity of performance monitoring on emotional exhaustion, and (ii) it will increase the effect of purpose of performance monitoring on emotional exhaustion.

Hypothesis 4C: (i) Self-efficacy will decrease the effect of intensity of performance monitoring on job satisfaction, and (ii) it will increase the effect of purpose of performance monitoring on job satisfaction.

Hypothesis 4D: (i) Self-efficacy will decrease the effect of intensity of performance monitoring on home adjustment, and (ii) it will increase the effect of purpose of performance monitoring on home adjustment.

Hypothesis 4E: (i) Self-efficacy will decrease the effect of intensity of performance monitoring on positive well-being, and (ii) it will increase the effect of purpose of performance monitoring on positive well-being.

Hypothesis 5A: Self-efficacy will decrease the effect of emotional labor on perceived stress.

Hypothesis 5B: Self-efficacy will decrease the effect of emotional labor on emotional exhaustion.

Hypothesis 5C: Self-efficacy will decrease the effect of emotional labor on job satisfaction.

Hypothesis 5D: Self-efficacy will decrease the effect of emotional labor on home adjustment.

Hypothesis 5E: Self-efficacy will decrease the effect of emotional labor on positive well-being.

Hypothesis 6A: Self-efficacy will decrease the effect of role ambiguity and role conflict on perceived stress.

Hypothesis 6B: Self-efficacy will decrease the effect of role ambiguity and role conflict on emotional exhaustion.

Hypothesis 6C: Self-efficacy will decrease the effect of role ambiguity and role conflict on job satisfaction.

Hypothesis 6D: Self-efficacy will decrease the effect of role ambiguity and role conflict on home adjustment.

Hypothesis 6E: Self-efficacy will decrease the effect of role ambiguity and role conflict on Positive well-being.

Many studies in literature reported the healthful (physical and mental health) effects of being part of a social network at the universal level (Uchino, 2004; Mulvaney-Day, Alegria & Sribney, 2006; Westaway, Seager, Rheeder, Danie, & Zyl, 2005). Kahn, Hessling and Russell (2003) found that social support is found to be related to subjective well-being. Whereas Sayal et al., (2002) found that social support was related to depression.

McGilton, Hall, Wodchis, and Petroz (2007) in a study on nursing staff found that greater supervisory support was associated with reduced job stress. The results also suggest that supervisory support is an important determinant of job satisfaction for nurse aides.

In a study on police radio dispatchers, Dougherty (1988) found that when high workload was perceived and also dispatchers had high supervisory support, they undertook more coping actions, and felt less tension and anxiety than dispatchers with low supervisory support. Fried and Tiegs (1993) studied the social support of shop stewards on auto workers and found results that are congruent with the buffering model of stress-strain relations.

Moreover, Cummins (1990) findings reveal that supervisory support acts as a stress buffer only for individuals who are relationship oriented.

Contrarily to above findings some of the studies did not supported buffer hypothesis of social support. Hendrix, Cantrell, and Steel (2005) study did not support the hypothesis that social support would moderate stress-burnout relationships.

In a study by Kaufmann and Beehr (1986) supervisory support showed reverse buffering effect in the relationships between job stressors and employees' psychological and physiological strains (job dissatisfaction, boredom, workload dissatisfaction, depression, heart rate, and blood pressure) as well as between job stressors and organizational consequences (absenteeism and job performance). That is, unexpectedly, social support made the positive relationships between stressors and strains stronger, not weaker.

Thus it can be observed that though many studies proved a buffering effect of social support/supervisory support between stressors and strain, there are some, which obtained opposite results. The Demand-control-support interactions (model) were supported more consistently for supervisory support

than coworkers' supports by empirical studies (Cooper, Dewe, & O'Driscoll; 2001). Therefore among these mix results, the present study will make an attempt to see a possible buffering effect of supervisory support in call centre setting.

Depending on the literature described above, following hypotheses are being proposed.

Hypothesis 7A: (i) Supervisory support will decrease the effects of intensity of performance monitoring on perceived stress, and (ii) it will increase the effect of purpose of performance monitoring on perceived stress.

Hypothesis 7B: (i) Supervisory support will decrease the effects of intensity of performance monitoring on emotional exhaustion, and (ii) it will increase the effect of purpose of performance monitoring on emotional exhaustion.

Hypothesis 7C: (i) Supervisory support will decrease the effects of intensity of performance monitoring on job satisfaction, and (ii) it will increase the effect of purpose of performance monitoring on job satisfaction.

Hypothesis 7D: (i) Supervisory support will decrease the effects of intensity of performance monitoring on home adjustment, and (ii) it will increase the effect of purpose of performance monitoring on home adjustment.

Hypothesis 7E: (i) Supervisory support will decrease the effects of intensity of performance monitoring on positive well-being, and (ii) it will increase the effect of purpose of performance monitoring on positive well-being.

Hypothesis 8A: Supervisory support will decrease the effects of emotional labor on perceived stress.

Hypothesis 8B: Supervisory support will decrease the effects of emotional labor on emotional exhaustion.

Hypothesis 8C: Supervisory support will decrease the effects of emotional labor on job satisfaction.

Hypothesis 8D: Supervisory support will decrease the effects of emotional labor on home adjustment.

Hypothesis 8E: Supervisory support will decrease the effects of emotional labor on positive well-being.

Hypothesis 9A: Supervisory support will decrease the effects of role ambiguity and role conflict on perceived stress.

Hypothesis 9B: Supervisory support will decrease the effects of role ambiguity and role conflict on emotional exhaustion.

Hypothesis 9C: Supervisory support will decrease the effects of role ambiguity and role conflict on job satisfaction.

Hypothesis 9D: Supervisory support will decrease the effects of role ambiguity and role conflict on home adjustment.

Hypothesis 9E: Supervisory support will decrease the effects of role ambiguity and role conflict on positive well-being.

Simon, Judge, and Halvorsen-Ganepola (2010) in their recent study found that coworker satisfaction differed significantly from day to day and it was positively associated with job satisfaction and life satisfaction. Further, job satisfaction was found partially mediating the relationship between daily coworker satisfaction and life satisfaction.

Informal organizational support, that is, work–family culture, supervisor support, and coworker support, were associated with stress, life satisfaction, turnover intentions and well-being (Cynthia, Thompson, and Prottas, 2006). However in another study by Yang and Carayon (1995), coworker support did

not affect worker stress. On the other hand, supervisor support was a buffer against worker stress both in the low and high job demands conditions.

Beehr, Jex, Stacy, and Murray (2000) study fails to find any evidence that social support moderated the effects of any of the job stressors. Coworker support moderates the relationships between justice (distributive and procedural) and psychological distress. Specifically, the relationship weakened when employees received a high level of coworker support (Rousseau, Salek, Aubé, and Morin; 2009).

Therefore it can be observed that in respect to direct and buffering effect of coworker support findings are mixed. Some of them report a direct and buffering effect of coworker support between stressors, stress, and well-being; however a considerable number of studies found no such effect.

Thus one objective of this study is also to investigate the possible moderating role of coworker support between work factors and criterion variables taken in the study. Following hypotheses are being proposed depending on the above literature.

Hypothesis 10A: (i) Coworker support will decrease the effects of intensity of performance monitoring on perceived stress, and (ii) it will increase the effect of purpose of performance monitoring on perceived stress.

Hypothesis 10B: (i) Coworker support will decrease the effects of intensity of performance monitoring on emotional exhaustion, and (ii) it will increase the effect of purpose of performance monitoring on emotional exhaustion.

Hypothesis 10C: (i) Coworker support will decrease the effects of intensity of performance monitoring on job satisfaction, and (ii) it will increase the effect of purpose of performance monitoring on job satisfaction.

Hypothesis 10D: (i) Coworker support will decrease the effects of intensity of performance monitoring on home adjustment, and (ii) it will increase the effect of purpose of performance monitoring on home adjustment.

Hypothesis 10E: (i) Coworker support will decrease the effects of intensity of performance monitoring on positive well-being, and (ii) it will increase the effect of purpose of performance monitoring on positive well-being.

Hypothesis 11A: Coworker support will decrease the effects of emotional labor on perceived stress.

Hypothesis 11B: Coworker support will decrease the effects of emotional labor on emotional exhaustion.

Hypothesis 11C: Coworker support will decrease the effects of emotional labor on job satisfaction.

Hypothesis 11D: Coworker support will decrease the effects of emotional labor on home adjustment.

Hypothesis 11E: Coworker support will decrease the effects of emotional labor on positive well-being.

Hypothesis 12A: Coworker support will decrease the effects of role ambiguity and role conflict on perceived stress.

Hypothesis 12B: Coworker support will decrease the effects of role ambiguity and role conflict on emotional exhaustion.

Hypothesis 12C: Coworker support will decrease the effects of role ambiguity and role conflict on job satisfaction.

Hypothesis 12D: Coworker support will decrease the effects of role ambiguity and role conflict on home adjustment.

Hypothesis 12E: Coworker support will decrease the effects of role ambiguity and role conflict on positive well-being.

The above hypotheses are proposed to be studied as based on the framework of study mentioned above.

Plan of the Thesis

The present thesis is categorized in five chapters.

Chapter 1 introduces about the topic of the thesis. It discusses various work factors of the call centres in respect to health and well-being of the call centre agents. It also presents detailed literature review regarding all the variables taken in the present study.

Chapter 2 presents the methodological details of the present study including detailed descriptions of all the measures used for data collection and their psychometric properties.

Chapter 3 reports the results of the study.

Chapter 4 presents a general discussion of all the findings. Specific discussions of the key findings have also been presented in this chapter.

Chapter 5 summarizes the key findings of the present research work, draws conclusions and implications. Further, it cites potential limitations of the present study and explores the directions for the future research.

Chapter 2

Methodology

The earlier chapter presented the review of literature regarding various work factors or work demands in a call centre setting and their effect on mental health and well-being of call centre agents. The purpose of this chapter is to illustrate the methodology including the detailed description of measures used for data collection. As described earlier the main objective of this research work is to investigate the determinants of mental health and well-being of the call centre employees.

For this purpose most plausible work factors which are considered to have demanding impacts on employees in call centres, has been selected. These factors are emotional labor, performance monitoring and role ambiguity and role conflict. Strain in this study was operationalized in terms of perceived level of stress and experience of emotional exhaustion of the employees. Well-being of the employees was operationalized in terms of positive dimension of well-being, i.e., positive well-being.

Since the relationship between work factors (determinants) and criterion variables is influenced by many other (organizational and individual) variables, this study also considers self-efficacy as a moderator variable between above stated relationship. Moreover, social support has also been taken as a moderating variable between the relationship of work factors and criterion variables. These variables are therefore critical in studying impact of work factors on stress and well-being of employees in a work setting. The rationale

behind the above statements is substantiated by the literature as already explained and elaborated in Chapter 1.

Sample

Data for the present study were collected from a sample of call centre employees. The sample comprised of call centre agents (N = 269) from 7 different call centre organizations located near National Capital Region (New Delhi, Noida and Gurgaon) in India. All these call centres belonged to public sector. These call centres were offering a range of services for their clients such as, tourism, catering, introducing about a variety of products to customers, receiving the products complaints, and also providing the possible solutions etc. All these call centres were carrying out inbound and outbound calls services for their client organizations. The 269 respondents were composed of 195 male (72.5%) and 74 female (27.5%), and the mean age of the sample was 23.55 (range = 18-37, S.D. = 3.26). The qualification level of most of the employees was graduation. The marital status of most of the call centre employees was single.

Procedure

For collecting data from call centre employees, two methods were carried out, i.e., quantitative and qualitative. In the quantitative method a set of questionnaire was used to collect the data. In the qualitative method, call centre agents were interviewed through an interview schedule. The format of the Questionnaire is described below. Questionnaire used for collection of data is attached as Appendix A. Interview schedule is also attached as Appendix B. The Qualitative study (interview method) has been reported in the next chapter.

Data were collected through one set of questionnaire which consist the instruments to measure variables as mentioned in the framework of study. The questionnaire had three sections, which are described below:

Section I of the questionnaire consisted following measures to get response on the following:

Section I

- a) Emotional labor
- b) Performance monitoring
- c) Role ambiguity and Role conflict

Section II of the questionnaire consisted following measures to get response on the following:

Section II

- a) Perceived stress
- b) Emotional exhaustion
- c) Job satisfaction
- d) Positive well-being
- e) Home adjustment

Section III of the questionnaire consisted following measures to get response on the following:

Section III

- a) Self-efficacy
- b) Social support
 - Supervisory support
 - Coworker support

Using above described questionnaire, data was collected from seven different call centres at the level of call centre employees. Data collection (quantitative) was carried out by distribution of questionnaire to the call centre employees of different call centres during the month of August 2008 to October 2008. In all, 269 valid responses were received. The distribution of the sample ranges from a minimum 10 to high 120.

Further, factor analyses on items of particular measures (leaving uni-dimensional measures) were carried out using principle component with varimax rotation method. Factor analyses were done to obtain meaningful factors from items of particular measures for further analysis. Items of each measure were clustered and turned out into several factors. These factors were labeled and described below along with the description of measures.

Measures

Emotional Labor

Emotional labor scale used in the study was developed by Brotheridge and Lee (1998). It comprises of subscales that measure the six dimensions of emotional labor. The dimensions of the scale are measured by a five-point likert type scale ranging from '1= never' to '5= always'. The dimensions of emotional labor scale were frequency, intensity and variety of emotional labor, and surface acting and deep acting respectively.

The subscale of the frequency dimension has three items that deal with the frequency of the display of organizationally desired emotions. The intensity subscale contains two items that measure employee's expression of strong or

intense emotion. The variety subscale assesses the variety of emotional expression at the job with its three items. The three items deep acting subscale measures how much an employee modifies feelings to meet with the display rules. The surface acting dimension consists of three items that measure the extent to which the employee has to express emotions that are not felt. Brotheridge and Lee (1998) found that the results of confirmatory factor analyses support the six factor measurement model with the values obtained for the goodness-of-fit index, the adjusted goodness-of-fit index, and the Tucker-Lewis-Index were all above 0.90, which is considered to be an acceptable level of fit. A good combined coefficient alpha was reported for the role characteristics (frequency, intensity and variety) subscales ($\alpha = 0.71$), and for the deep acting and surface acting subscales ($\alpha = 0.89$, $\alpha = 0.86$).

Factor analysis of the data was carried out using the principle component with varimax rotation method. The Factor analysis resulted in four factors, namely, Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting, and Surface Acting. The factor loadings, coefficient of alpha, correlations and other properties are given in the Table 2.1 and Table 2.2 respectively. The coefficient of alpha ranged between 0.51 and 0.77 viz. Intensity with Variety (0.77), Frequency with Deep Acting (0.73), Variety with Deep Acting (0.73), and Surface Acting (0.51).

Performance Monitoring

Two dimensions of monitoring, i.e., purpose and intensity was measured. Purpose of performance monitoring is conceptualized in this study as “to the extent an employee perceives that performance monitoring is done for providing feedback and support on his/her performance and making sure

that he/she provides current level of customer service.” The purpose of performance monitoring was measured using three items based on the Holman, Chissick, and Totterdel (2002). A 5-point likert type scale was used ranging from 1 = strongly disagree to 5 = strongly agree. A sample item was “Monitoring provide me with feedback on my performance”.

The perceived intensity of performance monitoring was measured by 5-item scale. The scale covered both forms of monitoring- electronic and traditional. A 5-point Likert type scale was used (1= strongly disagree to 5= strongly agree). Factor analysis was carried out using the principle component with varimax rotation method. The factor analysis of the performance monitoring items resulted in two factors, i.e., Intensity of Performance Monitoring and Purpose of Performance Monitoring. The factor loading and correlation of these factors are given in Table 2.3 and Table 2.4, respectively. The coefficient of alpha for ‘Intensity of Performance Monitoring’ was 0.50, whereas for ‘Purpose of Performance Monitoring’ it was 0.70.

Role Ambiguity and Role Conflict

Role ambiguity and role conflict were measured by role ambiguity and role conflict scale developed by Rizzo, House and Lirtzman (1970). The original scale comprised of 14-items. It was the first measure of role ambiguity and role conflict or role stress. This measure includes intra-role, inter-role, and inter-sender conflict, as well as ambiguity due to lack of role predictability, role clarity, and role certainty (Bedeian, Massholder, Kemery & Armenakis, 1990). Previous studies reported that the scale Coefficient alpha values for Role conflict ranged from 0.71 to 0.87, and alpha values for Role ambiguity ranged from 0.71 to 0.95.

The present study uses only 13 items except item no. 5 of the original scale. The reason for leaving this item was its marginal association with other items of the scale (Kelloway & Barling, 1990). Responses were obtained on a 7-point Likert type scale, where 1= strongly disagree and 7= strongly agree. Factor analysis was carried out using principle component with varimax rotation method. The Factor analysis of the data resulted in four factors, namely, Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources and Incompatible Policies and Role Overload. Factor loadings and correlation of factors and psychometric properties of scale are given in Table 2.5 and Table 2.6, respectively. The coefficient of alpha for these four factors ranged between 0.49 and 0.78, i.e., Role Ambiguity (0.78), Resource and Intra-role Conflict (0.55), Conflicting Organizational Demands and Resources (0.49) and Incompatible Policies and Role Overload (0.56).

Perceived Stress

Perceived stress was measured by ten items perceived stress scale. This scale was originally developed by Cohen, Kamarck, and Mermelstein (1983). It was found that perceived stress scale was associated with self-reported health and health services measures, health behavior measures, smoking status, and help seeking behavior (Cohen & Williamson, 1988). A 5-point likert type scale was used (ranging from 1 = never to 5 = very often) to obtain responses. Factor analysis was not carried out for this scale, as this scale was uni-dimensional. Cronbach's alpha of this scale was 0.55.

Emotional Exhaustion

The emotional exhaustion scale is an important subscale of the Maslach burnout inventory. The Maslach Burnout Inventory (MBI) was developed by Christina Maslach and Susan Jackson in 1986. It comprises of nine items, and this subscale measures that how often respondents report symptoms of emotional exhaustion at work. Responses were obtained on a 7-point Likert type scale, where 1= never and 7= every day. Higher scores on this subscale suggest high level of emotional exhaustion. Grandey (2002) report high internal consistency reliability for this subscale ($\alpha = 0.91$).

Factor analysis was not carried out for emotional exhaustion, as it is a uni-dimensional subscale of Maslach's burnout inventory. Cronbach's alpha of this subscale was 0.84.

Job Satisfaction

Job satisfaction scale was developed by Schnake (1983). It was used to assess employees' satisfaction towards their job. It is an 11 item scale, having three dimensions, namely, extrinsic satisfaction, intrinsic satisfaction, and social satisfaction. These three dimensions express satisfaction towards three facets of one's job satisfaction, i.e., intrinsic job satisfaction is attained when an employee likes the kind of work he is doing. Extrinsic satisfaction refers to satisfaction with culture, climate of the workplace and pay, etc. Social job satisfaction is achieved when an employee likes working with his supervisors and coworkers at the workplace. Responses for job satisfaction scale were obtained on a 7-point Likert type scale, where 1 = very satisfied and 7 = very dissatisfied.

The factor analysis was carried out using principle component with varimax rotation method. Factor analysis of job satisfaction items resulted in two factors. These factors were labeled as Social-Intrinsic Satisfaction and Extrinsic-Intrinsic Satisfaction. The factor loadings and correlation of factors and psychometric properties of the scale are given in Table 2.7 and Table 2.8 respectively. The coefficient of alpha for Social-Intrinsic Satisfaction was recorded as 0.87 whereas for Extrinsic-Intrinsic Satisfaction it was recorded as 0.82.

Positive Well-being Scale

Well-being of the employees was assessed by six dimensions of Positive well-being scale, with each dimension consists of 9 items. The dimensions of positive well-being scale were autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance. The dimensions of Ryff's positive well-being scale have been operationalized by Keyes and Lopez (2002) as described below:

- 1) **Autonomy:** self-determining, independent and regulate behavior internally, resist social pressure to think and act in certain ways, evaluate self by personal standards.
- 2) **Environmental mastery:** feel competent and able to manage a complex environment, choose or create personally suitable contexts.
- 3) **Personal growth:** have feeling of continued development, and potentials and are open to new experiences, feel increasingly knowledgeable and effective.
- 4) **Positive relations with others:** have warm, satisfying, rusting relationships, Concerned about others' welfare, capable of strong

- empathy, affection and intimacy, understand give-and take of human relationship.
- 5) **Purpose in life:** have goals and a sense of direction in life; present and past life are meaningful, holds beliefs that give purpose to life.
 - 6) **Self-acceptance:** posses positive attitude toward the self; acknowledge and accept multiple aspects of self, feel positive about past life.

A 7-point likert type of scale was used, where 1 corresponds to 'strongly disagree' and 7 corresponds to 'strongly agree'. The factor analysis of the items was carried out using principle component with varimax rotation method. Through factor analysis well-being items were reduced to eight factors. These factors are Overall Well-being, Lack of Purpose and Autonomy, Personal Stagnation, Dissatisfaction with Self, Lack of Autonomy, Social Isolation and Lack of Purpose, Lack of Mastery and Relations, and Purpose and Positive Relations. The factor loadings and correlation of factors and psychometric properties of positive well-being scale are given in Table 2.9 and Table 2.10, respectively. The Cronbach's alpha for eight dimensions of positive well-being were Overall Well-being ($\alpha = .91$), Lack of Purpose and Autonomy ($\alpha = .29$), Personal Stagnation ($\alpha = .64$), Dissatisfaction with Self ($\alpha = .68$), Lack of Autonomy ($\alpha = .14$), Social Isolation and Lack of Purpose ($\alpha = .73$), Lack of Mastery and Relations ($\alpha = .70$), and Purpose and Positive Relations ($\alpha = .31$) respectively. Two factors, i.e., Lack of Purpose and Autonomy, and Lack of Autonomy were dropped from further analyses due to their low level of alpha coefficients.

Home Adjustment

One dimension, i.e., home adjustment among five dimensions (home, health, social, emotional, and occupational adjustment) of Bell's Adjustment Inventory has been selected to measure employee's home adjustment. The scale was developed by Hugh M. Bell (1937) to measure individual's degree of adjustment in different spheres of life such as home, health, social, emotional, and occupational. The home adjustment dimension of the scale carries 32 items.

The reliability coefficient for the home adjustment is found to be .91 (N=84) in a study on employed men and women. The inventory has been widely used to measure adjustment in personality research and clinical setting. Being a uni-dimensional scale and a sub-dimension of Bell's adjustment inventory, factor analysis was not done for this scale. Cronbach's alpha of this subscale was 0.82.

Self-Efficacy

Self-efficacy was measured by using 10-items scale. The scale was originally developed in German language by Matthias Jerusalem and Ralf Schwarzer (1979). The scale was later revised in 26 languages including English by the same authors (Jerusalem & Schwarzer, 1981). The Generalized self-efficacy scale is designed to assess optimistic self-beliefs to cope with a variety of difficult demands in life. The scale can be used for general adult population, including adolescents. In a sample taken from 23 nations, Cronbach's alpha for this scale ranged from 0.76 to 0.90. Majority of this range falls in the high 0.80s category. In numerous correlation studies, criterion related-validity of the scale has been documented. Positive coefficients were found with favorable

emotions, dispositional optimism, and work satisfaction (Zhang, & Schwarzer, 1995; Schwarzer, & Fuchs, 1996). Negative coefficients were found with depression, anxiety, stress, burnout, and health complaints (Schwarzer, et al., 1997).

A 4-point Likert-type scale was used, ranging from 1 (not at all true) to 4 (exactly true) to measure the responses of the individuals. Factor analysis was not carried out for this scale, because this is a uni-dimensional scale. The Cronbach's alpha of this was 0.84.

Social Support

Social support was assessed by measuring two kinds of support available to the employees at the workplace. These measures were supervisory support and coworker support.

Supervisory Support

Greenhaus, Parasuraman, and Wormley (1990) developed this scale to assess employees' perceptions of the extent to which they receive supervisory support in their job. All items need to be reversed before analysis. Therefore, high scores on this scale suggest high levels of supervisory support. A high coefficient alpha of 0.93 was reported for this scale by Greenhaus, Parasuraman, and Wormley (1990).

Supervisory support was assessed with a 5-point Likert-type scale where 1 corresponds to *strongly agree* and 5 corresponds to *strongly disagree*. Factor analysis was not done for this scale because this is a uni-dimensional scale. The Cronbach's alpha of this scale was 0.89.

Coworker Support

The 4-item coworker support scale measures individual perceptions about the levels of support available from his or her coworkers. The scale was developed by Caplan, Cobb, French, Van Harrison, and Pinneau in 1980. It assess both kind of support- emotional (easy to talk to and willing to listen to personal problems) and instrumental (make things easier and can be relied on). The scale uses a 4-point Likert type response format where 1 corresponds to *not at all*, and 4 corresponds to *very much*. High scores on this scale suggest high levels of coworker support. This measure has been widely used and has remained one of the most established scales used to measure social support in job settings (Lim, 1996).

An adequate level of internal consistency reliability for the coworker support scale ($\alpha = 0.79$) was reported by Repeti and Cosmas (1991). This scale is a uni-dimensional scale so factor analysis was not done for this scale items. The Cronbach's alpha of this scale was 0.58.

Following factor analysis and labeling of the factors, correlation analyses were carried out to establish relationships among factors of independent variables and factors of dependent variables.

Further, the factors obtained from the factor analysis have been put to stepwise multiple regression analyses to find out the relative impact of independent variables (possible determinants) on the dependent (criterion) variables. Results obtained from both correlations and stepwise multiple regression analyses have been reported in the next chapter.

Table 2.1: Factor loading of Emotional labor measures (N = 269)

Item No.	Items	Factors*			
		1	2	3	4
4	Express intense emotions	0.76	0.15	-0.07	0.12
5	Show strong emotions	0.77	0.18	0.04	-0.08
6	Display different emotions	0.67	0.01	0.40	-0.02
7	Express different emotions	0.71	-0.03	0.41	0.06
1	Interact with customers	-0.16	0.72	0.13	-0.06
2	Adopt certain emotions as part of job	0.28	0.70	0.01	-0.04
3	Express particular emotions at job	0.36	0.58	0.32	-0.07
10	Try to experience emotions, I must show	0.24	0.42	0.59	0.12
11	Really try to feel emotions I have to show	0.12	0.50	0.32	-0.01
12	Resist expressing true feelings	0.02	0.60	0.00	0.42
8	Display different emotions when interacting	0.26	0.02	0.65	0.11
9	Make effort to feel emotions, I display	-0.07	0.23	0.78	-0.08
13	Pretend emotions	0.14	-0.08	0.09	0.80
14	Hide my true feelings	-0.10	0.05	-0.02	0.81
Eigen Value		3.95	1.70	1.51	1.11
Percentage of Variance		28.18	12.14	10.81	7.90
Cumulative Percentage of Variance		28.18	40.33	51.14	59.04

* Factor 1 = Intensity with Variety, Factor 2 = Frequency with deep acting
 Factor 3 = Variety with deep acting, Factor 4 = Surface acting

Table 2.2: Descriptive Statistics, alphas and Inter-correlations of Emotional Labor Measures (N=269)

Dimensions	1	2	3	4
Intensity with Variety	(.77)			
Frequency with Deep acting	.37**	(.73)		
Variety with Deep acting	.73**	.57**	(.73)	
Surface acting	.10	.33**	.15*	(.51)
Mean	2.64	3.36	2.87	3.11
SD	.91	.78	.81	.89
Number of Items	4	6	5	3
Range	1.00-5.00	1.67-5.00	1.00-5.00	1.00-5.00

* = $p < .05$

** = $p < .01$

Note: Figures in parentheses are coefficient of alpha

Table 2.3 : Factor loadings obtained for Performance monitoring measures (N=269)

Item No.	Items	Factors*	
		1	2
4	Call monitoring increases pressure	0.74	0.02
5	Call monitoring is too intense	0.66	0.04
6	Too much monitoring at work	0.65	0.01
7	Monitoring of ACD statistics increases pressure	0.74	-0.10
8	Monitoring of ACD statistics is too intense	0.76	-0.04
3	Monitoring punish rather developing	-0.69	-0.01
1	Monitoring provide feedback	0.00	0.88
2	Monitoring ensures correct level of customer service	-0.02	0.88
Eigen Value		3.02	1.55
Percentage of Variance		37.73	19.42
Cumulative Percentage of Variance		37.73	57.15

* Factor 1 = Intensity of Performance monitoring,
Factor 2 = Purpose of Performance monitoring

Table 2.4: Descriptive statistics, Alphas and Inter-correlations of Performance Monitoring (PM) (N = 269)

Dimensions	1	2
Intensity of PM	(.50)	
Purpose of PM	-.028	(.70)
Mean	3.07	3.83
SD	.61	.97
No. of items	6	2
Range	1.50-4.67	1.50-5.00

* = $p < .05$

** = $p < .01$

Note: Figures in parentheses are coefficient of alpha

Table 2.5: Factor loading of Role ambiguity & Role conflict (N = 269)

Item No.	Items	Factors*			
		1	2	3	4
1	I feel certain about how much authority I have	0.56	-0.36	0.19	-0.28
2	Clear planned goals and objectives for my job	0.68	-0.29	0.30	-0.10
3	I know that I have divided my time properly	0.69	-0.12	-0.19	0.19
4	I know what my responsibilities are	0.75	0.20	-0.14	-0.12
5	I know exactly what is expected of me	0.67	0.22	-0.11	-0.19
6	Explanation is clear of what has to be done	0.67	0.17	-0.07	-0.26
13	I receive an assignment without adequate resources and materials to execute it	0.10	0.70	0.14	0.22
14	I work on unnecessary things	0.02	0.74	0.28	-0.06
8	I receive an assignment without the manpower to complete it	0.06	0.38	0.61	0.20
11	I receive incompatible requests from two or more people	-0.20	0.13	0.66	0.13
12	I do things that are apt to be accepted by one person and not accepted by others	-0.01	0.60	0.62	0.03
9	I have to buck a rule or policy in order to carry out an assignment	-0.10	0.05	0.13	0.84
10	I work with two or more groups who operate quite differently	-0.21	0.14	0.14	0.67
Eigen Value		3.23	2.12	1.05	1.02
Percentage of Variance		21.73	12.14	11.67	11.61
Cumulative Percentage of Variance		21.73	33.87	45.54	57.16

* Factor 1 = Role Ambiguity, Factor 2 = Resource & Intra-role conflict, Factor 3 = Conflicting organizational demands & Resources, Factor 4 = Incompatible Policies & Role overload

Table 2.6: Descriptive Statistics, alphas and Inter-correlations of Role Ambiguity and Role Conflict (N=269)

Dimensions	1	2	3	4
Role ambiguity	(.78)			
Resource & Intra-role Conflict	.01	(.55)		
Conflicting Organizational Demands & Resources	-.12	.39**	(.49)	
Incompatible Policies & Role overload	-.34**	.19**	.31**	(.56)
Mean	2.98	3.64	4.26	4.28
SD	1.10	1.42	1.17	1.38
Number of Items	6	2	3	2
Range	1.00-6.17	1.00-7.00	1.33-7.00	1.00-7.00

* = $p < .05$

** = $p < .01$

Note: Figures in parentheses are coefficient of alpha

Table 2.7 : Factor loadings obtained for Job satisfaction measures (N= 269)

Item No.	Items	Factors*	
		1	2
2	The friendliness of the people at work	0.72	0.00
3	The amount of freedom at job	0.50	0.48
4	The Chances of learning new things	0.79	0.13
5	The respect from people	0.77	0.18
6	The chances of accomplishing something worthwhile	0.61	0.47
8	Chances of doing something that you feel good as a person	0.50	0.54
9	The way you are treated by the people at work	0.66	0.33
10	The chances to take part in making decisions	0.55	0.54
1	The fringe benefits you receive	-0.02	0.71
7	The amount of pay you get	0.12	0.68
11	The amount of job security you have	0.31	0.69
Eigen Value		4.95	1.17
Percentage of Variance		44.98	10.61
Cumulative Percentage of Variance		44.98	55.59

* Factor 1 = Social-Intrinsic satisfaction
 Factor 2 = Extrinsic-Intrinsic satisfaction

Table 2.8: Descriptive statistics, Alphas and Inter-correlations of Job Satisfaction (JS)
(N = 269)

Dimensions	1	2
JS- Social/Intrinsic	(.87)	
JS- Extrinsic/Intrinsic	.85**	(.82)
Mean	4.55	4.23
SD	1.11	1.11
No. of Items	8	7
Range	1.75-7.00	1.14-7.00

* = $p < .05$

** = $p < .01$

Note: Figures in parentheses are coefficient of alpha

Table 2.9: Factor loadings obtained for Positive well-being measures (N = 269)

Item No.	Items	Factors*					
		1	2	3	4	5	6
1	I am not afraid to voice my opinion, even it's in opposition to most people	0.62	0.12	0.00	-0.02	-0.00	0.04
2	My decisions are not influenced by others	0.50	0.02	-0.03	-0.27	-0.07	-0.09
4	Self-happiness is more important to me than other's approval	0.42	0.02	-0.04	-0.10	-0.03	0.03
6	Confident in my opinions even if contrary to consensus	0.61	0.22	0.03	-0.08	0.03	-0.01
9	I judge myself at my values, not others	0.52	0.04	-0.03	0.08	-0.13	-0.01
10	I am in-charge of the situation, which I live	0.54	0.01	0.18	0.01	-0.10	-0.21
13	Good at managing responsibilities of daily life	0.72	-0.03	-0.14	0.08	0.10	-0.06
15	Good in personal finances and affairs	0.67	0.02	0.11	-0.03	0.08	-0.03
16	Good at juggling my time	0.76	0.04	0.00	-0.09	0.03	-0.13
18	Able to build a home and lifestyle, which I like	0.47	-0.15	0.06	0.10	-0.13	0.07
21	It's important to have new experiences that challenge your views	0.53	0.19	0.10	-0.09	0.05	0.39
23	I have developed a lot as a person overtime	0.62	0.23	-0.11	-0.05	-0.09	0.24
25	For me, life has been a continuous process of learning and growth	0.60	0.30	-0.10	0.02	-0.01	0.30
28	Most people see me loving and affectionate	0.50	-0.06	-0.10	0.04	0.22	0.32
31	I enjoy personal and mutual conversations with family and friends	0.47	0.11	-0.08	0.03	0.04	0.51
34	People see me as a giving person, willing to share my time	0.52	-0.04	0.13	-0.05	0.15	0.05
36	I trust my friends and they trust me	0.53	-0.21	0.06	0.00	0.30	0.15
42	I enjoy making future plans and making them a reality	0.40	-0.05	0.15	-0.07	-0.09	0.57
43	I actively carry out the plans I set for myself	0.57	-0.09	0.04	0.05	0.01	0.40
44	Some people wander aimlessly in life, I am not one of them	0.58	-0.28	0.13	0.05	0.00	0.39
46	When I look back in my life, I pleased	0.65	-0.15	-0.01	0.11	-0.16	0.06
47	I feel positive and confident about myself	0.74	0.19	-0.16	0.09	-0.02	0.19
49	I like most of my personality	0.58	0.24	-0.20	-0.03	-0.03	0.26
50	Apart from some past mistakes, everything has worked out for best	0.49	0.12	-0.25	0.29	-0.34	0.24
54	When I compare myself to friends, it makes me feel good about who I am	0.57	-0.04	0.05	-0.06	-0.20	0.09
48	I feel many people have gotten more out of life than me	-0.46	0.13	0.50	0.23	-0.20	-0.04
20	I don't want to try new things-my life is fine	0.14	0.41	0.41	-0.02	0.14	0.27
22	I haven't improved much as a person over years	-0.01	0.47	0.03	0.09	-0.03	-0.13
27	There is true that you can't teach old dog new tricks.	0.09	0.66	0.16	0.07	0.19	0.08
45	I feel that I've done all there is to do in life.	-0.10	0.64	0.07	0.08	0.08	-0.03
24	Don't enjoy new situations that requires new strategies	-0.10	0.03	0.63	0.12	0.27	0.05
26	I gave-up trying big improvements in my life.	-0.03	0.39	0.47	0.06	-0.03	0.13
51	I feel disappointed about my achievements in life.	0.01	0.00	0.51	-0.00	0.06	-0.21
52	My attitude about myself is not that positive as others about themselves	0.13	0.09	0.65	0.22	0.13	0.01

Item No.	Items	Factors*					
		1	2	3	4	5	6
30	I often feel lonely because I have few close friends to share my concerns	-0.10	-0.04	0.07	0.43	0.30	-0.50
32	I don't have many people who listen me when I need to talk	0.09	0.12	0.17	0.46	0.50	-0.10
33	It seems that other people have more friends than I do	-0.11	0.05	0.19	0.75	0.05	-0.13
35	I have not experienced many warm and trusting relationships	-0.02	-0.02	0.08	0.59	0.10	0.08
39	My daily activities often seem unimportant to me	0.14	0.25	0.15	0.41	0.17	0.12
40	I don't know exactly what I'm trying to accomplish in life	0.16	0.31	0.11	0.45	0.16	0.00
11	The demands of everyday life often get me down	-0.03	0.14	0.32	0.12	0.42	-0.16
12	I do not fit with community around me	0.19	0.32	0.17	0.27	0.47	0.04
14	I often feel overwhelmed by my responsibilities	-0.30	0.02	-0.00	0.08	0.63	-0.01
19	I am not interested in activities that will expand my horizons	0.05	0.18	0.13	0.20	0.44	0.28
29	Maintaining close relationships has been difficult and frustrating for me	0.21	0.27	0.23	0.09	0.44	-0.05
Eigen Value		10.08	2.26	1.75	1.50	1.47	1.37
Percentage of Variance		18.67	4.19	3.25	2.79	2.72	2.54
Cumulative Percentage of Variance		18.67	35.56	38.81	44.61	47.33	49.87

* Factor 1 = Overall well-being, Factor 2 = Personal stagnation,

Factor 3 = Dis-satisfaction with self, Factor 4 = Social isolation & Lack of purpose,

Factor 5 = Lack of mastery & relations, Factor 6 = Purpose & positive relationships

Please note that two factors of positive well-being have been excluded earlier during analysis, following their low reliability (alpha) scores and therefore not reported here.

Table 2.10: Descriptive Statistics, alphas and Inter-correlations of Positive Well-being (N=269)

Dimensions	1	2	3	4	5	6
Overall-well-being	(.91)					
Personal Stagnation	.080	(.64)				
Dissatisfaction with Self	-.063	.600**	(.68)			
Social Isolation & Lack of purpose	-.014	.395**	.456**	(.73)		
Lack of Mastery & Relations	.020	.506**	.503**	.677**	(.70)	
Purpose & Positive Relationship	.676**	.160**	.111	.253**	.208**	(.31)
Mean	4.86	4.26	4.06	3.99	3.98	4.72
SD	.94	1.23	1.08	1.13	1.08	.93
Number of Items	26	4	6	6	6	4
Range	1.73-6.92	1.00-7.00	1.17-7.00	1.33-7.00	1.33-7.00	2.50-7.00

* = $p < .05$

** = $p < .01$

Note: (1) Figures in parentheses are coefficient of alpha

(2) Please note that two factors of positive well-being have been excluded earlier during analysis, following their low reliability (alpha) scores and therefore not reported here.

Chapter 3

Results

In the previous chapter methodology and measures of the present study were reported. As described, a questionnaire was developed which included all the measures for data collection. Data were collected from various call centre organizations. In this chapter results of the analyses of data are reported. The factor analyses results and psychometric properties of various measures have been reported in the chapter 2.

The main domain of this study is to examine the relationship between various work factors and their impact on the stress, job satisfaction, and well-being of the employees. The other variables (namely, self-efficacy, supervisory support, and coworker support) are taken into account as they also influence the relationships of work factors and its consequences either directly or indirectly.

A model of the possible dynamics of variables based on the literature review has also been shown in chapter 1. Thus in this chapter the relationship as per the model would be tested and established. This analysis will also help to answer the research questions.

For the convenience of the readers, research questions are being reproduced here:

1. How monitoring of calls induces or increases stress and emotional exhaustion in call center employees and how it affects their job satisfaction, home adjustment and positive well-being?
2. How emotional labor affects (increases) employee stress and emotional exhaustion and (decreases) job satisfaction, home adjustment and positive-well-being?
3. How role ambiguity and role conflict affects (increases) stress and emotional exhaustion in employees and how it affects their job satisfaction, home adjustment and positive well-being?
4. Whether self-efficacy belief plays a moderating role between relationships of work demands and stress and well-being of call centre employees?
5. What role social support (supervisory and coworker support) play among relationships of the work demands with stress and well-being in call centre employees?
6. How unusual working condition in the call center affects employees' adjustment (home) and job satisfaction and how it increases stress and emotional exhaustion?

The above research questions were based on two models to study work stress namely, Demand-control-support model (Karasek, 1979; Johnson and Hall, 1988) and Transaction model of stress (Lazarus and Folkman, 1984). The

results will help to test these theoretical approaches of work stress, to find whether they are successful in explaining work stress in a call centre setting.

In order to answer the research questions raised in chapter 1, data were analyzed using the following scheme:

Two types of analyses- correlation analysis and stepwise multiple regression analyses were carried out to see the relationships between work demands and mental health and well-being of the call centre employees. Correlation analysis were carried out considering the factors of emotional labor (4; Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting, and Surface Acting), performance monitoring (2; Intensity of Performance Monitoring, Purpose of Performance Monitoring), and role ambiguity and role conflict (4; Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, Incompatible Policies and Role Overload), and Perceived stress. Correlation analysis were also carried out to examine the moderating effects of three variables namely, self-efficacy, supervisory support, and coworker support on the relationship between independent and dependent variables. At the next level stepwise regression analysis was also done to investigate possible predictors of criterion variables.

Relationships of Emotional Labor, Performance Monitoring, and Role Ambiguity and Role Conflict with Perceived Stress

Correlation Results

Correlation between Emotional Labor and Perceived Stress

It can be observed from the Table 3.1, that only one dimension of emotional labor, i.e., Surface Acting had significant positive correlation with perceived stress.

Correlation between Performance Monitoring and Perceived Stress

It is evident from Table 3.1, that one dimension of performance monitoring, i.e., Intensity of Performance Monitoring had significant positive correlation with perceived stress. Purpose of Performance Monitoring did not correlate with perceived stress.

Correlation between Role Ambiguity and Role Conflict and Perceived Stress

It can be observed from Table 3.1, that Role Ambiguity dimension of role ambiguity and role conflict had significant positive correlation with perceived stress. Resource and Intra-role Conflict dimension of role ambiguity and role conflict also correlated positively with perceived stress. Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload dimensions of role ambiguity and role conflict did not correlate with perceived stress.

Stepwise Multiple Regression Analysis Results

For analyzing the relative effect of independent variables on perceived stress, stepwise multiple regression analysis was carried out considering factors of emotional labor (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface Acting), Performance monitoring (2 factors: Intensity and purpose), and Role ambiguity and role conflict (4 factors: Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload) as independent variables and perceived stress as dependent variable.

As evident from Table 3.3, that (1) Resource and Intra-role Conflict, and Incompatible Policies and Role Overload dimensions of role ambiguity and role conflict and Intensity of Performance Monitoring dimension of performance monitoring were significant predictors of perceived stress; (2) the maximum variance of 7% was explained by Resource and Intra-role Conflict, while Intensity of Performance Monitoring explained 4% of the variance; and Incompatible Policies and Role Overload explained 2% of the variance; (3) Moreover Resource and Intra-role Conflict was found to have positive relationship ($\beta = .24, p < .00$) with perceived stress. Intensity of Performance Monitoring also showed positive relationship with perceived stress (β). Incompatible Policies and Role Overload dimension of role ambiguity and role conflict have shown a negative relationship with perceived stress (β).

In short, among the dimensions of independent variables, Resource and Intra-role Conflict emerged as the best predictor ($\beta = .24, p < .00$) of perceived stress.

Relationships of Emotional Labor, Performance Monitoring, and Role Ambiguity and Role Conflict with Emotional Exhaustion

Correlation Results

Correlation between Emotional Labor and Emotional Exhaustion

It can be observed from Table 3.1, that two dimensions of emotional labor, i.e., Intensity with Variety, and Variety with Deep Acting exhibited significant positive relationship with emotional exhaustion.

Correlation between Performance Monitoring and Emotional Exhaustion

As evident from Table 3.1, that the relationship of Intensity of Performance Monitoring dimension of performance monitoring with emotional exhaustion was found highly significant and positive. Purpose of Performance Monitoring dimension of performance monitoring did not correlate with emotional exhaustion, but the insignificant relationship was negative.

Correlation between Role Ambiguity and Role Conflict and Emotional Exhaustion

It is observed from Table 3.1, that Resource and Intra-role Conflict dimension of role ambiguity and role conflict had significant positive correlation with emotional exhaustion. Conflicting Organizational Demands and Resources dimension of role ambiguity and role conflict correlated positively with emotional exhaustion. Role Ambiguity, and Incompatible

Polices and Role Overload dimensions of role ambiguity and role conflict did not correlate with emotional exhaustion.

Stepwise Multiple Regression Analysis Results

In order to observe the relative effect of independent variables on emotional exhaustion, stepwise multiple regression analysis was carried out considering factors of emotional labor (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface Acting), Performance monitoring (2 factors: Intensity and purpose) and Role ambiguity and role conflict (4 factors: Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload) as independent variables and emotional exhaustion as dependent variable.

It can be observed from Table 3.4, that (1) Intensity of Performance Monitoring dimension of performance monitoring, Resource and Intra-role Conflict dimension of role ambiguity and role conflict, Variety with Deep Acting and Frequency with Deep Acting dimensions of emotional labor were significant predictors of emotional exhaustion; (2) the maximum variance, that is, 9% was explained by Intensity of Performance Monitoring, while Resource and Intra-role Conflict explained 4% variance; (3) Variety with Deep Acting, and Frequency with Deep Acting explained 2% and 1% variance respectively; (4) Further, Intensity of Performance Monitoring, Resource and Intra-role Conflict, and Variety with Deep Acting showed a positive relationship with emotional exhaustion, while Frequency with Deep Acting of has recorded negative relationship with emotional exhaustion.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring turnout as the best predictor ($\beta = .22, p < .00$) of emotional exhaustion.

Relationships of Emotional Labor, Performance Monitoring, and Role Ambiguity and Role Conflict with Job Satisfaction

Correlation Results

Correlation between Emotional Labor and Job Satisfaction

It is evident from the Table 3.1, that one dimension of emotional labor-Frequency with Deep Acting had significant positive correlation with only one dimension job satisfaction, i.e., Social-Intrinsic Satisfaction. Surface Acting as a dimension of emotional labor correlated negatively with only one dimension of job satisfaction, i.e., Extrinsic-Intrinsic Satisfaction. Other two dimensions of emotional labor- Intensity with Variety, and Variety with Deep Acting did not correlate with any dimension of job satisfaction.

Correlation between Performance Monitoring and Job Satisfaction

It can be observed from Table 3.1, that Intensity of Performance Monitoring dimension of performance monitoring had significant negative correlations with both the dimensions of job satisfaction, i.e., Social-Intrinsic Satisfaction and Extrinsic-Intrinsic Satisfaction. Further, Purpose of Performance Monitoring correlated positively only with Social-Intrinsic Satisfaction.

Correlation between Role Ambiguity and Role Conflict and Job Satisfaction

It is evident from Table 3.1, that Role Ambiguity dimension of the role ambiguity and role conflict had significant negative correlations with both the dimensions of job satisfaction- Social-Intrinsic satisfaction and Extrinsic-Intrinsic Satisfaction. Resource and Intra-role Conflict dimension of role ambiguity and role conflict also correlated negatively with both the dimensions of job satisfaction. Further, Conflicting Organizational Demands and Resources dimension of role ambiguity and role conflict had significant negative correlations only with Social-Intrinsic Satisfaction. Incompatible Policies and Role Overload dimension of role ambiguity and role conflict did not correlate with any dimension of job satisfaction.

Stepwise Regression Analysis Results

In order to analyze the relative effect of independent variables on job satisfaction stepwise multiple regression analysis was carried out considering factors of emotional labor (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface Acting), Performance monitoring (2 factors: Intensity and purpose) and Role ambiguity and role conflict (4 factors: Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload) as independent variables, whereas dependent variable was factors of job satisfaction (Social-Intrinsic Satisfaction, and Extrinsic-Intrinsic Satisfaction).

Predictors of Social-Intrinsic Satisfaction

It can be observed from Table 3.5, that (1) Resource and Intra-role Conflict, and Role Ambiguity dimensions of role ambiguity and role conflict, and Intensity of Performance Monitoring were the significant predictors of Social-Intrinsic Job Satisfaction; (2) the maximum variance, that is, 9% was explained by Resource and Intra-role Conflict dimension of role ambiguity and role conflict followed by Role Ambiguity which explained 6% variance with respect to Social-Intrinsic dimension of job satisfaction; (3) Intensity of Performance Monitoring explained 5% variance in Social-Intrinsic Job Satisfaction; (4) Further, all the predictors were found to have negative association with Social-Intrinsic Job Satisfaction.

In short, among the dimensions of 3 independent variables, Role Ambiguity proved to be the best predictor ($\beta = -.27, p < .00$) of Social-Intrinsic Satisfaction.

Predictors of Extrinsic-Intrinsic Satisfaction

It is evident from Table 3.5, that (1) Intensity of Performance Monitoring dimension of performance monitoring, Resource and Intra-role Conflict and Role Ambiguity dimensions of role ambiguity and role conflict were the significant predictors of Extrinsic-Intrinsic Job Satisfaction; (2) The maximum variance, that is, 6% was explained by Intensity of Performance Monitoring with respect to Extrinsic-Intrinsic dimension of job satisfaction, while Resource and Intra-role Conflict and Role Ambiguity explained 2% variance each, for the Extrinsic-Intrinsic Job Satisfaction; (3) Further, all the predictors have shown a negative impact on Extrinsic-Intrinsic Job Satisfaction.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = -.20, p < .00$) of Extrinsic-Intrinsic Job Satisfaction.

Overall, Intensity of Performance Monitoring, Role Ambiguity and Resource and Intra-role Conflict were turned out to be the significant predictors of overall job satisfaction. Among the dimensions of dependent variable (job satisfaction), Social-Intrinsic Satisfaction was the best predicted factor.

Relationships of Emotional Labor, Performance Monitoring, and Role Ambiguity and Role Conflict with Home Adjustment

Correlation Results

Correlation between Emotional Labor and Home Adjustment

It can be observed from Table 3.1, that Intensity with Variety dimension of emotional labor had significant positive correlation with home adjustment. Two other dimensions of emotional labor Variety with Deep Acting, and Surface Acting also correlated positively with home adjustment. Only one dimension of emotional labor, i.e., Frequency with Deep Acting did not correlate with home adjustment.

Correlation between Performance Monitoring and Home Adjustment

It is evident from Table 3.1, that, Intensity of Performance Monitoring dimension of performance monitoring had significant positive correlation with

home adjustment, whereas Purpose of Performance Monitoring dimension of performance monitoring correlated negatively with home adjustment.

Correlation between Role Ambiguity and Role Conflict and Home Adjustment

It can be observed from Table 3.1, that Role Ambiguity dimension of role ambiguity and role conflict had significant positive correlation with home adjustment. All other three dimensions of role ambiguity and role conflict, i.e., Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload also correlated positively with home adjustment.

Stepwise Multiple Regression Analysis Results

For analyzing the relative effect of independent variables on home adjustment, stepwise multiple regression analysis was carried out considering factors of emotional labor (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface Acting), Performance monitoring (2 factors: Intensity and purpose) and Role ambiguity and role conflict (4 factors: Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload) as independent variables, while home adjustment was dependent variable.

The results given in Table 3.6, showed that (1) Intensity of Performance Monitoring dimension of performance monitoring, and Role Ambiguity, Incompatible Policies and Role Overload, Resource and Intra-role Conflict dimensions of role ambiguity and role conflict, and Intensity with Variety

dimension of emotional labor were significant predictors of home adjustment; (2) the maximum variance, that is, 9% was explained by Intensity of Performance Monitoring; (3) Role Ambiguity, Incompatible Policies and Role Overload, and Resource and Intra-role Conflict explained 7%, 4% and 3% variance respectively; (4) Moreover, all the predictors have shown a positive association with home adjustment; (5) Intensity of Performance Monitoring explained 1% variance with respect to home adjustment.

In short, among the dimensions of 3 independent variables, Role Ambiguity emerged as the best predictor ($\beta = .32, p < .00$) of home adjustment.

Relationships of Emotional Labor, Performance Monitoring, and Role Ambiguity and Role Conflict with Positive Well-being

Correlation Results

Correlation between Emotional Labor and Positive Well-being

It can be observed from Table 3.2, that Frequency with Deep Acting dimension of emotional labor had significant positive correlations with two dimensions of positive well-being, i.e., Overall-Well-being, and Purpose and Positive Relationship.

Surface Acting dimension of emotional labor had significant negative correlations with Personal Stagnation, Dissatisfaction with self, Social Isolation and Lack of Purpose, and Lack of Mastery and Relations dimensions of positive well-being. Further, Intensity with Variety dimension of emotional labor negatively correlated with Personal Stagnation, and with Lack of Mastery

and Relations. Variety with Deep Acting of emotional labor did not correlate with any dimension of positive well-being.

Correlation between Performance Monitoring and Positive Well-being

As evident from Table 3.2, that Intensity of Performance Monitoring had significant negative correlation with Personal Stagnation, Dissatisfaction with Self, Social Isolation and Lack of Purpose, Lack of Mastery and Relations, and Purpose and Positive Relationship.

The other dimension of performance monitoring, i.e., Purpose of Performance Monitoring correlated positively with Overall Well-being, and Purpose and Positive relationship, dimensions of positive well-being.

Correlation between Role Ambiguity and Role Conflict and Positive Well-being

It can be observed from Table 3.2, that the Role Ambiguity dimension of the role ambiguity and role conflict had significant negative correlations with Overall Well-being, and Purpose and Positive Relations dimensions of positive well-being. Role Ambiguity correlated positively with only one dimension of Positive well-being, i.e., Dissatisfaction with self.

Resource and Intra-role Conflict had significant negative correlations with all the dimensions of Positive well-being- Personal Stagnation, Dissatisfaction with self, Social Isolation and Lack of Purpose, Lack of Mastery and Relations, and Purpose and Positive Relationship, except Overall Well-being dimension.

Further, Conflicting Organizational Demands and Resources dimension of role ambiguity and role conflict also correlated negatively with Personal Stagnation, Dissatisfaction with self, Social Isolation and Lack of Purpose, Lack of Mastery and Relations dimensions of positive well-being. Conflicting Organizational Demands and Resources did not correlate with Overall Well-being and Purpose and Positive Relationships dimensions of positive well-being.

Incompatible Policies and Role Overload dimension of role ambiguity and role conflict had significant negative correlations with Personal Stagnation, and Lack of Mastery and Relations. Incompatible Policies and Role Overload positively correlated only with Purpose and Positive Relationships.

Stepwise Multiple Regression Analysis Results

For analyzing the relative effect of independent variables on positive well-being, stepwise multiple regression analysis was carried out considering factors of emotional labor (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface Acting), Performance monitoring (2 factors: Intensity and purpose) and Role ambiguity and role conflict (4 factors: Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload) as independent variables, while each factor of positive well-being (Overall Well-being, Personal Stagnation, Dissatisfaction with Self, Social Isolation and Lack of Purpose, Lack of Mastery and Relations, Purpose and Positive Relationship) was considered as dependent variable.

Predictors of Positive Well-being Dimensions

Predictors of Overall Well-being

The results reported in the Table 3.7, showed that (1) Role Ambiguity and Incompatible Policies and Role Overload of dimensions of role ambiguity and role conflict, Purpose of Performance Monitoring dimension of performance monitoring, and Frequency with Deep Acting and Intensity with Variety of emotional labor were significant predictors of Overall Well-being dimension of positive well-being; (2) The maximum variance, that is, 31% was explained by Role Ambiguity with respect to Overall Well-being dimension of positive well-being; (3) Purpose of Performance Monitoring, and Incompatible Policies and Role Overload explained 7% and 2% of variance respectively; (4) Frequency with Deep Acting and Intensity with Variety explained 1% each of variance with respect to Overall Well-being; (5) The relationships of Role Ambiguity, Incompatible Policies and Role Overload, and Intensity with Variety with Overall Well-being were found to be negative.

In short, among the dimensions of 3 independent variables, Role Ambiguity emerged as the best predictor ($\beta = -.37, p < .00$) of Overall Well-being.

Predictors of Personal Stagnation

It can be observed from Table 3.7, that (1) Intensity of Performance Monitoring and Purpose of Performance Monitoring dimensions of performance monitoring, and Resource and Intra-role Conflict, Incompatible Policies and Role Overload, and Conflicting Organizational Demands and

Resources dimensions of role ambiguity and role conflict were significant predictors of Personal Stagnation dimension of the positive well-being; (2) The maximum variance, that is, 12% was explained by Intensity of Performance Monitoring; (3) Purpose of Performance Monitoring explained 1% variance in the same dimension of positive well-being; (4) Resource and Intra-role Conflict, Incompatible Policies and Role Overload, and Conflicting Organizational Demands and Resources explained 5%, 1%, and 1% of the variance, respectively; (5) The relationships of Intensity of Performance Monitoring, Resource and Intra-role Conflict, Incompatible Policies and Role Overload and Conflicting Organizational Demands and Resources with Personal Stagnation were negative.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = -.25, p < .00$) of Personal Stagnation factor of positive well-being.

Predictors of Dissatisfaction with Self

It is evident from Table 3.7, that (1) Intensity of Performance Monitoring dimension of performance monitoring, and Surface Acting and Variety with Deep Acting dimensions of emotional labor, and Role Ambiguity dimension of role ambiguity and role conflict were the significant predictors of Dissatisfaction with self dimension of positive well-being; (2) The maximum variance, that is, 18% was explained by Intensity of Performance Monitoring; (3) Surface Acting and Variety with Deep Acting explained 4% and 2% of the variance, respectively; (4) Role Ambiguity explained 1% of variance; (5) The relationships of Intensity of Performance Monitoring and Surface Acting with Dissatisfaction with Self were negative.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = -.38, p < .00$) of Dissatisfaction with self dimension of positive well-being.

Predictors of Social Isolation and Lack of Purpose

It can be observed from Table 3.7, that (1) Intensity of Performance Monitoring dimension of performance monitoring, Surface Acting dimension of emotional labor and Conflicting Organizational Demands and Resources dimension of role ambiguity and role conflict were the significant predictors of Social Isolation and Lack of Purpose dimension of positive well-being; (2) The maximum variance, that is, 7% was explained by Intensity of Performance Monitoring; (3) Surface Acting and Conflicting Organizational Demands and Resources explained 3% and 2% of the variance respectively; (4) The relationships of all the predictors, namely, Intensity of Performance Monitoring, Surface Acting and Conflicting Organizational Demands and Resources with Social Isolation and Lack of Purpose were found to be negative.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = -.21, p < .00$) of Social Isolation and Lack of Purpose dimensions of positive well-being.

Predictors of Lack of Mastery and Relations

As evident from Table 3.7, that (1) Intensity of Performance Monitoring dimension of performance monitoring, Conflicting Organizational Demands and Resources dimension of role ambiguity and role conflict and Surface

Acting dimension of emotional labor were the significant predictors of Lack of Mastery and Relations dimension of positive well-being; (2) The maximum variance, that is, 11% was explained by Intensity of Performance Monitoring; (3) Conflicting Organizational Demands and Resources and Surface Acting explained 4% and 3% of variance respectively; (4) The relations of all the predictors, i.e., Intensity of Performance Monitoring, Conflicting Organizational Demands and Resources, and Surface Acting with the Lack of Mastery and Relations were negative.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = -.27, p < .00$) of Lack of Mastery and Relations dimension of positive well-being.

Predictor of Purpose and Positive Relationship

It can be observed from Table 3.7, (1) Role Ambiguity dimension of role ambiguity and role conflict, and Intensity of Performance Monitoring and Purpose of Performance Monitoring dimensions of performance monitoring were the significant predictors of Purpose and Positive Relationship dimension of positive well-being; (2) The maximum variance, that is, 13% was explained by Role Ambiguity; (3) Intensity of Performance Monitoring and Purpose of Performance Monitoring explained 6% and 2% of variance respectively; (4) The relationships of Role Ambiguity and Intensity of Performance Monitoring with Purpose and Positive Relationship were negative.

In short, among the dimensions of 3 independent variables, Role Ambiguity emerged as the best predictor ($\beta = -.28, p < .00$) of Purpose and Positive Relationship dimension of positive well-being.

Overall, Intensity of Performance Monitoring turned as the best predictor of positive well-being by strongly predicting most of the dimensions of positive well-being. The directions of all the relationships were negative. Further, Role Ambiguity also strongly predicted positive well-being ($\beta = -.37, p < .00$). Among the dimensions of dependent variables of positive well-being, Dissatisfaction with Self was the best predicted factor ($\beta = -.38, p < .00$).

The Moderating Effect of Self-Efficacy

In order to study the moderating effect of self-efficacy on the relationships among the Independent (performance monitoring, emotional labor, and role ambiguity and role conflict) and dependent variables (perceived stress, emotional exhaustion, job satisfaction, home adjustment, and positive well-being) of the study, correlations and stepwise multiple regression analyses were carried out.

In order to see the moderating effect of self-efficacy median-split method was used. For this purpose, one score of self-efficacy was computed by adding all the items (10-items) of self-efficacy and then median was also computed for this score (N=269). The scores of the individuals (respondents) which were above the overall median score (median score=30) were categorized under the group named “Group with high scores on Self-efficacy” (N=134), while those who were below the median value were categorized under the group named “Group with low scores on Self-efficacy” (N=117). The scores of the individuals that had fallen exactly on the median value were dropped from the analysis.

Moderating Effect of Self-Efficacy on the Relationship between Independent Variables and Perceived Stress

After categorization of the scores into two groups (High-low Self-efficacy), correlations as well as stepwise regression analyses were carried out. The stepwise regression analysis was carried out for both the groups (High-low Self-efficacy), considering factors of emotional labor (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface Acting), Performance monitoring (2 factors: Intensity and purpose) and Role ambiguity and role conflict (4 factors: Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload) and perceived stress as the dependent variable. The results of the correlations and stepwise regression analyses are reported below.

Relationship between Independent variables (Emotional Labor, Performance Monitoring, Role Ambiguity and Role Conflict) and Perceived Stress in the group with high score on Self-Efficacy (N=134)

Correlation Results

It was observed from Table 3.8, Surface Acting dimension of emotional labor, Intensity of Performance Monitoring dimension of performance monitoring, and Role Ambiguity dimension of role ambiguity and role conflict had significant positive correlations with perceived stress in the group with high self-efficacy. Further, Resource and Intra-role Conflict dimension of role ambiguity and role conflict also positively correlated with perceived stress, while Incompatible Policies and Role Overload dimension of role ambiguity

and role conflict correlated negatively with perceived stress in the high self-efficacy group.

Stepwise Multiple Regression Analysis Results

It is evident from Table 3.12, that (1) only Intensity of Performance Monitoring dimension of performance monitoring, Role Ambiguity dimension of role ambiguity and role conflict, and Surface Acting dimension of emotional labor were the significant predictors of perceived stress; (2) the maximum variance of 8% was explained by Intensity of Performance Monitoring, while Role Ambiguity, and Surface Acting explained 4% and 5% of variance, respectively; (3) the relationships of Intensity of Performance Monitoring, Role Ambiguity, and Surface Acting with perceived stress were in positive direction.

In short, among the dimensions of the 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = .23, p < .01$) of perceived stress in group with high self-efficacy.

Relationship between Independent variables (Emotional Labor, Performance Monitoring, Role Ambiguity and Role Conflict) and Perceived Stress in the group with low score on Self-Efficacy (N=117)

Correlation Results

It was found from results reported in Table 3.10, that Intensity of Performance Monitoring dimension of performance monitoring, and Resource and Intra-role Conflict dimension of role ambiguity and role conflict had significant positive correlations with perceived stress in the group with low self-

efficacy. No dimension of emotional labor correlated with perceived stress in the low self-efficacy group.

Stepwise Multiple Regression Analysis Results

It can be noticed from Table 3.13, that (1) Resource and Intra-role Conflict dimension of role ambiguity and role conflict, and Intensity of Performance Monitoring dimension of performance monitoring were the only significant predictors of perceived stress; however none of the dimensions of emotional labor were significant predictors of perceived stress; (2) the maximum variance of 9% was explained by Resource and Intra-role Conflict, while Intensity of Performance Monitoring explained 4% of the variance with respect to dependent variable; (3) the relationships of Resource and Intra-role Conflict, and Intensity of Performance Monitoring with perceived stress were found to be positive.

In short, among the dimensions of 3 independent variables, Resource and Intra-role Conflict emerged as the best predictor ($\beta = .24, p < .01$) of perceived stress.

Moderating Effect of Self-efficacy on the relationship between Independent Variables (Emotional Labor, Performance Monitoring, Role Ambiguity and Role Conflict) and Emotional Exhaustion

After categorization of the scores into two groups (High-low Self-efficacy), correlations as well as stepwise regression analyses were carried out. The stepwise regression analysis was carried out for both the groups (High-low

Self-efficacy), considering factors of emotional labor (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface Acting), Performance monitoring (2 factors: Intensity and purpose) and Role ambiguity and role conflict (4 factors: Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload), while emotional exhaustion was dependent variable. The results of the correlations and stepwise regression analyses are reported below.

Relationship between Independent variables (Emotional Labor, Performance Monitoring, Role Ambiguity and Role Conflict) and Emotional Exhaustion in the group with high score on Self-Efficacy (N=134)

Correlation Results

It can be observed from table 3.8, that Intensity with Variety, Variety with Deep Acting, and Surface Acting dimensions of emotional labor had significant positive correlations with emotional exhaustion. Intensity of Performance Monitoring correlated positively, while Purpose of Performance Monitoring correlated negatively with emotional exhaustion. Further, Resource and Intra-role Conflict, and Conflicting Organizational Demands and Resources dimensions of role ambiguity and role conflict correlated positively with emotional exhaustion.

Stepwise Multiple Regression Analysis Results

The results given in the Table 3.14, showed that (1) Intensity of Performance Monitoring and Purpose of Performance Monitoring dimensions of performance monitoring, Resource and Intra-role Conflict of role ambiguity and role conflict, and Variety with Deep Acting of emotional labor were the significant predictors of emotional exhaustion; (2) the maximum variance of 12% was explained by Intensity of Performance Monitoring, while Resource and Intra-role Conflict, Purpose of Performance Monitoring, and Variety with Deep Acting explained 5%, 4% and 3% of variance respectively; (3) the relationship of Purpose of Performance Monitoring with emotional exhaustion was found to be negative.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring, and Resource and Intra-role Conflict emerged as the best predictors ($\beta = .25$, $p < .00$, in both the cases) in regard to emotional exhaustion in high self-efficacy group.

Relationship between Independent variables (Emotional Labor, Performance Monitoring, Role Ambiguity and Role Conflict) and Emotional Exhaustion in the group with low score on Self-Efficacy (N=117)

Correlation Results

It is evident from Table 3.10, that Intensity of Performance Monitoring dimension of performance monitoring and Variety with Deep Acting dimension of emotional labor had significant positive correlations with emotional exhaustion in the group with low self-efficacy. Further, Resource

and Intra-role Conflict, and Conflicting Organizational Demands, and Resources dimensions of role ambiguity and role conflict correlated positively with emotional exhaustion in the low self-efficacy group.

Stepwise Multiple Regression Analysis Results

It was observed from Table 3.15, that (1) Conflicting Organizational Demands and Resources of Role ambiguity and role conflict, Intensity of Performance Monitoring dimension of performance monitoring, and Variety with Deep Acting of emotional labor were the significant predictors of emotional exhaustion; (2) the maximum variance, that is 9% was explained by Conflicting Organizational Demands and Resources, while Intensity of Performance Monitoring and Variety with Deep Acting explained 4% and 3% of variance respectively (3) the relationship of all the predictor variables with emotional exhaustion were found to be positive.

In short, among the dimensions of the 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = .21, p < .05$).

Moderating Effect of Self-Efficacy on the Relationship between Independent Variables and Job Satisfaction

After categorization of the scores into two groups (High-low Self-efficacy), correlations as well as stepwise regression analyses were carried out. The stepwise regression analysis was carried out for both the groups (High-low Self-efficacy), considering factors of emotional labor (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface Acting), Performance monitoring (2 factors: Intensity and purpose) and Role ambiguity and role conflict (4 factors: Role Ambiguity, Resource and Intra-role

Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload), while factors of job satisfaction (Social-Intrinsic Satisfaction, and Extrinsic-Intrinsic Satisfaction) were taken as dependent variable, one by one. The results of the correlations and stepwise regression analyses are reported below.

Relationship between Independent variables (Emotional Labor, Performance Monitoring, Role Ambiguity and Role Conflict) and Job Satisfaction in the group with high score on Self-Efficacy (N=134)

Correlation Results

As evident from Table 3.8, that, Surface Acting dimension of emotional labor and Intensity of Performance Monitoring dimension of performance monitoring had significant negative correlations with both the dimensions of job satisfaction, i.e., Social-Intrinsic Satisfaction, and Extrinsic-Intrinsic Satisfaction. Further, Role Ambiguity and Resource and Intra-role Conflict dimensions of role ambiguity and role conflict also negatively correlated with both the dimensions of job satisfaction.

Stepwise Multiple Regression Analysis Results

The results of the stepwise correlation reported in Table 3.16, showed that (1) Resource and Intra-role Conflict and Role Ambiguity dimensions of role ambiguity and role conflict, and Intensity of Performance Monitoring dimension of performance monitoring were the significant predictors of Social-Intrinsic Satisfaction dimension of Job satisfaction; (2) the maximum variance of 11% was explained by Resource and Intra-role Conflict with respect to

Social-Intrinsic Satisfaction dimension of Job satisfaction, (3) Role Ambiguity and Intensity of Performance Monitoring explained 10% and 4% of variance respectively; (4) the relationships of Resource and Intra-role Conflict, Role Ambiguity, and Intensity of Performance Monitoring with Social-Intrinsic Satisfaction were found negative.

In short, among the dimensions of 3 independent variables, Role Ambiguity emerged as the best predictor ($\beta = -.33, p < .00$) of Social-Intrinsic Satisfaction dimension of job satisfaction.

It was also observed from table 3.12, that (1) Role Ambiguity dimension of Role ambiguity and role conflict and Surface Acting dimension of emotional labor were the significant predictors of Extrinsic-Intrinsic Satisfaction dimension of job satisfaction; (2) Role Ambiguity and Surface Acting both explained a variance of 10% each with respect to Extrinsic-Intrinsic Satisfaction; (3) the relationships of Role Ambiguity and Surface Acting with Extrinsic-Intrinsic Satisfaction were found to be negative.

In short, among the dimensions of 3 independent variables, Role Ambiguity emerged as the best predictor ($\beta = -.35, p < .00$) of Extrinsic-Intrinsic Satisfaction dimension of job satisfaction.

Among the dimensions of dependent variable (job satisfaction), Extrinsic-Intrinsic Satisfaction was the best predicted factor.

Relationship between Independent variables (Emotional Labor, Performance Monitoring, Role Ambiguity and Role Conflict) and Job Satisfaction in the group with Low score on Self-Efficacy (N=117)

Correlation Results

The results of correlation presented in Table 3.10 revealed that Intensity of Performance Monitoring dimension of performance monitoring had significant negative correlations with both the dimensions of job satisfaction, i.e., Social-Intrinsic Satisfaction and Extrinsic-Intrinsic Satisfaction. Frequency with Deep Acting dimension of emotional labor correlated positively with Social-Intrinsic Satisfaction, while Role Ambiguity dimension of role ambiguity and role conflict correlated negatively with Social-Intrinsic Satisfaction. Further, Resource and Intra-role Conflict and Conflicting Organizational Demands and Resources dimensions of role ambiguity and role conflict negatively correlated with both the dimensions of job satisfaction, i.e., Social-Intrinsic Satisfaction and Extrinsic-Intrinsic Satisfaction.

Stepwise Multiple Regression Analysis Results

It can be observed from Table 3.17, that (1) only Conflicting Organizational Demands and Resources and Role Ambiguity dimensions of role ambiguity and role conflict and Intensity of Performance Monitoring dimension of performance monitoring were the strongest predictors of Social-Intrinsic Satisfaction dimension of job satisfaction; (2) the maximum variance of 9% was explained by Role Ambiguity, while Conflicting Organizational Demands and Resources, and Intensity of Performance Monitoring explained 7% and 6% variance respectively; (3) the relationships of Role Ambiguity, Conflicting Organizational Demands and Resources, and Intensity of Performance Monitoring with Social-Intrinsic Satisfaction were found to be negative.

In short, among the dimensions of 3 independent variables, Role Ambiguity emerged as the best predictor ($\beta = -.34, p < .00$) of Social-Intrinsic Satisfaction dimension of job satisfaction.

It was also observed from Table 3.13, that (1) only Intensity of Performance Monitoring of dimension of performance monitoring, and Resource and Intra-role Conflict dimension of role ambiguity and role conflict were the significant predictors of Extrinsic-Intrinsic Satisfaction dimension of Job satisfaction; (2) the maximum variance of 9% was explained by Intensity of Performance Monitoring, while Resource and Intra-role Conflict explained 5% of variance with respect to Extrinsic-Intrinsic Satisfaction dimension of job satisfaction (3) the relationships of Intensity of Performance Monitoring and Resource and Intra-role Conflict with Extrinsic-Intrinsic Satisfaction were found to be negative.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = -.25, p < .01$) of Extrinsic-Intrinsic Satisfaction dimension of job satisfaction.

Among the dimensions of dependent variable (job satisfaction), Social-Intrinsic Satisfaction was the best predicted factor.

Overall Results for Job Satisfaction

It was found from the results reported in Tables 3.16 and 3.17, that (1) Role Ambiguity was the only predictor for both the dimensions of job satisfaction (Social-Intrinsic Satisfaction and Extrinsic-Intrinsic Satisfaction)

with respect to high self-efficacy group, while in the case of low self-efficacy group, Intensity of Performance Monitoring was the only predictor for both the dimensions of Job satisfaction; (2) In high self-efficacy group, the relationships of Role Ambiguity with both the dimensions of job satisfaction, i.e., Social-Intrinsic Satisfaction and Extrinsic-Intrinsic Satisfaction were found to be negative, while in low self-efficacy group, the relationships of Intensity of Performance Monitoring with both dimensions of job satisfaction were also found negative.

Moderating Effect of Self-efficacy on the relationship between Independent Variables (Emotional Labor, Performance Monitoring, Role Ambiguity and Role Conflict) and Home Adjustment

After categorization of the scores into two groups (High-low Self-efficacy), correlations as well as stepwise regression analyses were carried out. The stepwise regression analysis was carried out for both the groups (High-low Self-efficacy), considering factors of emotional labor (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface Acting), Performance monitoring (2 factors: Intensity and purpose) and Role ambiguity and role conflict (4 factors: Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload) and home adjustment as the dependent variable. The results of the correlations and stepwise regression analyses are reported below.

Relationship between Independent variables (Emotional Labor, Performance Monitoring, Role Ambiguity and Role Conflict) and Home Adjustment in the Group with high score on Self-Efficacy (N=134)

Correlation Results

It was observed from Table 3.8, that Intensity of Performance Monitoring dimension of performance monitoring had significant positive correlation with home adjustment. Further, Role Ambiguity, Resource and Intra-role Conflict, and Conflicting Organizational Demands and Resources dimensions of role ambiguity and role conflict also correlated positively with home adjustment.

Stepwise Multiple Regression Analysis Results

It was evident from Table 3.18, that (1) Resource and Intra-role Conflict, Role ambiguity, and Incompatible Policies and Role Overload dimensions of role ambiguity and role conflict, and Intensity of Performance Monitoring dimension of performance monitoring were the significant predictors of home adjustment; (2) the maximum variance of 11% was explained by Resource and Intra-role Conflict, while Intensity of Performance Monitoring, Role Ambiguity, and Incompatible Policies and Role Overload explained 6%, 2% and 4% of variance, respectively (3) Unexpectedly, the relationships of all the predictors with home adjustment were found to be positive.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = .26, p < .00$) of home adjustment.

Relationship between Independent variables (Emotional Labor, Performance Monitoring, Role Ambiguity and Role Conflict) and Home Adjustment in the group with low score on Self-Efficacy (N=117)

Correlation Results

It was found from results reported in Table 3.10, that Intensity of Performance Monitoring dimension of performance monitoring, and Conflicting Organizational Demands and Resources dimension of role ambiguity and role conflict had significant positive correlations with home adjustment in the group with low self-efficacy.

Stepwise Multiple Regression Analysis Results

It could be observed from Table 3.19, that (1) Intensity of Performance Monitoring dimension of performance monitoring and Role Ambiguity dimension of role ambiguity and role conflict were the significant predictors of home adjustment; (2) the maximum variance of 9% was explained by Intensity of Performance Monitoring, while Role Ambiguity explained 5% of variance; (3) Unexpectedly the relationships of Intensity of Performance Monitoring and Role Ambiguity with home adjustment were found to be positive.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = .34, p < .00$) of home adjustment.

Moderating Effect of Self-efficacy on the Relationship between Independent Variables and Positive Well-being

After categorization of the scores into two groups (High-low Self-efficacy), correlations as well as stepwise regression analyses were carried out. The stepwise regression analysis was carried out for both the groups (High-low Self-efficacy), considering factors of emotional labor (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface Acting), Performance monitoring (2 factors: Intensity and purpose) and Role ambiguity and role conflict (4 factors: Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload), while factors of positive well-being (Overall Well-being, Personal Stagnation, Dissatisfaction with Self, Social Isolation and Lack of Purpose, Lack of Mastery and Relations, Purpose and Positive Relationship) were taken as dependent variable one by one. The results of the correlations and stepwise regression analyses are reported below.

Relationship between Independent Variables (Emotional Labor, Performance Monitoring, Role Ambiguity and Role Conflict) and Positive Well-being (Overall Well-being, Personal Stagnation, Dissatisfaction with Self, Social Isolation and Lack of Purpose, Lack of Mastery and Relations, Purpose and Positive Relationship) in the group with high score on Self-Efficacy (N=134)

Overall Well-being

Correlation Results

It is evident from Table 3.9, that Purpose of Performance Monitoring dimension of performance monitoring and Frequency with Deep Acting dimension of emotional labor had significant positive correlations with Overall Well-being dimension of positive well-being in high self-efficacy group. Whereas Resource and Intra-role Conflict dimension of role ambiguity and role conflict correlated negatively with Overall Well-being in the group with high self-efficacy.

Stepwise Multiple Regression Analysis Results

Results of the stepwise regression analysis reported in Table 3.20, revealed that (1) Purpose of Performance Monitoring dimension of performance monitoring, Resource and Intra-role Conflict dimension of role ambiguity and role conflict, and Frequency with Deep Acting dimension of emotional labor were the significant predictors of Overall Well-being dimension of Positive well-being; (2) the maximum variance of 4% was explained by Purpose of Performance Monitoring, while Resource and Intra-role Conflict and Frequency with Deep Acting explained 3% of variance each, (3) the relationships of Purpose of Performance Monitoring and Frequency with Deep Acting with Overall Well-being were found to be positive, while the relationship between Resource and Intra-role Conflict and Overall Well-being was negative.

In short, among the dimensions of 3 independent variables, Resource and Intra-role Conflict emerged as the best predictor ($\beta = -.19, p < .05$) of Overall Well-being dimension of positive well-being.

Personal Stagnation

Correlation Results

It can be observed from Table 3.9, that Intensity of Performance Monitoring dimension of performance monitoring had significant negative correlation with Personal Stagnation dimension of positive well-being. Further, all three dimensions of role ambiguity and role conflict except Role Ambiguity (Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload) significantly correlated with Personal Stagnation.

Stepwise Multiple Regression Analysis Results

It can be observed from Table 3.20, that Intensity of Performance Monitoring dimension of performance monitoring, Resource and Intra-role Conflict and Incompatible Policies and Role Overload dimensions of role ambiguity and role conflict were the significant predictors of Personal Stagnation dimension of Positive well-being; (2) the maximum variance of 13% was explained by Intensity of Performance Monitoring, while Resource and Intra-role Conflict and Incompatible Policies and Role Overload predicted 5% and 3% of variance, respectively; (3) the relationships of all the predictors with Personal Stagnation were found to be negative.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = -.32, p < .00$) of personal Stagnation dimension of positive well-being.

Dissatisfaction with Self

Correlation Results

As evident from Table 3.9, Surface Acting dimension of emotional labor had significant negative correlation with Dissatisfaction with Self dimension of Positive Well-being. Intensity of Performance Monitoring dimension of performance monitoring also correlated negatively with Dissatisfaction with self, while Purpose of Performance Monitoring dimension of performance correlated positively with Dissatisfaction with Self. Further, Resource and Intra-role Conflict dimension of role ambiguity and role conflict also correlated negatively with Dissatisfaction with Self dimension of positive well-being.

Stepwise Multiple Regression Analysis Results

The stepwise regression analysis reported in Table 3.20, showed that Intensity of Performance Monitoring dimension of performance monitoring and Surface Acting dimension of emotional labor were the significant predictors of Dissatisfaction with Self dimension of Positive well-being; (2) the maximum variance of 19% was explained by Intensity of Performance Monitoring, while Surface Acting of emotional labor explained 9% of variance with respect to Dissatisfaction with Self; (3) the relationships of Intensity of Performance Monitoring and Surface Acting with Dissatisfaction with Self were found to be positive.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = -.35, p < .00$) of Dissatisfaction with Self dimension of positive well-being.

Social Isolation and Lack of Purpose

Correlation Results

The results of correlations presented in Table 3.9, revealed that Intensity of Performance Monitoring dimension of performance monitoring, Surface Acting dimension of emotional labor, and Role ambiguity dimension of role ambiguity and role conflict had significant negative correlations with Social Isolation and Lack of Purpose dimension of positive well-being. Further, two dimensions of role ambiguity and role conflict (Resource and Intra-role Conflict, and Conflicting Organizational Demands and Resources) also correlated negatively with Social Isolation and Lack of Purpose.

Stepwise Multiple Regression Analysis Results

It was observed from table 3.20, that (1) Intensity of Performance Monitoring dimension of performance monitoring, Surface Acting of emotional labor, and Role Ambiguity of role ambiguity and role conflict were the significant predictors of Social Isolation and Lack of Purpose dimension of positive well-being; (2) the maximum variance of 9% was explained by Intensity of Performance Monitoring, while Surface Acting and Role Ambiguity explained 4% and 5% of the variance respectively; (3) the relationship of Intensity of Performance Monitoring, Surface Acting and Role Ambiguity with Social Isolation and Lack of Purpose were found to be negative.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = -.25, p < .00$) of Social Isolation and Lack of Purpose.

Lack of Mastery and Relations

Correlation Results

Results provided in Table 3.9, showed that Intensity of Performance Monitoring dimension of performance monitoring, and Surface Acting dimension of emotional labor had significant negative correlations with Lack of Mastery and Relations dimension of positive well-being. Further, all the dimensions of role ambiguity and role conflict except Role Ambiguity (Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload) correlated significantly and negatively with Lack of Mastery and Relations.

Stepwise Multiple Regression Analysis Results

The results of the stepwise regression analysis given in Table 3.20, revealed that Intensity of Performance Monitoring dimension of performance monitoring, Surface Acting dimension of emotional labor, Role Ambiguity, and Incompatible Policies and Role Overload dimensions of role ambiguity and role conflict were the significant predictors of Lack of Mastery and Relations dimension of positive well-being; (2) the maximum variance of 9% was explained by Intensity of Performance Monitoring, while Surface Acting, Incompatible Policies and Role Overload, and Role Ambiguity explained 4%, 4%, and 5% of variance, respectively; (3) the relationships of the all predictors with Lack of Mastery and Relations dimension of positive well-being were found to be negative.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = -.26, p < .00$) of Lack of Mastery and Relations dimension of positive well-being.

Purpose and Positive Relationship

Correlation Results

It was observed from Table 3.9, that Intensity of Performance Monitoring dimension of performance monitoring had significant negative correlation with Purpose and Positive Relationship dimension of positive well-being, while Purpose of Performance Monitoring dimension of performance monitoring correlated positively with Purpose and Positive Relationship. Further, Role Ambiguity, and Resource and Intra-role Conflict dimensions of role ambiguity and role conflict significantly and negatively correlated with Purpose and Positive Relationship.

Stepwise Multiple Regression Analysis Results

It is evident from Table 3.20, that Intensity of Performance Monitoring dimension of performance monitoring, Role Ambiguity, and Resource and Intra-role Conflict dimensions of role ambiguity and role conflict were the significant predictors of Purpose and Positive Relationship dimension of positive well-being; (2) the maximum variance of 11% was explained by Intensity of Performance Monitoring, while Role Ambiguity, and Resource and Intra-role Conflict of explained 3% variance each with respect to Purpose and Positive Relationship dimension of positive well-being; (3) the relationships of

all the predictors with Purpose and Positive Relationship were found to be negative.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = -.28, p < .00$) of Purpose and Positive Relationship dimension of positive well-being.

Relationship between Independent Variables (Emotional Labor, Performance Monitoring, Role Ambiguity and Role Conflict) and Positive Well-being (Overall Well-being, Personal Stagnation, Dissatisfaction with Self, Social Isolation and Lack of Purpose, Lack of Mastery and Relations, Purpose and Positive Relationship) in the group with Low score on Self-Efficacy (N=117)

Overall Well-being

Correlation Results

It can be noticed from the Table 3.11, that Role Ambiguity dimension of role ambiguity and role conflict had significant negative correlation with Overall Well-being dimension of positive well-being. Purpose of Performance Monitoring dimension of performance monitoring, and Frequency with Deep Acting dimension of emotional labor correlated positively with Overall Well-being. Further, Incompatible Policies and Role Overload dimension of role ambiguity and role conflict also correlated positively with Overall Well-being.

Stepwise Multiple Regression Analysis Results

It was found from the results presented in Table 3.21, that (1) Role Ambiguity dimension of role ambiguity and role conflict, Purpose of Performance Monitoring dimension of performance monitoring, and Frequency with Deep Acting, and Intensity with Variety dimensions of emotional labor were the significant predictors of Overall Well-being dimension of positive well-being; (2) the maximum variance that is 45% was explained by Role Ambiguity, while Purpose of Performance Monitoring explained 4% variance with respect to Overall Well-being; (3) Frequency with Deep Acting and Intensity with Variety explained 2% variance each; (4) the relationships of Role Ambiguity and Frequency with Deep Acting with Overall Well-being were found to be negative, while the relationships of Purpose of Performance Monitoring and Frequency with Deep Acting with Overall Well-being were recorded positive.

In short, among the dimensions of 3 independent variables, Role Ambiguity emerged as the best predictor ($\beta = -.47, p < .00$) of Overall Well-being dimension of positive well-being.

Personal Stagnation

Correlation Results

It can be observed from Table 3.11, that Intensity of Performance Monitoring dimension of performance monitoring had significant negative correlation with Personal Stagnation dimension of positive well-being, while Purpose of Performance Monitoring dimension of performance monitoring

correlates positively with Personal Stagnation in the group with low self-efficacy. Further, all the dimensions of role ambiguity and role conflict except Role Ambiguity, i.e., (Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload) significantly and negatively correlated with Personal Stagnation in the low self-efficacy group.

Stepwise Multiple Regression Analysis Results

The results presented in Table 3.21 indicate that (1) Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload dimensions of role ambiguity and role conflict were the significant predictors of Personal Stagnation dimension of positive well-being; (2) the maximum variance of 11% was explained by Conflicting Organizational Demands and Resources, while Purpose of performing monitoring and Incompatible Policies and Role Overload explained 5% each of the variance with respect to Personal Stagnation dimension of Positive well-being; (3) the relationships of Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload with Personal Stagnation were found to be negative, while the relationship of Purpose of Performance Monitoring with Personal Stagnation was positive.

In short, among the dimensions of 3 independent variables, Purpose of Performance Monitoring emerged as the best predictor ($\beta = .29, p < .00$) of Personal Stagnation dimension of positive well-being.

Dissatisfaction with Self

Correlation Results

It was found from Table 3.11, that Intensity of Performance Monitoring and Purpose of Performance Monitoring dimensions of performance monitoring had significant negative correlation with Dissatisfaction with Self dimension of positive well-being. Role Ambiguity dimension of role ambiguity and role conflict correlated positively with Dissatisfaction with Self. Further, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload dimensions of role ambiguity and role conflict correlated negatively with Dissatisfaction with Self.

Stepwise Multiple Regression Analysis Results

The results of the stepwise regression analysis reported in Table 3.21, revealed that (1) Intensity of Performance Monitoring dimension of performance monitoring, Role Ambiguity, and Incompatible Policies and Role Overload dimensions of role ambiguity and role conflict were the significant predictors of Dissatisfaction with Self dimension of positive well-being; (2) the maximum variance that is 16% was explained by Intensity of Performance Monitoring, while Role Ambiguity, and Incompatible Policies and Role Overload explained 8% and 3% of variance respectively; (3) the relationships of Intensity of Performance Monitoring, and Incompatible Policies and Role Overload with Dissatisfaction with Self were found to be negative, while the relationship of Role Ambiguity with Dissatisfaction with Self was Positive.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = -.31, p < .00$) of Dissatisfaction with Self dimension of positive well-being.

Social Isolation and Lack of Purpose

Correlation Results

As evident from the Table 3.11, Intensity of Performance Monitoring dimension of performance monitoring had significant negative correlation with Social Isolation and Lack of Purpose dimension of positive well-being in the group with low self-efficacy. Further, Resource and Intra-role Conflict dimension of role ambiguity and role conflict also correlated negatively with Social Isolation and Lack of Purpose in the low self-efficacy group.

Stepwise Multiple Regression Analysis Results

It can be observed from Table 3.21, that (1) Resource and Intra-role Conflict of role ambiguity and role conflict was only predictor of Social Isolation and Lack of Purpose dimension of Positive well-being; (2) a variance of 7% was explained by Resource and Intra-role Conflict; (3) the relationship of Resource and Intra-role Conflict with Social Isolation and Lack of Purpose dimension of positive well-being was found to be negative.

In short, among the dimensions of 3 independent variables Resource and Intra-role Conflict emerged as the only predictor ($\beta = -.27, p < .00$) of Social Isolation and Lack of Purpose dimension of positive well-being.

Lack of Mastery and Relations

Correlation Results

Correlation results presented in the Table 3.11, revealed that Intensity of Performance Monitoring dimension of performance monitoring, Intensity with Variety, and Variety with Deep Acting dimensions of emotional labor had significant negative correlations with Lack of Mastery and Relations dimension of positive well-being. Further, Resource and Intra-role Conflict, and Conflicting Organizational Demands and Resources dimensions of role ambiguity and role conflict correlated negatively with Lack of Mastery and Relations.

Stepwise Multiple Regression Analysis Results

It is evident from Table 3.21, that (1) Resource and Intra-role Conflict, and Conflicting Organizational Demands and Resources dimensions of role ambiguity and role conflict, and Intensity of Performance Monitoring dimension of performance monitoring were the significant predictors of Lack of Mastery and Relations dimension of positive well-being; (2) the maximum variance of 18% was explained by Resource and Intra-role Conflict, while Intensity of Performance Monitoring, and Conflicting Organizational Demands and Resources explained 6% and 4% of variance respectively; (3) the relationships of all the predictors with Lack of Mastery and Relations were found to be negative.

In short, among the dimensions of 3 independent variables, Resource and Intra-role Conflict emerged as the best predictor ($\beta = -.28, p < .00$) of Lack of Mastery and Relations dimension of positive well-being.

Purpose and Positive Relationship

Correlation Results

The results of correlation presented in Table 3.11, showed that Role Ambiguity dimension of role ambiguity and role conflict had significant negative correlation with Purpose and Positive Relationship dimension of positive well-being, while Incompatible Policies and Role Overload dimension of role ambiguity and role conflict correlated positively with Purpose and Positive Relationship in the group with low self-efficacy. Further, Purpose of Performance Monitoring dimension of performance monitoring correlated significantly and positively with Purpose and Positive Relationship in the low self-efficacy group.

Stepwise Multiple Regression Analysis Results

The results reported in Table 3.21, showed that (1) Role Ambiguity dimension of role ambiguity and role conflict was the only significant predictor of Purpose and Positive relationship dimension of positive well-being; (2) Role Ambiguity explained 13% of variance with respect to Purpose and Positive relationship; (3) the relationship of Role Ambiguity with Purpose and Positive Relationship dimension of positive well-being was found to be negative.

In short, among the dimensions of 3 independent variables, Role Ambiguity emerged as the only predictor ($\beta = -.36, p < .00$) of Purpose and Positive relationship dimension of Positive well-being.

Overall Result for Positive Well-being in the group with low Self-efficacy

It can be observed from Tables 3.21, that (1) Intensity of Performance Monitoring was the only significant predictor of all the dimensions of positive well-being (Personal Stagnation, Dissatisfaction with Self, Social Isolation and Lack of Purpose, Lack of Mastery and Relations, and Purpose and Positive Relationship) except Overall Well-being for the high self-efficacy group; (2) Surface Acting dimension of emotional labor, and Resource and Intra-role Conflict dimension of role ambiguity and role conflict were other significant predictors for the most of the positive well-being dimensions for high self-efficacy group; (3) Role Ambiguity predicted most of the dimensions of positive well-being in low self-efficacy group; (4) Purpose of Performance Monitoring dimension of performance monitoring emerged as the strongest predictor ($\beta = .20, p < .05$) of Overall Well-being in the high self-efficacy group, while Role Ambiguity emerged as the strongest predictor ($\beta = -.67, p < .00$) with respect to Overall Well-being in the low self-efficacy group.

The Moderating Effect of Supervisory Support

In order to study the moderating effect of supervisory support on the relationships of the independent and dependent variables, correlations and stepwise multiple regression analyses were carried out. One score of supervisory support was computed by adding all the items (9- items) of supervisory support and then median was computed for this score (N= 269).

The scores of the individuals (respondents) which were above the overall median score (Median score=28) were categorized under the group named “Group with high scores on supervisory support” (N=126), while those who were below the median value were categorized under the group “Group with low scores on supervisory support” (N=127). The scores of the individuals that had fallen exactly on the median value were dropped from the analysis.

Moderating Effect of Supervisory Support on the Relationship between Independent Variables and Perceived Stress

After categorization of the scores into two groups, i.e., high and low supervisory support, correlations and stepwise multiple regression analyses were carried out. Stepwise regression analysis was carried out for both the groups (high-low supervisory support), considering factors of emotional labor (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface Acting), Performance monitoring (2 factors: Intensity and purpose) and Role ambiguity and role conflict (4 factors: Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload) as independent variables, while dependent variable was perceived stress. The results of the correlations and stepwise regression analyses are reported below.

Relationship between Independent Variables (Emotional Labor, Performance Monitoring, Role Ambiguity and Role Conflict) and Perceived Stress in group with high score on Supervisory Support (N=126)

Correlation Results

It was observed from Table 3.22, that Intensity of Performance Monitoring dimension of performance monitoring, and Resource and Intra-role Conflict dimension of role ambiguity and role conflict had shown significant positive correlations with perceived stress. Further, only one dimension of emotional labor, i.e., Frequency with Deep Acting had significant positive correlation with perceived stress.

Stepwise Multiple Regression Analysis Results

It was found from Table 3.26, that (1) Intensity of Performance Monitoring dimension of performance monitoring, and Resource and Intra-role Conflict dimension of role ambiguity and role conflict were the significant predictors of perceived stress; (2) the maximum variance of 10% was explained by Intensity of Performance Monitoring, while Resource and Intra-role Conflict explained 5% of variance with respect to perceived stress; (3) the relationships of Intensity of Performance Monitoring and Resource and Intra-role Conflict with perceived stress were found to be negative.

In short, among the dimensions of the 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = .28, p < .00$) of perceived stress in group receiving high supervisory support.

Relationship between Independent Variables (Emotional Labor, Performance Monitoring, Role Ambiguity and Role Conflict) and Perceived Stress in group with low score on Supervisory Support (N=127)

Correlation Results

It is evident from Table 3.24, that Resource and Intra-role Conflict dimension of role ambiguity and role conflict had significant positive correlation with perceived stress, while Incompatible Policies and Role Overload dimension of role ambiguity and role conflict correlated negatively with perceived stress. No dimension of emotional labor and performance monitoring correlated with perceived stress in the low supervisory support group.

Stepwise Multiple Regression Analysis Results

The results presented in Table 3.27, revealed that (1) Resource and Intra-role Conflict dimension of role ambiguity and role conflict and Surface Acting dimension of emotional labor were the significant predictors of perceived stress; (2) the maximum variance of 7% was explained by Surface Acting, while Resource and Intra-role Conflict explained 6% of the variance; (3) the relationship of Surface Acting with perceived stress was recorded negative, while relationship of Resource and Intra-role Conflict with perceived stress was found to be positive.

In short, among the dimensions of 3 independent variables, Resource and Intra-role Conflict emerged as the best predictor ($\beta = .28, p < .00$) of perceived stress.

Moderating Effect of Supervisory Support on the Relationship between Independent Variables and Emotional Exhaustion

After categorization of the scores into two groups, i.e., high and low supervisory support, correlations and stepwise regression analyses were carried out. Stepwise regression analysis was carried out for both the groups (high-low supervisory support), considering factors of emotional labor (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface Acting), Performance monitoring (2 factors: Intensity and purpose) and Role ambiguity and role conflict (4 factors: Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload) as independent variables, while dependent variable was emotional exhaustion. The results of the correlations and stepwise regression analyses are reported below.

Relationship between Independent Variables (Emotional Labor, Performance Monitoring, Role Ambiguity and Role Conflict) and Emotional Exhaustion in group with high score on Supervisory Support (N=126)

Correlation Results

It was found from Table 3.22, that Intensity with Variety, and Variety with Deep Acting dimensions of emotional labor had significant positive correlation with emotional exhaustion. Further, Resource and Intra-role Conflict dimension of role ambiguity and role conflict also correlated positively with emotional exhaustion.

Stepwise Multiple Regression Analysis Results

Results provided in Table 3.28, showed that (1) Resource and Intra-role Conflict dimension of role ambiguity and role conflict, and Variety with Deep Acting dimension of emotional labor were the significant predictors of emotional exhaustion; (2) the maximum variance of 7% was explained by Resource and Intra-role Conflict, while Variety with Deep Acting explained 5% of variance; (3) the relationships of both the predictors (Resource and Intra-role Conflict, and Variety with Deep Acting) with emotional exhaustion were found to be positive.

In short, among the dimensions of the 3 independent variables, Resource and Intra-role Conflict emerged as the best predictor ($\beta = .25, p < .00$) of emotional exhaustion.

Relationship between Independent Variables (Emotional Labor, Performance Monitoring, Role Ambiguity and Role Conflict) and Emotional Exhaustion in group with low score on Supervisory Support (N=127)

Correlation Results

It can be observed from Table 3.24, that Intensity of Performance Monitoring dimension of performance monitoring and Intensity with Variety dimension of emotional labor had significant positive correlations with emotional exhaustion in the group with low supervisory support. Further, Resource and Intra-role Conflict, and Conflicting Organizational Demands and Resources dimensions of role ambiguity and role conflict also positively correlated with emotional exhaustion in the low supervisory support group.

Stepwise Multiple Regression Analysis Results

The results of Stepwise regression analysis reported in Table 3.29, revealed that (1) Intensity of Performance Monitoring dimension of performance monitoring, and Role ambiguity dimension of role ambiguity and role conflict were the significant predictors of emotional exhaustion; (2) the maximum variance of 19% was explained by Intensity of Performance Monitoring, while Role ambiguity explained 4% of the variance; (3) the relationships of Intensity of Performance Monitoring, and Role Ambiguity with emotional exhaustion were found to be positive.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = .44, p < .00$) of emotional exhaustion for the group receiving low supervisory support.

Moderating Effect of Supervisory Support on the Relationship between Independent Variables and Job Satisfaction

After categorization of the scores into two groups, i.e., high and low supervisory support, correlations and stepwise regression analyses were carried out. Stepwise regression analysis was carried out for both the groups (high-low supervisory support), considering factors of emotional labor (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface Acting), Performance monitoring (2 factors: Intensity and purpose) and Role ambiguity and role conflict (4 factors: Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload) as independent variables, while factors of job satisfaction (Social-Intrinsic Satisfaction, and Extrinsic-Intrinsic

Satisfaction) were taken as dependent variable one by one. The results of the correlations and stepwise regression analyses are reported below.

Relationship between Independent Variables (Emotional Labor, Performance Monitoring, Role Ambiguity and Role Conflict) and Job Satisfaction in group with high score on Supervisory Support (N=126)

Correlation Results

The results of correlation presented in Table 3.22, revealed that Purpose of Performance Monitoring dimension of performance monitoring had significant positive correlation with Social-Intrinsic Satisfaction dimension of job satisfaction, while Intensity of Performance Monitoring dimension of performance monitoring correlated negatively with Social-Intrinsic Satisfaction. Further, Role Ambiguity, and Resource and Intra-role Conflict dimensions of role ambiguity and role conflict correlated significantly and negatively with Social-Intrinsic Satisfaction. Frequency with Deep Acting dimension of emotional labor correlated positively with Social-Intrinsic Satisfaction. No dimensions of emotional labor, performance monitoring, and role ambiguity and role conflict correlated with Extrinsic-Intrinsic dimension of job satisfaction in the group with high supervisory support.

Stepwise Multiple Regression Analysis Results

It was observed from Table 3.30, that (1) Purpose of Performance Monitoring, Resource and Intra-role Conflict, Frequency with Deep Acting and Variety with Deep Acting dimensions of emotional labor were the significant predictors of Social-Intrinsic dimension of job satisfaction; (2) the maximum

variance of 10% was explained by Purpose of Performance Monitoring, while Resource and Intra-role Conflict of role ambiguity and role conflict, Frequency with Deep Acting, and Variety with Deep Acting explained 4%, 3% and 2% of the variance, respectively; (3) the relationships of Resource and Intra-role Conflict, and Variety with Deep Acting with Social-Intrinsic Satisfaction were found to be negative, while relationships of Purpose of Performance Monitoring and Frequency with Deep Acting with Social-Intrinsic Satisfaction were recorded positive.

In short, among the dimensions of 3 independent variables, Frequency with Deep Acting emerged as the best predictor ($\beta = .31, p < .01$) of Social-Intrinsic Satisfaction dimension of job satisfaction.

The Results revealed that among the dimensions of 3 independent variables, no dimension of any variable predicted Extrinsic-Intrinsic Satisfaction in the case of group receiving high Supervisory support.

Relationship between Independent Variables (Emotional Labor, Performance Monitoring, Role Ambiguity and Role Conflict) and Job Satisfaction in group with low score on Supervisory Support (N=127)

Correlation Results

It was observed from Table 3.24, that Intensity of Performance Monitoring dimension of performance monitoring had significant negative correlation with both the dimensions of job satisfaction, i.e., Social-Intrinsic Satisfaction and Extrinsic-Intrinsic Satisfaction. Role Ambiguity, and Resource and Intra-role Conflict dimensions of role ambiguity and role conflict also

correlated negatively with both the dimensions of job satisfaction- Social-Intrinsic Satisfaction, and Extrinsic-Intrinsic Satisfaction. Further, Conflicting Organizational Demands and Resources dimension of role ambiguity and role conflict correlated negatively with Social-Intrinsic Satisfaction, while Incompatible Policies and Role Overload dimension of role ambiguity and role conflict dimension correlated negatively with Extrinsic-Intrinsic dimension of job satisfaction.

Stepwise Multiple Regression Analysis Results

It is evident from Table 3.31, that (1) Resource and Intra-role Conflict, Role Ambiguity, and Intensity of performance monitoring were the significant predictors of Social-Intrinsic Satisfaction; (2) the maximum variance of 11% was explained by Resource and Intra-role Conflict, while Role ambiguity, and Intensity of Performance Monitoring explained 9% and 6% of variance respectively; (3) the relationships of all the predictors- Resource and Intra-role Conflict, Role Ambiguity, and Intensity of Performance Monitoring with Social-Intrinsic Satisfaction were found to be negative.

In short, among the dimensions of 3 independent variables, Role Ambiguity emerged as the best predictor ($\beta = -.31, p < .00$) of Social-Intrinsic Satisfaction in the group receiving low supervisory support.

It was also observed from Table 3.23, that (1) Intensity of Performance Monitoring dimension of performance monitoring, and Incompatible Policies and Role Overload dimension of role ambiguity and role conflict were the significant predictors of Extrinsic-Intrinsic satisfaction dimension of job satisfaction; (2) the maximum variance of 9% was explained by Intensity of

Performance Monitoring, while Incompatible Policies and Role Overload explained 8% of variance with respect to Extrinsic-Intrinsic Satisfaction; (3) the relationships of Intensity of Performance Monitoring with Extrinsic-Intrinsic Satisfaction was found to be negative.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictors ($\beta = -.34, p < .00$) of Extrinsic-Intrinsic Satisfaction dimension of job satisfaction.

Moderating Effect of Supervisory Support on the Relationship between Independent Variables and Home Adjustment

After categorization of the scores into two groups, i.e., high and low supervisory support, correlations and stepwise regression analyses were carried out. Stepwise regression analysis was carried out for both the groups (high-low supervisory support), considering factors of emotional labor (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface Acting), Performance monitoring (2 factors: Intensity and purpose) and Role ambiguity and role conflict (4 factors: Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload) as independent variables, while dependent variable was home adjustment. The results of the correlations and stepwise regression analyses are reported below.

Relationship between Independent Variables (Emotional Labor, Performance Monitoring, Role Ambiguity and Role Conflict) and Home Adjustment in group with high score on Supervisory Support (N=126)

Correlation Results

It was found from Table 3.22, that Intensity of Performance Monitoring dimension of performance monitoring had significant positive correlation with home adjustment, while Purpose of Performance Monitoring dimension of performance monitoring correlated negatively with home adjustment. Further, Surface Acting dimension of emotional labor correlated positively with home adjustment, while Frequency with Deep Acting dimension of emotional labor correlated negatively with home adjustment. Moreover, except Incompatible Policies and Role Overload, all the dimensions of role ambiguity and role conflict, i.e., Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands correlated positively with home adjustment.

Stepwise Multiple Regression Analysis Results

The results of the stepwise regression analysis presented in Table 3.32, showed that (1) Intensity of Performance Monitoring dimension of performance monitoring, Resource and Intra-role Conflict, and Role ambiguity dimensions of role ambiguity and role conflict were the significant predictors of home adjustment; (2) the maximum variance of 16% was explained by Intensity of Performance Monitoring, while Resource and Intra-role Conflict, and Role ambiguity explained 10% and 8% of variance respectively; (3) Unexpectedly, the relationships of all the predictors with home adjustment were found to be positive.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = .35, p < .00$).

Relationship between Independent Variables (Emotional Labor, Performance Monitoring, Role Ambiguity and Role Conflict) and Home Adjustment in group with low score on Supervisory Support (N=127)

Correlation Results

As evident from Table 3.24, that Intensity with Variety, and Variety with Deep Acting dimensions of emotional labor had significant positive correlation with home adjustment. Further, Role Ambiguity dimension of role ambiguity and role conflict also correlated positively with home adjustment, while Purpose of Performance Monitoring dimension of performance monitoring correlated negatively with home adjustment.

Stepwise Multiple Regression Analysis Results

It was observed from Table 3.33, that (1) Intensity with Variety dimension of emotional labor, and Role Ambiguity dimension of role ambiguity and role conflict were the significant predictors; (2) the maximum variance of 8% was explained by Intensity with Variety of emotional labor, while Role Ambiguity explained 7% of the variance; (3) the relationships of all the predictors with home adjustment were found to be positive.

In short, among the dimensions of 3 independent variables, Intensity with Variety dimension of emotional labor emerged as the best predictor ($\beta = .28, p < .00$).

Moderating Effect of Supervisory Support on the Relationship between Independent Variables and Positive Well-being

After categorization of the scores into two groups, i.e., high and low supervisory support, correlations and stepwise regression analyses were carried out. Stepwise regression analysis was carried out for both the groups (high-low supervisory support), considering factors of emotional labor (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface Acting), Performance monitoring (2 factors: Intensity and purpose) and Role ambiguity and role conflict (4 factors: Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload) as independent variables, while factors of positive well-being (Overall Well-being, Personal Stagnation, Dissatisfaction with Self, Social Isolation and Lack of Purpose, Lack of Mastery and Relations, Purpose and Positive Relationship) were taken as dependent variable one by one. The results of the correlations and stepwise regression analyses are reported below.

Relationship between Independent Variables (Emotional Labor, Performance Monitoring, Role Ambiguity and Role Conflict) and Positive Well-being in group with high score on Supervisory Support (N=126)

Overall Well-being

Correlation Results

Correlation results presented in Table 3.23, showed that Intensity of Performance Monitoring dimension of performance monitoring had significant

negative correlation with Overall Well-being dimension of positive well-being, while Purpose of Performance Monitoring dimension of performance monitoring correlated positively with Overall Well-being. Further, Role Ambiguity, and Resource and Intra-role Conflict dimension of role ambiguity and role conflict correlated negatively with Overall Well-being. Only one dimension of emotional labor, i.e., Frequency with Deep Acting correlated positively with Overall Well-being.

Stepwise Multiple Regression Analysis Results

The Stepwise regression analysis results given in Table 3.34, showed that (1) Role Ambiguity dimension of role ambiguity and role conflict, Purpose of Performance Monitoring and Intensity of Performance Monitoring dimensions of performance monitoring, and Surface Acting dimension of emotional labor were the significant predictors of Overall Well-being dimension of positive well-being; (2) the maximum variance of 37% was explained by Role Ambiguity, while Purpose of Performance Monitoring, Intensity of Performance Monitoring and Surface Acting explained 7%, 4% and 3% of variance respectively with respect to Overall well-being; (3) the relationships of all the significant predictors with Overall Well-being were found to be negative except Purpose of Performance Monitoring. Purpose of Performance Monitoring showed a positive relationship with Overall Well-being.

In short, among the dimensions of 3 independent variables, Role Ambiguity emerged as the best predictor ($\beta = -.41, p < .00$) of Overall well-being.

Personal Stagnation

Correlation Results

It can be observed Table 3.23, that Intensity of Performance Monitoring dimension of performance monitoring correlated had significant negative correlation with Personal Stagnation dimension of positive well-being. Further, Resource and Intra-role Conflict, and Conflicting Organizational Demands and Resources dimensions of role ambiguity and role conflict correlated negatively with Personal Stagnation.

Stepwise Multiple Regression Analysis Results

As evident from the results presented in Table 3.34, (1) Conflicting Organizational Demands and Resources dimension of role ambiguity and role conflict, and Frequency with Deep Acting dimension of emotional labor were the significant predictors of Personal Stagnation dimension of positive well-being; (2) the maximum variance of 6% was explained by Conflicting Organizational Demands and Resources, while Frequency with Deep Acting explained 4% of the variance; (3) the relationships of Conflicting Organizational Demands and Resources with Personal Stagnation was found to be negative, while the relationship of Frequency with Deep Acting with Personal Stagnation was recorded positive.

In short, among the dimensions of 3 independent variables, Conflicting Organizational Demands and Resources emerged as the best predictor ($\beta = -.32, p < .00$) of Personal Stagnation dimension of positive well-being.

Dissatisfaction with Self

Correlation Results

It is evident from the Table 3.23, that Intensity of Performance Monitoring dimension of performance monitoring had significant negative correlation with Dissatisfaction with self dimension of positive well-being. Further, Surface Acting dimension of emotional labor correlated negatively with Dissatisfaction with Self, while Variety with Deep Acting dimension of emotional labor correlated positively with Dissatisfaction with Self.

Stepwise Multiple Regression Analysis Results

Results provided in the Table 3.34, revealed that (1) Intensity of Performance Monitoring dimension of performance monitoring, and Surface Acting, and Variety with Deep Acting dimensions of emotional labor were the significant predictors of Dissatisfaction with Self dimension of positive well-being; (2) the maximum variance of 17% was explained by Intensity of Performance Monitoring, while Surface Acting, and Variety with Deep Acting explained 5% and 3% of the variance respectively; (3) the relationships of Intensity of Performance Monitoring, and Surface Acting with Dissatisfaction with Self were found to be negative, while the relationships of Variety with Deep Acting with Dissatisfaction with Self was recorded positive.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = -.37, p < .00$) of Dissatisfaction with Self dimension of positive well-being.

Social Isolation and Lack of Purpose

Correlation Results

It is found from the correlation results reported in Table 3.23, that Intensity of Performance Monitoring dimension of performance monitoring, and Surface Acting dimension of emotional labor had significant negative correlations with Social Isolation and Lack of Purpose dimension of positive well-being. Further, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload dimensions of role ambiguity and role conflict correlated negatively with Social Isolation and Lack of Purpose.

Stepwise Regression Analysis Results

As evident from Table 3.34, that (1) Incompatible Policies and Role Overload, and Conflicting Organizational Demands and Resources dimensions of role ambiguity and role conflict, and Intensity of Performance Monitoring dimension of performance monitoring were the significant predictors of Social Isolation and Lack of Purpose dimension of positive well-being; (2) the maximum variance of 9% was explained by Incompatible Policies and Role Overload, while Intensity of Performance Monitoring and Conflicting Organizational Demands and Resources explained 4% and 3% of the variance respectively; (3) the relationships of all the predictors with Social Isolation and Lack of Purpose were found to be negative.

In short, among the dimensions of 3 independent variables, Incompatible Policies and Role Overload, and Intensity of Performance

Monitoring emerged as the best predictors ($\beta = -.20, p < .05$, in both the cases) of the Social isolation and Lack of purpose dimension of positive well-being.

Lack of Mastery and Relations

Correlation Results

It is observed from Table 3.23, that Intensity of Performance Monitoring dimension of performance monitoring and Surface Acting dimension of emotional labor had significant negative correlations with Lack of Mastery and Relations dimension of positive well-being. Further, all the dimensions of role ambiguity and role conflict except Role Ambiguity correlated significantly and negatively with Lack of Mastery and Relations.

Stepwise Multiple Regression Analysis Results

The results of the Stepwise regression analysis given in Table 3.34, showed that Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload dimensions of role ambiguity and role conflict, and Intensity of Performance Monitoring dimension of performance monitoring were the significant predictors of Lack of Mastery and Relations dimension of positive well-being; (2) the maximum variance of 9% was explained by Conflicting Organizational Demands and Resources, while Intensity of Performance Monitoring and Incompatible Policies and Role Overload explained 5% and 4% of the variance respectively; (3) the relationships of all the predictors with Lack of Mastery and Relations were found to be negative.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = -.25, p < .00$) of Lack of Mastery and Relations dimension of positive well-being.

Purpose and Positive Relationship

Correlation Results

It is found from Table 3.23, that Intensity of Performance Monitoring dimension of performance monitoring had significant negative correlation with Purpose and Positive Relationship dimension of positive well-being, while Purpose of Performance Monitoring dimension of performance monitoring correlated positively with Purpose and Positive Relationship. Further, Surface Acting dimension of emotional labor correlated negatively with Purpose and Positive Relationship, while Frequency with Deep Acting dimension of emotional labor correlated positively with Purpose and Positive Relationship. Moreover Role Ambiguity and Resource and Intra-role Conflict dimensions of role ambiguity and role conflict correlated negatively with Purpose and Positive Relationship.

Stepwise Multiple Regression Analysis Results

It can be noticed from Table 3.34, that (1) Purpose of Performance Monitoring and Intensity of Performance Monitoring dimensions of performance monitoring, Role Ambiguity dimension of role ambiguity and role conflict, and Surface Acting dimension of emotional labor were the significant predictors of Purpose and Positive Relationship dimension of positive well-being; (2) the maximum variance of 13% was explained by Purpose of

Performance Monitoring, while Intensity of Performance Monitoring, Role ambiguity, and Surface Acting explained 11%, 3% and 3% of the variance respectively; (3) the relationship of Purpose of Performance Monitoring with Purpose and Positive Relationship was found positive, while the relationship of Intensity of Performance Monitoring with the Purpose and Positive Relationship was recorded negative. The relationships of Role Ambiguity, and Surface Acting with Purpose and Positive Relationship were found to be negative.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = -.30, p < .00$) of Purpose and Positive Relationship dimension of positive well-being.

Relationship between Independent Variables (Emotional Labor, Performance Monitoring, Role Ambiguity and Role Conflict) and Positive Well-being in group with low score on Supervisory Support (N=127)

Overall Well-being

Correlation Results

It is evident from Table 3.25, that Role Ambiguity dimension of role ambiguity and role conflict had significant negative correlation with Overall Well-being dimension of positive well-being, while Purpose of Performance Monitoring dimension of performance monitoring had shown significant positive relation with Overall-Well-being. Further, Surface Acting, and Frequency with Deep Acting dimensions of emotional labor also correlated positively with Overall Well-being.

Stepwise Multiple Regression Analysis Results

It is observed from Table 3.35, that (1) Role Ambiguity dimension of role ambiguity and role conflict, Purpose of Performance Monitoring dimension of performance monitoring, Frequency with Deep Acting, and Intensity with Variety dimensions of emotional labor were the significant predictors of Overall well-being dimension of positive well-being; (2) the maximum variance of 28% was explained by Role Ambiguity, while Purpose of Performance Monitoring, and Frequency with Deep Acting and Intensity with Variety of emotional labor explained 3%, 3% and 5% of the variance respectively; (3) the relationships of Role Ambiguity, and Intensity with Variety of emotional labor with Overall well-being were found to be negative, while the relationships of Purpose of Performance Monitoring and Frequency with Deep Acting with Overall Well-being were recorded positive.

In short, among the dimensions of 3 independent variables, Role Ambiguity emerged as the best predictor ($\beta = -.33, p < .00$) of Overall Well-being dimension of positive well-being.

Personal Stagnation

Correlation Results

The results of correlation presented in Table 3.25, showed that Intensity of Performance Monitoring dimension of performance monitoring had significant negative correlation with Personal Stagnation dimension of positive well-being. All the dimensions of emotional labor except Role Ambiguity had also shown significant negative correlations with Personal Stagnation. Further,

Intensity with Variety dimension of emotional labor correlated negatively with Personal Stagnation.

Stepwise Multiple Regression Analysis Results

The results of the Stepwise regression analysis reported in Table 3.35, revealed that (1) Intensity of Performance Monitoring dimension of performance monitoring, Resource and Intra-role Conflict, and Incompatible Policies and Role Overload dimensions of role ambiguity and role conflict were the significant predictors of Personal Stagnation dimension of positive well-being; (2) the maximum variance of 23% was explained by Intensity of Performance Monitoring, while Resource and Intra-role Conflict, and Incompatible Policies and Role Overload dimension of role ambiguity and role conflict explained 5% and 2% of the variance respectively; (3) the relationships of all the significant predictors with Personal Stagnation were found to be negative.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = -.39, p < .00$) of Personal Stagnation dimension of positive well-being.

Dissatisfaction with Self

Correlation Results

It can be observed from Table 3.25, that Intensity of Performance Monitoring dimension of performance monitoring, and Surface Acting dimension of emotional labor had significant negative correlations with Dissatisfaction with Self dimension of positive well-being.

Stepwise Multiple Regression Analysis Results

It is found from the Stepwise regression analysis results presented in Table 3.35, that (1) Intensity of Performance Monitoring dimension of performance monitoring, and Surface Acting dimension of emotional labor were the significant predictors of Dissatisfaction with Self dimension of positive well-being; (2) the maximum variance of 13% was explained by Intensity of Performance Monitoring, while Surface Acting explained 5% of the variance; (3) the relationships of both the significant predictors- Intensity of Performance Monitoring and Surface Acting were found to be negative.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = -.31, p < .00$) of Dissatisfaction with Self dimension of positive well-being.

Social Isolation and Lack of Purpose

Correlation Results

As evident from the Table 3.25, that Intensity of Performance Monitoring dimension of performance monitoring had significant negative correlation with Social Isolation and Lack of Purpose dimension of positive well-being. Further, Resource and Intra-role Conflict, and Conflicting Organizational Demands and Resources dimensions of role ambiguity and role conflict showed significant negative correlations with Social Isolation and Lack of Purpose.

Stepwise Multiple Regression Analysis Results

The results presented in the Table 3.35, showed that (1) Intensity of Performance Monitoring dimension of performance monitoring, and Resource and Intra-role Conflict dimension of role ambiguity and role conflict were the significant predictors of Social Isolation and Lack of Purpose dimension of positive well-being; (2) the maximum variance of 11% was explained by Intensity of Performance Monitoring, while Resource and Intra-role Conflict explained 5% of the variance; (3) the relationships of both the significant predictors with Social Isolation and Lack of Purpose dimension of positive well-being were found to be negative.

In Short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = -.26, p < .00$) of Social Isolation and Lack of Purpose dimension of positive well-being.

Lack of Mastery and Relations

Correlation Results

It is observed from correlation results reported in Table 3.25, that Intensity of Performance Monitoring dimension of performance monitoring, and Surface Acting dimension of emotional labor had significant negative correlations with Lack of Mastery and Relations dimension of positive well-being. Further, Resource and Intra-role Conflict, and Conflicting Organizational Demands and Resources dimensions of role ambiguity and role conflict also showed significant negative correlations with Lack of Mastery and Relations.

Stepwise Multiple Regression Analysis Results

It is evident from Table 3.35, that (1) Intensity of Performance Monitoring dimension of performance monitoring, and Resource and Intra-role Conflict dimension of role ambiguity and role conflict were the significant predictors of Lack of Mastery and Relations dimension of positive well-being; (2) the maximum variance of 16% was explained by Intensity of Performance Monitoring, while Resource and Intra-role Conflict explained 3% of the variance; (3) the relationships of both the predictors- Intensity of Performance Monitoring and Resource and Intra-role Conflict with Lack of Mastery and Relations dimension of positive well-being were found to be negative.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = -.33, p < .00$) of Lack of Mastery and Relations dimension of positive well-being.

Purpose and Positive Relationship

Correlation Results

Correlation results presented in Table 3.25, revealed that Role Ambiguity dimension of role ambiguity and role conflict, and Intensity with Variety dimension of emotional labor had significant negative correlations with Purpose and Positive Relationship dimension of positive well-being. Further, Purpose of Performance Monitoring dimension of performance monitoring, and Incompatible Policies and Role Overload dimension of role ambiguity and role conflict showed significant positive correlations with Purpose and Positive Relationship.

Stepwise Multiple Regression Analysis Results

The results of the Stepwise regression analysis presented in Table 3.35, showed that (1) Role Ambiguity dimension of role ambiguity and role conflict, and Intensity with Variety dimension of emotional labor were the significant predictors of Purpose and Positive Relationship dimension of positive well-being; (2) the maximum variance of 14% was explained by Role Ambiguity, while Intensity with Variety of emotional labor explained 4% of the variance with respect to Purpose and Positive Relationship dimension of positive well-being; (3) the relationships of both- Role ambiguity and Intensity with Variety of emotional labor with Purpose and Positive Relationship dimension of positive well-being were found to be negative.

In short, among the dimensions of 3 independent variables, Role Ambiguity emerged as the best predictor ($\beta = -.38, p < .00$) of Purpose and Positive Relationship dimension of positive well-being.

The Moderating Effect of Coworker Support

In order to study the moderating effect of coworker support on the relationships of the independent and dependent variables, correlations and stepwise multiple regression analyses were carried out. One score of Coworker support was computed by adding all the items (4 -items) of Coworker support and then median was computed for this score (N=269).

The scores of the individuals (respondents) which were above the overall median score (median score =11) were categorized under the group named

Group with high scores on Coworker support (N=101), while those who were below the median value were categorized under the group with low scores on Coworker support (N=131). The scores of the individuals that had fallen exactly on the median value were dropped from the analysis.

Moderating Effect of Coworker Support on the relationship between Independent Variables and Perceived Stress

After categorization of the scores into two groups (high-low Coworker support) correlations as well as stepwise multiple regression analyses were carried out. The stepwise regression analysis was carried out for both the groups (high-low coworker support), considering factors of emotional labor (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface Acting), Performance monitoring (2 factors: Intensity and purpose) and Role ambiguity and role conflict (4 factors: Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload), while factors of positive well-being (Overall Well-being, Personal Stagnation, Dissatisfaction with Self, Social Isolation and Lack of Purpose, Lack of Mastery and Relations, Purpose and Positive Relationship), while dependent variable was perceived stress. The results of the correlations and step-wise regression analyses are reported below.

The results of the correlations and stepwise multiple regression analysis are reported below.

Relationship between Independent Variables (Emotional Labor, Performance Monitoring, Role Ambiguity and Role Conflict) and Perceived Stress in group with high score on Coworker Support (N=101)

Correlation Results

It was observed from Table 3.36, that Intensity of Performance Monitoring dimension of performance monitoring had significant positive correlation with perceived stress, while Purpose of Performance Monitoring dimension of performance monitoring correlated negatively with perceived stress. Surface Acting dimension of emotional labor had significant positive correlation with perceived stress, whereas Intensity with Variety and Frequency with Deep Acting dimensions of emotional labor correlated negatively with perceived stress. Further, Role Ambiguity, and Resource and Intra-role Conflict dimensions of role ambiguity and role conflict had significant positive correlations with perceived stress.

Stepwise Multiple Regression Analysis Results

It was evident from Table 3.40, that (1) Intensity of Performance Monitoring and Purpose of Performance Monitoring dimensions of performance monitoring, Role Ambiguity dimension of role ambiguity and role conflict, and Intensity with Variety dimension of emotional labor were the significant predictors of Perceived stress; (2) the maximum variance of 9% was explained by Intensity of Performance Monitoring, while Role Ambiguity, Intensity with Variety of emotional labor, and Purpose of Performance Monitoring explained 7%, 6% and 4% of the variance with respect to perceived stress; (3) the relationships of Intensity of Performance Monitoring, and Role

Ambiguity with perceived stress was found to be positive, while relationships of Intensity with Variety of emotional labor and Purpose of Performance Monitoring with perceived stress was recorded negative.

In short, among the dimensions of the 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = .29, p < .00$) of perceived stress in group receiving high coworker support.

Relationship between Independent Variables and Perceived Stress in group with low score on Coworker Support (N=131)

Correlation Results

It was found from Table 3.38, that among all the dimensions of emotional labor, performance monitoring, and role ambiguity and role conflict only Resource and Intra-role Conflict of role ambiguity and role conflict had significant positive correlation with perceived stress in the group with low coworker support.

Stepwise Multiple Regression Analysis Results

The results given in Table 3.41, showed that (1) Resource and Intra-role Conflict dimension of role ambiguity and role conflict was the only significant predictor of perceived stress; (2) the maximum variance of 11% was explained by Resource and Intra-role Conflict with respect to dependent variable-perceived stress; (3) the relationship of Resource and Intra-role Conflict with perceived stress was found to be positive.

In short, among the dimensions of 3 independent variables, Resource and Intra-role Conflict emerged as the only significant predictor ($\beta = .33, p < .00$) of perceived stress.

Moderating Effect of Coworker Support on the relationship between Independent Variables and Emotional Exhaustion

After categorization of the scores into two groups (high-low Coworker support) correlations as well as stepwise multiple regression analyses were carried out. The stepwise regression analysis was carried out for both the groups (high-low coworker support), considering factors of emotional labor (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface Acting), Performance monitoring (2 factors: Intensity and purpose) and Role ambiguity and role conflict (4 factors: Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload), while dependent variable was emotional exhaustion. The results of the correlations and step-wise regression analyses are reported below.

Relationship between Independent Variables and Emotional Exhaustion in group with high score on Coworker Support (N=101)

Correlation Results

It is evident from Table 3.36, that Intensity of Performance Monitoring dimension of performance monitoring had significant positive correlation with emotional exhaustion, whereas Purpose of Performance Monitoring dimension of performance monitoring correlated negatively with emotional exhaustion.

Surface Acting and Intensity with Variety dimensions of emotional labor had significant positive correlations with emotional exhaustion. Further, except Role Ambiguity, all the dimensions of role ambiguity and role conflict (i.e., Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload) correlated positively with emotional exhaustion.

Stepwise Multiple Regression Analysis Results

The stepwise regression analysis results reported in Table 3.42, showed that (1) Intensity of Performance Monitoring and Purpose of Performance Monitoring dimensions of performance monitoring, and Resource and Intra-role Conflict dimension of role ambiguity and role conflict, and Intensity with Variety dimension of emotional labor were the significant predictors of Emotional exhaustion; (2) the maximum variance of 12% was explained by Intensity of Performance Monitoring, while Resource and Intra-role Conflict, Purpose of Performance Monitoring and Intensity with Variety of emotional labor explained 6%, 4% and 4% of variance, respectively; (3) the relationships of all the predictors with Emotional exhaustion were found to be positive except Purpose of Performance Monitoring. Purpose of Performance Monitoring showed a negative relationship.

In short, among the dimensions of the 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = .25, p < .00$) of emotional exhaustion in the group receiving high coworker support.

Relationship between Independent Variables and Emotional Exhaustion in group with low score on Coworker Support (N=131)

Correlation Results

The results of correlations presented in Table 3.38, showed that Intensity of Performance Monitoring dimension of performance monitoring had significant positive correlation with emotional exhaustion. Further, Resource and Intra-role Conflict, and Conflicting Organizational Demands and Resources dimensions of role ambiguity and role conflict correlated positively with emotional exhaustion.

Stepwise Multiple Regression Analysis Results

It was observed from Table 3.43, that (1) Intensity of Performance Monitoring dimension of performance monitoring, and Resource and Intra-role Conflict dimension of role ambiguity and role conflict were the significant predictors of emotional exhaustion; (2) the maximum variance of 6% was explained by Intensity of Performance Monitoring, while Resource and Intra-role Conflict explained 3% of the variance with respect to emotional exhaustion; (3) the relationships of Intensity of Performance Monitoring and Resource and Intra-role Conflict with emotional exhaustion were found to be positive.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = .20, p < .00$) of emotional exhaustion for the group receiving low coworker support.

Moderating Effect of Coworker Support on the Relationship between Independent Variables and Job satisfaction

After categorization of the scores into two groups (High-low Coworker support) correlations as well as stepwise multiple regression analyses were carried out. The stepwise regression analysis was carried out for both the groups (High-low coworker support), considering factors of emotional labor (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface Acting), Performance monitoring (2 factors: Intensity and purpose) and Role ambiguity and role conflict (4 factors: Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload), while factors of job satisfaction (Social-Intrinsic Satisfaction, and Extrinsic-Intrinsic Satisfaction) was taken as dependent variable one by one. The results of the correlations and step-wise regression analyses are reported below.

Relationship between Independent Variables and Job Satisfaction in group with high score on Coworker Support (N=101)

Correlation Results

As evident from Table 3.36, that Intensity of Performance Monitoring dimension of performance monitoring had significant negative correlations with both the dimensions of job satisfaction (i.e., Social-Intrinsic Satisfaction, and Extrinsic-Intrinsic Satisfaction), whereas Purpose of Performance Monitoring dimension of performance monitoring correlated positively with both the dimensions of job satisfaction. Further, Surface Acting dimension of emotional labor had significant negative correlations with both the dimensions

of job satisfaction. Role Ambiguity, and Resource and Intra-role Conflict, and Incompatible Policies and Role Overload dimensions of role ambiguity and role conflict also correlated negatively with both the dimensions of job satisfaction. Intensity with Variety dimension of emotional labor, and Conflicting Organizational Demands and Resources dimension of role ambiguity and role conflict had significant negative correlations only with Social-Intrinsic Satisfaction.

Stepwise Multiple Regression Analysis Results

It was found from the results presented in Table 3.44, that (1) Intensity of Performance Monitoring dimension of performance monitoring, Resource and Intra-role Conflict dimension of role ambiguity and role conflict, and Surface Acting dimension of emotional labor were the significant predictors of Social-Intrinsic dimension of job satisfaction; (2) the maximum variance of 16% was explained by Intensity of Performance Monitoring, while Resource and Intra-role Conflict, and Surface Acting explained 7% and 4% of the variance, respectively; (3) the relationships of all the predictors with Social-Intrinsic Satisfaction dimension of Job satisfaction were found to be negative.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = -.32, p < .00$) of Social-Intrinsic Satisfaction dimension of job satisfaction.

It was also observed from Table 3.32, that (1) Intensity of Performance Monitoring of performance monitoring, Surface Acting of emotional labor and Role Ambiguity and Incompatible Policies and Role Overload of role ambiguity and role conflict were the significant predictors of Extrinsic-Intrinsic

dimension of job satisfaction; (2) the maximum variance of 12% was explained by Intensity of Performance Monitoring, while Surface Acting, Role Ambiguity and Incompatible Policies and Role Overload explained 8%, 5% and 3% of the variance respectively with respect to Extrinsic-Intrinsic Satisfaction; (3) the relationships of all the predictors with Extrinsic-Intrinsic Satisfaction were found to be negative.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictors ($\beta = -.30, p < .00$) of Extrinsic-Intrinsic Satisfaction dimension of job satisfaction.

Relationship between Independent Variables and Job Satisfaction in group with low score on Coworker Support (N=131)

Correlation Results

It can be observed from Table 3.38, that only one dimension of role ambiguity and role conflict, i.e., Resource and Intra-role Conflict had significant negative correlation with both the dimensions of job satisfaction- Social-Intrinsic Satisfaction, and Extrinsic Intrinsic Satisfaction. Further, Frequency with Deep Acting dimension of emotional labor correlated positively with Social-Intrinsic Satisfaction only, whereas Purpose of Performance Monitoring dimension of performance monitoring had significant negative correlation with Extrinsic-Intrinsic Satisfaction only.

Stepwise Multiple Regression Analysis Results

The results of Stepwise regression analysis presented in Table 3.45, revealed that (1) Resource and Intra-role Conflict of role ambiguity and role conflict and Frequency with Deep Acting of emotional labor were the significant predictors of Social-Intrinsic Satisfaction; (2) both the predictors explained 6% of the variance; (3) the relationship of Resource and Intra-role Conflict with Social-Intrinsic Satisfaction was found to be negative, while the relationship of Frequency with Deep Acting of emotional labor with Social-Intrinsic Satisfaction was recorded positive.

In short, among the dimensions of 3 independent variables, Resource and Intra-role Conflict emerged as the best predictor ($\beta = -.30, p < .00$) of Social-Intrinsic Satisfaction in the group receiving low coworker support.

It was also observed from Table 3.33, that (1) Resource and Intra-role Conflict of role ambiguity and role conflict and Intensity with Variety of emotional labor were the significant predictors of Extrinsic-Intrinsic dimension of Job satisfaction; (2) the maximum variance of 3% was explained by Resource and Intra-role Conflict, while Intensity with Variety of emotional labor explained 7% of variance with respect to Extrinsic-Intrinsic Satisfaction; (3) the relationships of Resource and Intra-role Conflict with Extrinsic-Intrinsic Satisfaction was found to be negative, while relationship of Intensity with Variety of EL with Extrinsic-Intrinsic Satisfaction was recorded positive.

In short, among the dimensions of 3 independent variables, Resource and Intra-role Conflict emerged as the best predictors ($\beta = -.22, p < .01$) of Extrinsic-Intrinsic Satisfaction dimension of Job satisfaction.

Moderating Effect of Coworker Support on the Relationship between Independent Variables and Home Adjustment

After categorization of the scores into two groups (High-low Coworker support) correlations as well as stepwise multiple regression analyses were carried out. The stepwise regression analysis was carried out for both the groups (High-low coworker support), considering factors of emotional labor (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface Acting), Performance monitoring (2 factors: Intensity and purpose) and Role ambiguity and role conflict (4 factors: Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload), while factors of positive well-being (Overall Well-being, Personal Stagnation, Dissatisfaction with Self, Social Isolation and Lack of Purpose, Lack of Mastery and Relations, Purpose and Positive Relationship), while dependent variable was home adjustment. The results of the correlations and step-wise regression analyses are reported below.

Relationship between Independent Variables and Home Adjustment in group with high score on Coworker Support (N=101)

Correlation Results

Results of correlations reported in Table 3.36, showed that Intensity of Performance Monitoring dimension of performance monitoring had significant positive correlation with home adjustment, while Purpose of Performance Monitoring dimension of performance monitoring correlated negatively with home adjustment. Further, all the dimensions of role ambiguity and role

conflict, except Conflicting Organizational Demands and Resources (i.e., Role Ambiguity, Resource and Intra-role Conflict, and Incompatible Policies and Role Overload) had significant positive correlations with home adjustment.

Stepwise Multiple Regression Analysis Results

As evident from Table 3.46, that (1) Intensity of Performance Monitoring of performance monitoring and Role Ambiguity and Incompatible Policies and Role Overload of role ambiguity and role conflict were the significant predictor; (2) the maximum variance of 10% was explained by Intensity of Performance Monitoring, while Role Ambiguity and Incompatible Policies and Role Overload explained 9% and 7% of variance respectively; (3) Unexpectedly, the relationships of all the predictors with Home adjustment were found to be positive.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = .31, p < .00$) of Home adjustment.

Relationship between Independent Variables and Home Adjustment in group with low score on Coworker Support (N=131)

Correlation Results

It was observed from Table 3.38, that Intensity with Variety, and Variety with Deep Acting dimensions of emotional labor had significant positive correlations with home adjustment. Further, Intensity of Performance Monitoring dimension of performance monitoring and Conflicting

Organizational Demands and Resources dimension of role ambiguity and role conflict also correlated positively with home adjustment.

Stepwise Multiple Regression Analysis Results

The results given in Table 3.47, showed that (1) Intensity with Variety of emotional labor and Intensity of Performance Monitoring of performance monitoring were the significant predictors; (2) the maximum variance of 10% was explained by Intensity with Variety of emotional labor, while Intensity of Performance Monitoring explained 5% of the variance; (3) the relationships of both the predictors with home adjustment were found to be positive.

In short, among the dimensions of 3 independent variables, Intensity with Variety of emotional labor emerged as the best predictor ($\beta = .30, p < .00$) of Home adjustment.

Moderating Effect of Coworker Support on the Relationship between Independent Variables and Positive Well-being

After categorization of the scores into two groups (High-low Coworker support) correlations as well as stepwise multiple regression analyses were carried out. The stepwise regression analysis was carried out for both the groups (High-low coworker support), considering factors of emotional labor (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface Acting), Performance monitoring (2 factors: Intensity and purpose) and Role ambiguity and role conflict (4 factors: Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload), while factors of

positive well-being (Overall Well-being, Personal Stagnation, Dissatisfaction with Self, Social Isolation and Lack of Purpose, Lack of Mastery and Relations, Purpose and Positive Relationship) were taken as dependent variable one by one. The results of the correlations and step-wise regression analyses are reported below.

Relationship between Independent Variables and Positive Well-being in group with high score on Coworker Support (N=101)

Overall Well-being

Correlation Results

It is evident from Table 3.37, that Intensity of Performance Monitoring dimension of performance monitoring had significant negative correlation with Overall Well-being dimension of positive well-being, whereas Purpose of Performance Monitoring dimension of performance monitoring correlated positively with Overall Well-being. Further, Role Ambiguity, and Resource and Intra-role Conflict dimensions of role ambiguity and role conflict had significant negative correlations with Overall Well-being.

Stepwise Multiple Regression Analysis Results

It was observed from Table 3.48, that (1) Purpose of Performance Monitoring and Intensity of Performance Monitoring of performance monitoring, and Role Ambiguity of role ambiguity and role conflict were the significant predictors of Overall Well-being dimension of positive well-being; (2) the maximum variance of 9% was explained by Purpose of Performance

Monitoring, while Intensity of Performance Monitoring and Surface Acting explained 6% and 5% of the variance respectively with respect to Overall Well-being; (3) the relationships of Intensity of Performance Monitoring and Role Ambiguity with Overall Well-being were found to be negative, while Purpose of Performance Monitoring showed a positive relationship with Overall Well-being.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = -.25, p < .01$) of Overall Well-being.

Personal Stagnation

Correlation Results

Correlations results provided in Table 3.37, revealed that all the dimensions of role ambiguity and role conflict (i.e., Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload) had significant negative correlations with Personal Stagnation dimension of positive well-being. Further, Intensity of Performance Monitoring dimension of performance monitoring also correlated negatively with Personal Stagnation.

Stepwise Multiple Regression Analysis Results

The results of the Stepwise regression analysis given in Table 3.48, revealed that (1) Resource and Intra-role Conflict and Incompatible Policies and Role Overload of role ambiguity and role conflict, and Intensity of Performance Monitoring of performance monitoring were the significant

predictors of Personal Stagnation dimension of positive well-being; (2) the maximum variance of 11% was explained by Resource and Intra-role Conflict, while Intensity of Performance Monitoring and Incompatible Policies and Role Overload explained 5% each of variance; (3) the relationships of all the significant predictors with Personal Stagnation were found to be negative.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the best predictor ($\beta = -.26, p < .01$) of Personal Stagnation dimension of positive well-being.

Dissatisfaction with Self

Correlation Results

It can be observed from Table 3.37, that Intensity of Performance Monitoring dimension of performance monitoring, and Surface Acting dimension of emotional labor had significant negative correlations with Dissatisfaction with Self dimension of positive well-being. Further, Resource and Intra-role Conflict dimension of role ambiguity and role conflict also correlated negatively with Dissatisfaction with Self.

Stepwise Multiple Regression Analysis Results

It can be noticed from Table 3.48, that (1) Intensity of Performance Monitoring of performance monitoring, and Surface Acting, Variety with Deep Acting and Intensity with Variety of emotional labor were the significant predictors of Dissatisfaction with Self dimension of positive well-being; (2) the maximum variance of 20% was explained by Intensity of Performance

Monitoring, while Surface Acting, Variety with Deep Acting and Intensity with Variety explained 16%, 4% and 3 of the variance respectively; (3) the relationships of all the predictors, except Variety with Deep Acting with Dissatisfaction with Self of positive well-being were found to be negative. The relationship of Variety with Deep Acting of emotional labor with Dissatisfaction with Self dimension of positive well-being was recorded positive.

In short, among the dimensions of 3 independent variables, Surface Acting emerged as the best predictor ($\beta = -.43, p < .00$) of Dissatisfaction with Self.

Social Isolation and Lack of Purpose

Correlation Results

As evident from Table 3.37, that Intensity of Performance Monitoring dimension of performance monitoring, and Surface Acting dimension of emotional labor had significant negative correlations with Social Isolation and Lack of Purpose dimension of positive well-being. Further, Frequency with Deep Acting dimension of emotional labor, and Incompatible Policies and Role Overload dimension of role ambiguity and role conflict also correlated negatively with Social Isolation and Lack of Purpose.

Stepwise Multiple Regression Analysis Results

Stepwise regression analysis results presented in Table 3.48, showed that (1) Surface Acting of emotional labor, Intensity of Performance Monitoring of

performance monitoring and Incompatible Policies and Role Overload and Role Ambiguity of role ambiguity and role conflict were the significant predictors of Social Isolation and Lack of Purpose dimension of positive well-being; (2) the maximum variance of 10% was explained by Surface Acting, while Incompatible Policies and Role Overload, Intensity of Performance Monitoring and Role Ambiguity explained 5%, 4% and 4% of the variance respectively; (3) the relationships of all the predictors with Social Isolation and Lack of Purpose were found to be negative.

In short, among the dimensions of 3 independent variables, Surface Acting emerged as the best predictor ($\beta = -.28, p < .00$) of the Social Isolation and Lack of Purpose dimension of positive well-being.

Lack of Mastery and Relations

Correlation Results

It was found from Table 3.37, that all the dimensions of role ambiguity and role conflict except Resource and Intra-role Conflict (i.e., Role Ambiguity, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload) had significant negative correlations with Lack of Mastery and Relations dimension of positive well-being. Further, Intensity of Performance Monitoring dimension of performance monitoring, and Surface Acting dimension of emotional labor also correlated negatively with Lack of Mastery and Relations.

Stepwise Multiple Regression Analysis Results

It is evident from Table 3.48, that Incompatible Policies and Role Overload and Role Ambiguity of role ambiguity and role conflict, Surface Acting of emotional labor and Intensity of Performance Monitoring of performance monitoring were the significant predictors of Lack of Mastery and Relations of positive well-being; (2) the maximum variance of 11% was explained by Incompatible Policies and Role Overload, while Surface Acting, Role Ambiguity and Intensity of Performance Monitoring explained 7%, 6% and 4% of the variance respectively; (3) the relationships of all the predictors with Lack of Mastery and Relations dimension of positive well-being were found to be negative.

In short, among the dimensions of 3 independent variables, Incompatible Policies and Role Overload emerged as the best predictor ($\beta = -.31, p < .00$) of Lack of Mastery and Relations dimension of positive well-being.

Purpose and Positive Relationship

Correlation Results

The Results of correlations presented in Table 3.37, showed that Intensity of Performance Monitoring dimension of performance monitoring had significant negative correlation with Purpose and Positive Relationship dimension of positive well-being. Resource and Intra-role Conflict dimension of role ambiguity and role conflict also correlated negatively with Purpose and Positive Relationship.

Stepwise Multiple Regression Analysis Results

The results of the Stepwise regression analysis reported in Table 3.48, revealed that Intensity of Performance Monitoring of performance monitoring was the only significant predictor of Purpose and Positive Relationship dimension of positive well-being; (2) Intensity of Performance Monitoring explained 9% of the variance; (3) the relationship of Intensity of Performance Monitoring with Purpose and Positive Relationship dimension of positive well-being was found to be negative.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the only significant predictor ($\beta = -.31, p < .00$) of Purpose and Positive Relationship.

Relationship between Independent Variables and Positive Well-being in group with low score on Coworker Support (N=131)

Overall Well-being

Correlation Results

As evident from Table 3.39, that Purpose of Performance Monitoring dimension of performance monitoring, and Frequency with Deep Acting dimension of emotional labor had significant positive correlations with Overall Well-being dimension of positive well-being. Role Ambiguity dimension of role ambiguity and role conflict had significant negative correlation with Overall Well-being, while Incompatible Policies and Role Overload dimension of role ambiguity and role conflict correlated positively with Overall Well-being.

Stepwise Multiple Regression Analysis Results

The results presented in Table 3.49, showed that (1) Role Ambiguity of role ambiguity and role conflict and Purpose of Performance Monitoring of performance monitoring were the significant predictors of Overall Well-being dimension of positive well-being; (2) the maximum variance of 38% was explained by Role Ambiguity, while Purpose of Performance Monitoring explained 3% of the variance; (3) the relationships of Role Ambiguity with Overall Well-being was found to be negative, while the relationships of Purpose of Performance Monitoring with Overall Well-being was recorded positive.

In short, among the dimensions of 3 independent variables, Role Ambiguity emerged as the best predictor ($\beta = -.48, p < .00$) of Overall Well-being dimension of positive well-being.

Personal Stagnation

Correlation Results

Correlation results provided in the Table 3.39, showed that Intensity of Performance Monitoring dimension of performance monitoring had significant negative correlation with Personal Stagnation dimension of positive well-being. Further, Resource and Intra-role Conflict, and Conflicting Organizational Demands and Resources dimensions of role conflict and role ambiguity correlated negatively with Personal Stagnation.

Stepwise Multiple Regression Analysis Results

It was found from the results presented in Table 3.49, that (1) Intensity of Performance Monitoring and Purpose of Performance Monitoring of performance monitoring, Resource and Intra-role Conflict and Role Ambiguity of role ambiguity and role conflict were the significant predictors of Personal Stagnation dimension of positive well-being; (2) the maximum variance of 9% was explained by Intensity of Performance Monitoring, while Resource and Intra-role Conflict, Purpose of Performance Monitoring and Role Ambiguity explained 4%, 3% and 3% of the variance respectively; (3) the relationships of Intensity of Performance Monitoring and Resource and Intra-role Conflict with Personal Stagnation were found to be negative, while the relationships of Purpose of Performance Monitoring and Role Ambiguity with Personal Stagnation were recorded positive.

In short, among the dimensions of 3 independent variables, Purpose of Performance Monitoring emerged as the best predictor ($\beta = .30, p < .00$) of Personal Stagnation dimension of positive well-being.

Dissatisfaction with Self

Correlation Results

It can be observed from Table 3.39, that Intensity of Performance Monitoring dimension of performance monitoring had significant negative correlation with Dissatisfaction with Self dimension of positive well-being. Further, Role Ambiguity dimension of role ambiguity and role conflict had significant positive correlation with Dissatisfaction with Self, while Resource

and Intra-role Conflict, and Conflicting Organizational Demands and Resources dimension of role ambiguity and role conflict correlated negatively with Dissatisfaction with Self.

Stepwise Multiple Regression Analysis Results

The results of the Stepwise regression analysis reported in Table 3.49, showed that (1) Intensity of Performance Monitoring of performance monitoring, Role Ambiguity of role ambiguity and role conflict and Frequency with Deep Acting of emotional labor were the significant predictors of Dissatisfaction with Self dimension of positive well-being; (2) the maximum variance of 18% was explained by Intensity of Performance Monitoring, while Role Ambiguity and Frequency with Deep Acting explained 6% and 2% of the variance respectively; (3) the relationships of Intensity of Performance Monitoring with Dissatisfaction with Self dimension of positive well-being was found negative, while the relationships of Role Ambiguity and Frequency with Deep Acting with Dissatisfaction with Self were found to be positive.

In short, among the dimensions of 3 independent variables, Role Ambiguity emerged as the best predictor ($\beta = .36, p < .00$) of Dissatisfaction with Self dimension of positive well-being.

Social Isolation and Lack of Purpose

Correlation Results

As evident from Table 3.39, that Among all the dimensions of emotional labor, performance monitoring, role ambiguity and role conflict, only Resource

and Intra-role Conflict dimension of role ambiguity and role conflict had significant negative correlation with Social Isolation and Lack of Purpose dimension of positive well-being.

Stepwise Multiple Regression Analysis Results

It was observed from Table 3.49, that (1) Resource and Intra-role Conflict of role ambiguity and role conflict was the only significant predictor of Social Isolation and Lack of Purpose dimension of positive well-being; (2) Resource and Intra-role Conflict explained 5% of the variance; (3) the relationship of Resource and Intra-role Conflict with Social Isolation and Lack of Purpose dimension of positive well-being were found to be negative.

In Short, among the dimensions of 3 independent variables, Resource and Intra-role Conflict emerged as the only significant predictor ($\beta = -.23, p < .00$) of Social Isolation and Lack of Purpose dimension of positive well-being.

Lack of Mastery and Relations

Correlation Results

Correlation results provided in Table 3.39, showed that Intensity of Performance Monitoring dimension of performance monitoring had significant negative correlation with Lack of Mastery and Relations dimension of positive well-being. Further, Resource and Intra-role Conflict, and Conflicting Organizational Demands and Resources dimensions of role ambiguity and role conflict also correlated negatively with Lack of Mastery and Relations.

Stepwise Multiple Regression Analysis Results

It can be noticed from Table 3.49, that (1) Intensity of Performance Monitoring of performance monitoring and Resource and Intra-role Conflict of role ambiguity and role conflict were the significant predictors of Lack of Mastery and Relations dimension of positive well-being; (2) the maximum variance of 13% was explained by Intensity of Performance Monitoring, while Resource and Intra-role Conflict explained 4% of the variance; (3) the relationships of both the predictors- Intensity of Performance Monitoring and Resource and Intra-role Conflict with Lack of Mastery and Relations dimension of positive well-being were found to be negative.

In short, among the dimensions of 3 independent variables, Intensity of Performance Monitoring emerged as the strongest predictor ($\beta = -.31, p < .00$) of Lack of Mastery and Relations dimension of positive well-being.

Purpose and Positive Relationship

Correlation Results

It is evident from Table 3.39, that Role Ambiguity dimension of role ambiguity and role conflict had significant negative correlation with Purpose and Positive Relationship dimension of positive well-being, whereas Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload dimensions of role ambiguity and role conflict correlated positively with Purpose and Positive Relationship. Further, Purpose of Performance Monitoring dimension of performance monitoring, and Frequency with Deep

Acting dimension of emotional labor had significant positive correlations with Purpose and Positive Relationship.

Stepwise Multiple Regression Analysis Results

The results of the Stepwise regression analysis reported in Table 3.49, revealed that (1) Role Ambiguity of role ambiguity and role conflict and Intensity of Performance Monitoring of performance monitoring were the significant predictors of Purpose and Positive Relationship dimension of positive well-being; (2) the maximum variance of 16% was explained by Role Ambiguity, while Intensity of Performance Monitoring explained 4% of the variance with respect to Purpose and Positive Relationship dimension of positive well-being; (3) the relationships of both the significant predictors- Role Ambiguity and Intensity of Performance Monitoring with Purpose and Positive Relationship of positive well-being were found to be negative.

In short, among the dimensions of 3 independent variables, Role Ambiguity emerged as the best predictor ($\beta = -.44, p < .00$) of Purpose and Positive Relationship dimension of positive well-being.

Qualitative Study

In the previous chapter results of the quantitative study was reported, which aims to answer the research questions raised in this study. This qualitative study was conducted to augment the findings of the quantitative study. The present study makes further attempt to explore the impact of work demands (emotional labor, role conflict and performance monitoring) on mental health and well-being of call centre employees (agents). The study also tries to investigate that what coping strategies call centre agents used to cope with these work demands. The study was qualitative in nature. The main purpose of the study was to know the views of call centre agents regarding how call centre job affects their overall well-being and adjustment in social life. The first-hand information from front row employees of the call centres would be useful to research in this area because they are the individuals who are involved in serving the customers directly and hence are victims of demands and difficulties associated with a call centre job.

Methodology

Data/information was collected by Interview method from call centre employees. Open ended questions were asked to call centre employees of their feelings about their job demands, interactions with customers, stress experiences, their well-being, social support, and about their adjustment in life, etc.

Sample

50 call centre agents from two call centers were interviewed in the present study. 39 of them were male and 11 were female. The subjects' age ranges from 20 to 32. The qualification of most of the employees was graduation level. The marital status of most (92%) of the call centre employees was single.

Description of Interview schedule

A 17-questions open-ended interview schedule (Appendix-II) was prepared for the purpose of getting responses of the employees. The questions were systematically arranged. The first question asks about employee background, education, native place and their family to make them comfort and for building rapport to get right information. Second question seeks information about the nature of work an employee does. Third and fourth questions were about the overall feeling of the employee about call centre job and its impact (negative and positive) over a period of time. Question fifth and sixth asks how night shifts or unusual working hours affects the daily routine and relationships of a call centre employee.

The questions about if employee pretend emotions or perform emotional labor to achieve organizational goals and how they cope with emotional labor were asked in question number seventh and eighth. The questions ninth and tenth explore about the coping strategies of employees' against demands of the job and specifically after a bad interaction with a customer. Question number eleven asks whether call monitoring system

become too intrusive to employees on certain occasions. The twelfth question indirectly examines about employees personal control over their job.

Thirteenth and fourteenth questions were about whether an employee gets social support from his/her colleagues and coworkers. Question number fifteenth and sixteenth how an employee handles the role conflict coming out from various sources. The last question inquires employees about their future plans in near future.

Data Analysis

For analysis of the interview data, a qualitative data analysis software, known as Weft QDA (version 1.0.1.0) was used. Weft QDA is a software tool for the analysis of textual data such as interview transcripts and field notes (Fenton, 2006). Earlier, the transcripts of all the 50 interviews were prepared. These transcripts were entered in the Weft QDA. This software helps in classify the important information reported in the transcripts in different categories and subcategories. Meaningful information were marked or coded and kept under respective categories or themes. After identification and categorization of most of the meaningful information from transcripts, the coded or marked information were retrieved, subsequently, for comparison and analysis. The themes and categories were compared to find out similarities and differences between them, so that interrelated themes could be identified and then they could be merged under a “more descriptive overarching theme” (Lucas & Kline, 2008). Also frequency distributions of some of the commonly occurring themes and subthemes were computed. This highlighted the frequency of the

occurrence of particular themes, which further helped in deriving conclusions and implications.

As described above, data collected from the interview were analyzed using content analysis- frequency analysis and theme analysis, and the interpretation of the results is as follows:

Results

The first group of questions was regarding stress in call centre agents. The results from this group of questions (question no. 3 & 4) revealed that despite an unusual and complex work setting, call centre employees do not reported any major discomfort or stress after working for some period. Initially employees find call centre job interesting and they enjoyed being with young work force, but over a period of time like other service professions call centre job becomes boring and tiresome for some of its employees. One major reason for this is that they have to do routine work of handling the calls. Importantly, it was observed that call centre employees are learning to live with it and trying to adjust themselves within the call centre environment. Despite some negative aspects of the job, most of the call centre agents reveal that they are overall happy with their job at present.

In response to the question, ‘whether there is an impact of call centre job on behavior of call centre employees, after working over a period of time?’, call centre agents expressed that call centre job has developed their personality in various respects. For most of them, they have developed “anger control”, developed patience, learned how to speak properly, learned new skills and

learned “professionalism”, over a period of time. As one of the call centre employees shared, “...I have developed politeness here...I can control my anger now...but I feel bad when a customer abuse”. The employees were happy to reveal that they have developed confidence in themselves that they are able now to face interviews for a better job in other call centres and they have developed confidence that they will be successful call centre employees and individuals in their life. However, many of the employees also shared that they have to face daily hassles of the job, such as headache, irritation, nervousness and stress. As one them shared, “...I am not sure about any kind of positive impact...I get frustrated when the call flow is too high”.

The next question was regarding ‘effects of unusual work settings on the daily routine and social life of call centre executives’. Only half (24 out of 50) of the interviewed call centre employees had experience of working in the night shift. Among those who have experience of night shifts, 75% agents report that night shifts had affected their daily life routine for various reasons, however some of the call centre employees do not feel any effect on their daily routine. Among all call centre employees those do night shifts, 25% say that their sleep got affected because of unusual working hours/ night shifts, for instance, one of the agents shared that “...I am not able to get a proper sleep in the daytime...I am only able to contact my friends through mobile”. 20 call centre employees out of 50 accept that unusual working hours (UWH) have some impact on their social life. However 12 out of 50 do not feel any kind of effect on their social life. Few agents said that UWH has affected their social life very badly.

As found by many researchers, (for example, Poster, 2007; Mcmillin, 2006; and Singh and Ramesh, 2005) call centre agents face a lot of problems related to spending time with family members, keeping in touch with relatives and friends and completing their household duties because of UWH (Noronha and D'Cruz, 2006).

The seventh question of the interview schedule was intended to find out 'whether call centre employees do emotional labor, and if yes, how do they feel about it?'. Results of this study support the view that emotional labor is a prominent factor in call centers. A majority (39 out of 50) of the call centre employees agree that they are required to pretend their emotions. However remaining (11) say that they did not pretend emotions. Among all call centre employees, 20 out of 50 said that they pretend emotions to give better service and satisfaction to the customer, as one of the agents says "...It's very professional thing, it' part of my job to welcome them and greet them (customers)". In many cases, doing emotional labor for this purpose fulfill both requirements to satisfy customer and so achieving organization goals. Some of call centre employees do emotional labor for the welfare of the company. Many studies reported positive and negative effects of emotional labor on employees' well-being. Importantly, in this study, call centre employees share that they have accepted emotional labor as a requirement of their work, and they do not think much about it. This study supports findings of Zerbe (2000) which finds no effect of emotional labor.

The next question investigated 'whether on certain situations call centre employees get emotionally charged while dealing with customers, and if yes, how do they handle such situation?'. Most of the call centre employees (40 out

of 50) shared that they get emotionally charged on certain situations dealing with customers. Only few (7) say that they did not feel emotionally charged in any situation while dealing with customers. Majority (36 out of 50) of the agents expressed that they are able to handle the customer of their own in emotionally charged situation. A few agents said that they take help of Team leaders or seniors in the emotionally charged situation and some others said that they handle the situation professionally.

How call centre employees cope with various work demands and how do they cope after having a bad interaction with a customer was inquired in the next questions (Q no. 9 & 10). Almost all call centre employees (45 out of 50) reveals that they face work demand of various types, for example completing specified targets of calling a number of customers, finishing the calls in a limited time and also satisfying the customer at the same time. Some of the call centre employees find it conflicting to achieve the specified target of number of calls and satisfying every customer.

On the response of how they cope with their work demand, some of the call centre employees (11) said they cope with work demand by using cognitive strategies, for instance, one agent shared that “ ...I keep myself self-motivated and punctual at work...I analyze and preplan myself for work to cope with work demands”. Other (11) said that they listen music to cope with the work demand, a few (5) of the call centre employees do exercise to cope with work demand. A majority of call centre employees (42 out of 50) agree that at times they have to face bad interactions with customers. Most of the call centre employees get support of team leaders to handle a bad interaction. Some (12) of these call centre employees say that they try to convince the customer after

having a bad interaction. The call centre employees shared that they cope by various ways after having a bad interaction with customer. Some of the call centre employees take a break for coffee or tea or relaxing after having bad interactions. Some of them (8) try to handle bad interaction at the cognitive level that is, convincing them that “customer say bad to company, not to me”. Many call centre employees shared that they try not to carry the effect of bad interaction to the next call.

The next question (Q. no. 11) enquired the opinions (liking or disliking) of the call centre employees about call monitoring system or performance monitoring at their workplace. Much to surprise of this study, Most of the call centre employees (46 out 50) reported that performance monitoring or call monitoring system is good and it should be continued. This result contradicts recent findings on performance monitoring in call centres. It has been found in studies that monitoring of calls is a major factor which affects employee’s well-being negatively. Only few agents said that call monitoring should stop in call centres. Moreover, some (16) agents feel that call monitoring is not intrusive or catchy. Many of the call centre employees (19) said that monitoring provides them feedback about the mistakes during customer interactions, so, it is helpful to correct them in the next interaction. One of the call centre employees shared “performance monitoring is good, it helps...it’s a necessary practice to control quality”. However some of the call centre employees (13) also feel that some aspects specifically evaluation parameters of call monitoring system should change, as one call centre agent criticize “...if we miss to give some information in value added services, then we get a fatal, this should not happen, I feel bad about it”. According to Call centre employees, performance should not be evaluated solely on call handling time (CHT) but quality of the calls also

should take care of. Reason for considering performance monitoring good by employees' may lie in the fact that organizations justify monitoring of calls as their functional requirement and as a feedback mechanism in welfare of agents to a great extent. Moreover, it seems that organizations have improved the quality of monitoring in response to criticism from both print and electronic media.

Whether the call centre employees have control over their work environment was investigated in the next question (Q. no. 12). Supporting the empirical findings on job control in call centres, a majority of call centre employees revealed that they have less control over their work environment. There has been a consistency in studies findings that call centre employees have lower job control in comparison to other traditional jobs (Isic et al., 1999; Holman and wall 2002). This study also supports these findings. Most of the agents (39 out of 50) shared that they can't decide their breaks of their own. Some of the call centre employees (13) added that they have to take permission from team leader when go for a break. Only few of the call centre employees said that they have freedom to decide their breaks, which also may be due to social desirability effect.

The next questions (Q. no. 13 & 14) attempted to explore about the support the call centre employees receive from their superiors and coworkers. A high social support was reported by the employees in respect of sharing emotions/feelings and relationship. Almost all (46 out of 50) call centre employees revealed that they share their emotions / feelings related to interactions with customers, about their work and other with their colleagues. Only few of them said they did not share emotions. Call centre agents shared

that they receive high support their coworkers and supervisors, team leaders and coworker, for instance, one of the call centre employees revealed that "...I share the bad interactions also with my friends to release my stress and tension associated with it". They also shared that they love to work with a young work force and same generation people. This shows the presence of a high social support system inside call centres, which definitely is a great healer of the call centre employees stress due to work demands or bad interactions with customers. 25 out of 50 call centre employees disclosed that they share both kind of emotions/feeling- positive and emotion. In respect of relationship with each other almost all the call centre employees said that they have good relationship with their colleagues and supervisor. It seems that social support of the colleagues and supervisors/ team leaders help call centre employees to a great extent to cope with the demands they face at workplace, specifically it helps coping with consequences of bad interaction with customers. Social support also decreases the employees' intention to turnover.

'Whether call centre employees face role conflict in their job, and how they handle it?', was inquired in the next question. Most of the call centre employees have shown that they do not really face any role conflict between management goals to complete calls within specified time and satisfying the customers as well. While most of the calls call centre employees answer are 'standard answer to standard queries', more than half (27 out of 50) of the call centre employees revealed that they are allowed to interact for more time when customers need it.

The last question was asked to find out "whether call centre employees have a purpose in life or any future goal to achieve, as an indicator of positive

well-being, some call centre employees (11 out of 50) reported that they wanted to become manager or associate manager within 5-10 years; however 7 agents were not sure about their future plan/purpose, as one of them shared "...I do not think much about it now, I am just doing my job". 3 of the agents wanted to join HR department in near future. A few call centre employees wanted to join other better call centre or begin their own business

Conclusion

Overall, the present qualitative study does not support the traditional view of call centres as "electronic sweatshops" (Ferne and Metcalfe, 1998) and "assembly lines in the head" (Taylor and Bain, 1999). Although call centre employees revealed that they face daily hassles related to the job, the new age call centres no more sustain a taylorized work environment. Rather it seems call centre employees receive more support and attention of their supervisors than their human services counterparts. However call centre agents agree that they do emotional labor and have low job control, but they consider it as part of their job. Surprisingly most of the agents do not perceive performance monitoring as an intrusive or stressful process rather they perceive it as a performance feedback mechanism, which they consider in best of their interest.

The result of the quantitative study regarding performance monitoring contradicts the results of the qualitative study, most likely indicating to social desirability effect. However it should be noted that some agents also revealed that some parameters of performance monitoring should change. The qualitative study results find low role conflict in call centre job supporting recent empirical findings. There were individual differences in coping style of

the call centre employees to cope with stress but most of them do it at cognitive level or by listening music. Most of the call centre employees revealed that they would like to reach up to the manager level in 5-10 years.

With some exceptions, result of this study support the view that call centres are better off with regard to most job stressors compared to workers in other human services (Zapf, et al., 2003), and may not differ too much from other human service professions in respect of health consequences. Overall, this study revealed that in call centres, employees' has to do repetitive and routine work, with low complexity and low task control (Knights and McCabe, 1998; Tailor and Bain, 1999) but they receive high co-worker and supervisory support. Results of this study also suggest that working conditions in call centres could be substantially improved in recent times.

Table 3.1: Correlations among Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Perceived Stress, Emotional Exhaustion, Job Satisfaction and Home Adjustment (N=269)

	Emotional Labor			Performance Monitoring		Role Ambiguity & Role Conflict				Job Satisfaction					
	Intensity with Variety	Frequency With Deep Acting	Variety With Deep Acting	Surface Acting	Intensity Of PM	Purpose Of PM	Role Ambiguity	Resource & IRC	COD & Resources	I P & Role Overload	Perceived Stress	Emotional Exhaustion	Social-Intrinsic Satisfaction	Extrinsic-Intrinsic Satisfaction	Home Adjustment
Intensity With Variety															
Frequency with Deep Acting	.37**														
Variety with Deep Acting	.73**	.57**													
Surface Acting	.10	.33**	.15*												
Intensity of PM	.10	-.05	.03	.18**											
Purpose of PM	-.08	.36**	.05	-.00	-.03										
Role Ambiguity	.04	-.42**	-.11	-.09	-.06	-.53**									
Resource & Intra-role Conflict	.20**	.17**	.14*	.23**	.27**	-.06	.01								
CODs & Resources	.24**	.21**	.26**	.16**	.21**	.13*	-.12	.39**							
IP & Role Overload	.10	.32**	.25**	.09	.08	.22**	-.34**	.19**	.31**						
Perceived Stress	-.00	-.08	.00	.13*	.26**	-.10	.12*	.26**	.07	-.08					
Emotional Exhaustion	.19**	.01	.17**	.10	.30**	-.07	.076	.28**	.25**	.07	.37**				
Social-Intrinsic Satisfaction	-.10	.15*	-.09	-.10	-.27**	.17**	-.26**	-.30**	-.18**	.01	-.40**	-.56**			
Extrinsic-Intrinsic Satisfaction	-.02	.06	-.05	-.13*	-.24**	.05	-.13*	-.22**	-.12	.03	-.35**	-.51**	.85**		
Home Adjustment	.20**	-.04	.13*	.15*	.30**	-.20**	.25**	.27**	.17**	.13*	.20**	.30**	-.30**	-.16**	

** = $p < .01$, * = $p < .05$

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Intensity of Performance Monitoring (Intensity of PM), Purpose of Performance Monitoring (Purpose of PM), Resource and Intra-role Conflict (Resources & IRC), Conflicting Organizational Demands & Resources (COD & Resources), Incompatible Policies & Role Overload (IP & Role Overload).

Table 3.2 : Correlations among Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Positive Well-being (N=269)

	Emotional Labor			PM		Role Ambiguity & Role Conflict				Positive Well-being						
	Intensity with Variety	Frequency With Deep Acting	Variety With deep Acting	Surface Acting	Intensity Of PM	Purpose Of PM	Role Ambiguity	Resource & IRC	COD & Resources	IP & Role Overload	Overall Well-being	Personal Stagnation	Dissatisfaction With Self	Social Isolation & LP	Lack of Mastery & Relations	Purpose & Positive Relationship
Intensity With Variety																
Variety with Deep Acting	.37**															
Variety with Deep Acting	.73**	.57**														
Surface Acting	.10	.33**	.15*													
Intensity of PM	.10	-.05	.03	.18**												
Purpose of PM	-.08	.36**	.05	-.00	-.03											
Role Ambiguity	.04	-.42**	-.11	-.09	-.06	-.53**										
Resource & IRC	.20**	.17**	.14*	.23**	.27**	-.06	.01									
CODs & Resources	.24**	.21**	.26**	.16**	.21**	.13*	-.12	.39**								
IP & Role Overload	.10	.32**	.25**	.09	.08	.22**	-.34**	.19**	.31**							
Overall Well-being	-.08	.39**	.07	.01	-.09	.51**	-.56**	-.08	.03	.11						
Personal Stagnation	-.12*	-.02	-.06	-.14*	-.34**	.12	-.01	-.31**	-.27**	-.20**	.08					
Dissatisfaction with Self	-.03	-.03	.06	-.29**	-.42**	-.02	.14*	-.20**	-.15*	-.10	-.06	.60**				
Social Isolation & Lack of Purpose	-.10	-.08	-.09	-.22**	-.27**	.08	-.05	-.21**	-.20**	-.09	-.01	.39**	.46**			
Lack of Mastery & Relations	-.15*	-.02	-.08	-.25**	-.34**	.06	-.02	-.27**	-.26**	-.16**	.02	.51**	.50**	.68**		
Purpose & Positive Relations	-.12	.17**	.01	-.08	-.22**	.33**	-.36**	-.16*	.03	.14*	.68**	.16**	.11	.25**	.21**	

PH-988_04614102

* = $p < .05$

Intensity of Performance Monitoring (Intensity of PM), Purpose of Performance Monitoring (Purpose of PM), Resource and Intra-role Conflict (Resources & IRC), Conflicting Organizational Demands & Resources (COD & Resources), Incompatible Policies & Role Overload (IP & Role Overload), Social Isolation & Lack of Purpose (Social Isolation & LP)

Table 3.3: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (PM) (2), and Role conflict (4)

Dependent Variable: Perceived Stress Scores
(N= 269)

Dependent Variable: Perceived stress

Model	R	R2	F (Eqn) <i>df</i> (1, 267)	Sig of F	β	Sig of β	Variables
1	.26	.07	20.13 <i>df</i> (1, 267)	.00	.26	.00	Resource & Intra-role conflict
2	.33	.11	15.95 <i>df</i> (2, 266)	.00	.21	.00	Resource & Intra-role conflict
					.20	.00	Intensity of PM
3	.35	.13	12.68 <i>df</i> (3, 265)	.00	.24	.00	Resource & Intra-role conflict
					.20	.00	Intensity of PM
					-.14	.05	Incompatible policies & Role overload

Table 3.4: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (PM) (2), and Role ambiguity & role conflict (4)

Dependent Variable: Emotional exhaustion
(N= 269)

Dependent Variable: Emotional exhaustion

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1.	.30	.09	25.92 <i>df</i> (1, 267)	.00	.30	.00	Intensity of PM
2.	.36	.13	19.91 <i>df</i> (2, 266)	.00	.24 .21	.00 .00	Intensity of PM Resource & Intra-role conflict
3.	.38	.15	15.38 <i>df</i> (3, 265)	.00	.24 .19 .14	.00 .00 .05	Intensity of PM Resource & Intra-role conflict Variety with deep acting
4.	.40	.16	12.68 <i>df</i> (4, 264)	.00	.22 .21 .21 -.14	.00 .00 .00 .05	Intensity of PM Resource & Intra-role conflict Variety with deep acting Frequency with deep acting

Table 3.5: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (2), and
Role ambiguity & Role conflict

Dependent Variable: Job-satisfaction

(N= 269)

Dependent Variable: Social-Intrinsic satisfaction

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.30	.09	25.83 <i>df</i> (1, 267)	.00	-.30	.00	Resource & Intra-role conflict
2	.39	.15	24.45 <i>df</i> (2, 266)	.00	-.29 -.26	.00 .00	Resource & Intra-role conflict Role ambiguity
3	.45	.20	22.36 <i>df</i> (3, 265)	.00	-.23 -.27 -.22	.00 .00 .00	Resource & Intra-role conflict Role ambiguity Intensity of PM

Dependent Variable: Extrinsic-Intrinsic satisfaction

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.24	.06	16.20 <i>df</i> (1, 267)	.00	-.24	.00	Intensity of PM
2	.29	.08	12.05 <i>df</i> (2, 266)	.00	-.19 -.17	.00 .01	Intensity of PM Resource & Intra-role conflict
3	.32	.10	10.16 <i>df</i> (3, 265)	.00	-.20 -.16 -.14	.00 .01 .01	Intensity of PM Resource & Intra-role conflict Role ambiguity

Table 3.6: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (2), and Role ambiguity & role conflict (4)
 Dependent Variable: Home adjustment
 (N= 269)

Dependent Variable: Home Adjustment

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.30	.09	25.91 <i>df</i> (1, 267)	.00	.30	.00	Intensity of PM
2	.40	.16	25.56 <i>df</i> (2, 266)	.00	.31 .27	.00 .00	Intensity of PM Role ambiguity
3	.45	.20	22.81 <i>df</i> (3, 265)	.00	.30 .35 .22	.00 .00 .05	Intensity of PM Role ambiguity Incompatible policies & Role overload
4	.48	.23	19.39 <i>df</i> (4, 264)	.00	.26 .33 .19 .16	.00 .00 .05 .01	Intensity of PM Role ambiguity Incompatible policies & Role overload Resource & Intra-role conflict
5	.49	.24	16.72 <i>df</i> (5, 263)	.00	.25 .32 .18 .14 .12	.00 .00 .00 .05 .05	Intensity of PM Role ambiguity Incompatible policies & Role overload Resource & Intra-role conflict Intensity with variety

Table 3.7: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (2), and Role ambiguity & role conflict (4)
 Dependent Variable: Positive well-being
 (N= 269)

Dependent Variable: Overall well-being

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.56	.31	121.82 <i>df</i> (1, 267)	.00	-.56	.00	Role ambiguity
2	.61	.38	80.66 <i>df</i> (2, 266)	.00	-.40 .30	.00 .00	Role ambiguity Purpose of PM
3	.63	.39	57.21 <i>df</i> (3, 265)	.00	-.36 .27 .14	.00 .00 .01	Role ambiguity Purpose of PM Frequency with deep acting
4	.64	.41	45.82 <i>df</i> (4, 264)	.00	-.39 .27 .17 -.14	.00 .00 .00 .01	Role ambiguity Purpose of PM Frequency with deep acting Incompatible policies & Role Overload
5	.65	.42	38.00 <i>df</i> (5, 263)	.00	-.37 .25 .22 -.14 -.11	.00 .00 .00 .01 .05	Role ambiguity Purpose of PM Frequency with deep acting Incompatible policies & Role Overload Intensity with Variety

Dependent Variable: Personal stagnation

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.34	.12	34.91 <i>df</i> (1, 267)	.00	-.34	.00	Intensity of PM
2	.41	.17	26.52 <i>df</i> (2, 266)	.00	-.28 -.23	.00 .00	Intensity of PM Resource & Intra-role conflict
3	.43	.18	20.02 <i>df</i> (3, 265)	.00	-.27 -.21 -.14	.00 .00 .01	Intensity of PM Resource & Intra-role conflict Incompatible policies & Role overload
4	.45	.20	16.66 <i>df</i> (4, 264)	.00	-.27 -.19 -.17	.00 .00 .00	Intensity of PM Resource & Intra-role conflict Incompatible policies & Role overload
5	.46	.21	14.37 <i>df</i> (5, 263)	.00	.13 -.25 -.15 -.14 .15 -.13	.05 .00 .01 .05 .01 .05	Purpose of PM Intensity of PM Resource & Intra-role conflict Incompatible policies & Role overload Purpose of PM Conflicting organizational demands & Resources

Dependent Variable: Dissatisfaction with Self

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.42	.18	57.80 <i>df</i> (1, 267)	.00	-.42	.00	Intensity of PM
2	.47	.22	38.66 <i>df</i> (2, 266)	.00	-.38 -.22	.00 .00	Intensity of PM Surface acting
3	.49	.24	27.52 <i>df</i> (3, 265)	.00	-.38 -.24 .11	.00 .00 .05	Intensity of PM Surface acting Variety with deep acting
4	.50	.25	22.01 <i>df</i> (4, 264)	.00	-.38 -.23 .12 .11	.00 .00 .05 .05	Intensity of PM Surface acting Variety with deep acting Role ambiguity

Dependent Variable: Social Isolation & Lack of Purpose

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.27	.07	21.40 <i>df</i> (1, 267)	.00	-.27	.00	Intensity of PM
2	.32	.10	15.44 <i>df</i> (2, 266)	.00	-.24 -.18	.00 .00	Intensity of PM Surface acting
3	.35	.12	12.08 <i>df</i> (3, 265)	.00	-.21 -.16 -.13	.00 .00 .05	Intensity of PM Surface acting Conflicting organizational demands & Resources

Dependent Variable: Lack of Mastery & Relations

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.34	.11	34.27 <i>df</i> (1, 267)	.00	-.34	.00	Intensity of PM
2	.39	.15	23.35 <i>df</i> (2, 266)	.00	-.30 -.19	.00 .00	Intensity of PM Conflicting organizational demands & Resources
3	.42	.18	18.98 <i>df</i> (3, 265)	.00	-.27 -.17 -.17	.00 .00 .00	Intensity of PM Conflicting Organizational demands & Resources Surface acting

Dependent Variable: Purpose & Positive relationship

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.36	.13	40.73 <i>df</i> (1, 267)	.00	-.36	.00	Role ambiguity
2	.43	.19	31.00 <i>df</i> (2, 266)	.00	-.38 -.24	.00 .00	Role ambiguity Intensity of PM
3	.46	.21	23.78 <i>df</i> (3, 265)	.00	-.28 -.23 .18	.00 .00 .00	Role ambiguity Intensity of PM Purpose of PM

Table 3.8: Correlations among Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Perceived Stress, Emotional Exhaustion, Job Satisfaction and Home Adjustment for Group with High Score on Self-Efficacy (N=134)

	Emotional labor				Performance Monitoring		Role ambiguity & Role Conflict				Job Satisfaction				
	Intensity with Variety	Frequency With Deep Acting	Variety With Deep Acting	Surface Acting	Intensity Of PM	Purpose Of PM	Role Ambiguity	Resource & IRC	COD & Resources	IP & Role Overload	Perceived Stress	Emotional Exhaustion	Social-Intrinsic Satisfaction	Extrinsic-Intrinsic satisfaction	Home Adjustment
Intensity With Variety															
Frequency with Deep Acting	.40**														
Variety with Deep Acting	.69**	.57**													
Surface Acting	-.04	.26**	.02												
Intensity of PM	.05	-.03	.00	.25**											
Purpose of PM	-.05	.23**	.03	-.09	-.10										
Role Ambiguity	.01	-.219*	-.02	-.07	-.03	-.26**									
Resource & Intra-role Conflict	.11	.10	-.01	.26**	.28**	-.10	.05								
CODs & Resources	.28**	.18*	.22*	.11	.19*	.12	.00	.37**							
IP & Role Overload	.14	.27**	.24**	.05	-.03	.20*	-.26**	.15	.23**						
Perceived Stress	-.14	-.13	-.09	.26**	.28**	-.15	.20*	.24**	-.00	-.18*					
Emotional Exhaustion	.21*	.03	.18*	.19*	.34**	-.22*	.16	.32**	.26**	.16	.40**				
Social-Intrinsic Satisfaction	-.05	.09	-.08	-.22*	-.27**	.167	-.33**	-.33**	-.16	-.02	-.48**	-.55**			
Extrinsic-Intrinsic Satisfaction	.00	.03	-.08	-.28**	-.21*	.12	-.32**	-.23**	-.07	.04	-.42**	-.51**	.86**		
Home Adjustment	.14	.05	.06	.16	.31**	-.06	.17*	.34**	.21*	.16	.12	.38**	-.31**	-.24**	

** = $p < .01$, * = $p < .05$

Intensity of Performance Monitoring (Intensity of PM), Purpose of Performance Monitoring (Purpose of PM), Resource and Intra-role Conflict (Resources & IRC), Conflicting Organizational Demands & Resources (COD & Resources), Incompatible Policies & Role Overload (IP & Role Overload).

Table 3.9 : Correlations among Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Positive Well-being for Group with High score on Self-Efficacy (N=134)

	Emotional Labor			PM		Role ambiguity & Role conflict				Positive Well-being						
	Intensity with Variety	Frequency With Deep Acting	Variety With Deep Acting	Surface Acting	Intensity Of PM	Purpose Of PM	Role Ambiguity	Resource & IRC	COD & Resources	IP & Role Overload	Overall Wellbeing	Personal Stagnation	Dis-satisfaction With Self	Social Isolation & LP	Lack of Mastery & Relations	Purpose & Positive Relationship
Intensity With Variety																
Frequency with Deep Acting	.40**															
Variety with Deep Acting	.69**	.57**														
Surface Acting	-.04	.26**	.02													
Intensity of PM	.05	-.03	.00	.25**												
Purpose of PM	-.05	.23**	.03	-.09	-.10											
Role Ambiguity	.01	-.22*	-.02	-.07	-.03	-.26**										
Resource & Intra-role Conflict	.11	.10	-.01	.26**	.28**	-.01	.05									
CODs & Resources	.28**	.18*	.22*	.11	.19*	.12	.00	.37**								
IP & Role Overload	.14	.27**	.24**	.05	-.03	.20*	-.26**	.15	.23**							
Overall Well-being	.04	.20*	.13	-.05	-.15	.20*	-.17	-.17*	-.00	-.02						
Personal Stagnation	-.13	-.10	-.05	-.13	-.37**	.00	.10	-.30**	-.24**	-.19*	.10					
Dissatisfaction with Self	-.09	-.01	.07	-.41**	-.43**	.19*	.03	-.21*	-.12	-.03	.19*	.61**				
Social Isolation & Lack Purpose	-.13	-.11	-.08	-.28**	-.30**	.15	-.18*	-.19*	-.22**	-.09	.13	.40**	.53**			
Lack of Mastery & Relations	-.11	.01	.00	-.28**	-.30**	.14	-.14	-.19*	-.20*	-.19*	.11	.52**	.56**	.67**		
Purpose & Positive Relationsh	.01	.01	.11	-.10	-.32**	.21*	-.18*	-.26**	-.09	.04	.72**	.21*	.28**	.42**	.30**	

** = $p < .01$, * = $p < .05$

Intensity of Performance Monitoring (Intensity of PM), Purpose of Performance Monitoring (Purpose of PM), Resource and Intra-role Conflict (Resources & IRC), Conflicting Organizational Demands & Resources (COD & Resources), Incompatible Policies & Role Overload (IP & Role Overload), Social Isolation & Lack of Purpose (Social Isolation & LP).

Table 3.10: Correlations among Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Perceived Stress, Emotional Exhaustion, Job Satisfaction and Home Adjustment for Group with Low Score on Self-Efficacy (N=117)

	Emotional Labor				Performance Monitoring		Role Ambiguity & Role Conflict				Job Satisfaction				
	Intensity with Variety	Frequency With Deep Acting	Variety With Deep Acting	Surface Acting	Intensity Of PM	Purpose Of PM	Role Ambiguity	Resource & IRC	COD & Resources	IP & Role overload	Perceived Stress	Emotional Exhaustion	Social-Intrinsic Satisfaction	Extrinsic-Intrinsic satisfaction	Home Adjust-ment
Intensity With Variety	.44**														
Frequency with Deep Acting		.62**													
Variety with Deep Acting			.29**												
Surface Acting				.29**											
Intensity of PM					.10										
Purpose of PM						.08									
Role Ambiguity							-.17								
Resource & Intra-role Conflict								-.08							
CODs & Resources									.40**						
IP & Role Overload										.34**					
Perceived Stress											.16				
Emotional Exhaustion												.40**			
Social-Intrinsic Satisfaction													-.39**		-.54**
Extrinsic-Intrinsic Satisfaction														.84**	
Home Adjustment															-.18*

** = $p < .01$, * = $p < .05$

TH-988-04614102
 # Intensity of Performance Monitoring (Intensity of PM), Purpose of Performance Monitoring (Purpose of PM), Resource and Intra-role Conflict (Resources & IRC), Conflicting Organizational Demands & Resources (COD & Resources), Incompatible Policies & Role Overload (IP & Role Overload).

Table 3.11 : Correlations among Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Positive Well-being for Group with Low score on Self-Efficacy (N=117)

	Emotional Labor			PM		Role ambiguity & Role conflict				Positive well-being						
	Intensity with Variety	Frequency With Deep Acting	Variety With Deep Acting	Surface Acting	Intensity Of PM	Purpose Of PM	Role Ambiguity	Resource & IRC	COD & Resources	I P & Role overload	Overall Wellbeing	Personal Stagnation	Dis-satisfaction With Self	Social Isolation & LP	Lack of Mastery & Relations	Purpose & Positive Relationship
Intensity With Variety																
Frequency with Deep Acting	.44**															
Variety with Deep Acting	.78**	.62**														
Surface Acting	.29**	.44**	.29**													
Intensity of PM	.10	-.06	.05	.08												
Purpose of PM	.00	.36**	.16	.05	.077											
Role Ambiguity	-.04	-.44**	-.20*	-.08	-.17	-.55**										
Resource & Intra-role Conflict	.27**	.27**	.25**	.17	.25**	-.08	-.06									
CODs & Resources	.19*	.15	.23*	.16	.247**	.11	-.15	.40**								
IP & Role Overload	-.02	.27**	.11	.08	.25**	.25**	-.42**	.19*	.34**							
Overall Well-being	-.05	.44**	.14	.08	.00	.53**	-.67**	.04	.01	.23*						
Personal Stagnation	-.02	.00	-.03	-.15	-.227*	.20*	-.03	-.30**	-.33**	-.26**	-.01					
Dissatisfaction with Self	.08	-.12	.019	-.11	-.39**	-.21*	.35**	-.21*	-.21*	-.36**	-.36**	.59**				
Social Isolation & Lack Purpose	-.07	.00	-.10	-.13	-.19*	.13	-.04	-.27**	-.17	-.04	-.09	.43**	.36**			
Lack of Mastery & Relations	-.22*	-.11	-.25**	-.18	-.35**	.01	.08	-.42**	-.37**	-.11	-.07	.48**	.40**	.71**		
Purpose & Positive Relationsh	-.15	.14	-.03	-.09	-.07	.30**	-.36**	-.03	.11	.23*	.60**	.04	-.13	.13	.16	

** = $p < .01$, * = $p < .05$

TH-988_04614102
 # Intensity of Performance Monitoring (Intensity of PM), Purpose of Performance Monitoring (Purpose of PM), Resource and Intra-role Conflict (Resources & IRC), Conflicting Organizational Demands & Resources (COD & Resources), Incompatible Policies & Role Overload (IP & Role Overload), Social Isolation & Lack of Purpose (Social Isolation & LP).

Group with High score on Self-efficacy

Table 3.12: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (PM) (2),
and Role conflict (4)
Dependent Variable: Perceived Stress Scores
(N= 134)

Dependent Variable: Perceived stress

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.28	.08	11.16 <i>df</i> (1, 132)	.00	.28	.00	Intensity of PM
2	.35	.12	9.26 <i>df</i> (2, 131)	.00	.29 .21	.00 .01	Intensity of PM Role ambiguity
3	.41	.17	8.76 <i>df</i> (3, 130)	.00	.23 .23 .22	.01 .00 .01	Intensity of PM Role ambiguity Surface acting

Group with Low score on Self-efficacy
Table 3.13: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (PM) (2),
 and Role conflict (4)

Dependent Variable: Perceived Stress Scores
 (N= 117)

Dependent Variable: Perceived stress

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.29	.09	10.85 <i>df</i> (1, 115)	.00	.29	.00	Resource & Intra-role conflict
2	.37	.13	8.79 <i>df</i> (2, 114)	.00	.24	.01	Resource & Intra-role conflict
					.22	.01	Intensity of PM

Group with High score on Self-efficacy

Table 3.14: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (PM) (2),
and Role conflict (4)
Dependent Variable: Emotional exhaustion
(N= 134)

Dependent Variable: Emotional exhaustion

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.34	.12	17.64 <i>df</i> (1, 132)	.00	.34	.00	Intensity of PM
2	.42	.17	13.81 <i>df</i> (2, 131)	.00	.27 .25	.00 .00	Intensity of PM Resource & Intra-role conflicts
3	.46	.21	11.62 <i>df</i> (3, 130)	.00	.25 .25 -.19	.00 .00 .01	Intensity of PM Resource & Intra-role conflicts Purpose of PM
3	.49	.24	10.46 <i>df</i> (4, 129)	.00	.25 .25 -.20 .18	.00 .00 .01 .05	Intensity of PM Resource & Intra-role conflicts Purpose of PM Variety with deep acting

Group with Low score on Self-efficacy
Table 3.15: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (PM) (2),
and Role conflict (4)

Dependent Variable: Emotional exhaustion
(N= 117)

Dependent Variable: Emotional exhaustion

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.30	.09	11.18 <i>df</i> (1, 115)	.00	.30	.00	Conflicting organizational demands & Resources
2	.36	.13	8.37 <i>df</i> (2, 114)	.00	.25	.01	Conflicting organizational demands & Resources
					.20	.05	Intensity of PM
2	.40	.16	7.07 <i>df</i> (3, 113)	.00	.20	.05	Conflicting organizational demands & Resources
					.21	.05	Intensity of PM
					.18	.05	Variety with deep acting

Group with High score on Self-efficacy

Table 3.16: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (PM) (2),
and Role ambiguity & role conflict (4)

Dependent Variable: Job-satisfaction (2)

(N= 134)

Dependent Variable: Social-Intrinsic satisfaction							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1.	.33	.11	16.35 <i>df</i> (1, 132)	.00	-.33	.00	Resource & Intra-role conflict
2.	.46	.21	17.38 <i>df</i> (2, 131)	.00	-.32 -.32	.00 .00	Resource & Intra-role conflict Role ambiguity
3.	.50	.25	14.36 <i>df</i> (3, 130)	.00	-.26 -.33 -.21	.00 .00 .01	Resource & Intra-role conflict Role ambiguity Intensity of PM
Dependent Variable: Extrinsic-Intrinsic satisfaction							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.32	.10	15.37 <i>df</i> (1, 132)	.00	-.32	.00	Role ambiguity
2	.45	.20	16.40 <i>df</i> (2, 131)	.00	-.35 -.31	.00 .00	Role ambiguity Surface acting

Group with Low score on Self-efficacy
Table 3.17: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (PM) (2),
and Role ambiguity & role conflict (4)
Dependent Variable: Job-satisfaction (2)
(N= 117)

Dependent Variable: Social-Intrinsic satisfaction							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.27	.07	8.91 <i>df</i> (1, 115)	.00	-.27	.00	Conflicting organizational demands & Resources
2	.40	.16	11.18 <i>df</i> (2, 114)	.00	-.31	.00	Conflicting organizational demands & Resources
					-.31	.00	Role ambiguity
3	.47	.22	10.96 <i>df</i> (3, 113)	.00	-.26	.00	Conflicting organizational demands & Resources
					-.34	.00	Role ambiguity
					-.26	.00	Intensity of PM
Dependent Variable: Extrinsic-Intrinsic satisfaction							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.31	.09	11.90 <i>df</i> (1, 115)	.00	-.31	.00	Intensity of PM
2	.37	.14	8.98 <i>df</i> (2, 114)	.00	-.25	.01	Intensity of PM
					-.21	.05	Resource & Intra-role conflict

Group with High score on Self-efficacy

Table 3.18: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (2), and
Role ambiguity & role conflict (4)
Dependent Variable: Home adjustment
(N= 134)

Dependent Variable: Home Adjustment

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.34	.11	17.14 <i>df</i> (1, 132)	.00	.34	.00	Resource & Intra-role conflict
2	.41	.17	13.14 <i>df</i> (2, 131)	.00	.27 .24	.00 .00	Resource & Intra-role conflict Intensity of PM
3	.44	.19	10.47 <i>df</i> (3, 130)	.00	.26 .25 .17	.00 .00 .05	Resource & Intra-role conflict Intensity of PM Role ambiguity
4	.48	.23	9.58 <i>df</i> (4, 129)	.00	.23 .26 .22 .20	.01 .00 .01 .05	Resource & Intra-role conflict Intensity of PM Role ambiguity Incompatible policies & Role overload

Group with Low score on Self-efficacy

Table 3.19: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (2), and
Role ambiguity & role conflict (4)
Dependent Variable: Home adjustment
(N= 117)

Dependent Variable: Home Adjustment							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.30	.09	11.52 <i>df</i> (1, 115)	.00	.30	.00	Intensity of PM
2	.38	.14	9.54 <i>df</i> (2, 114)	.00	.34 .23	.00 .01	Intensity of PM Role ambiguity

Group with High score on Self-efficacy

Table 3.20: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (2), and
Role ambiguity & role conflict (4)
Dependent Variable: Positive well-being (6)
(N= 134)

Dependent Variable: Overall well-being							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.20	.04	5.41 <i>df</i> (1, 132)	.05	.20	.05	Purpose of PM
2	.26	.07	4.86 <i>df</i> (2, 131)	.01	.20 -.17	.05 .05	Purpose of PM Resource & Intra-role conflict
3	.31	.10	4.78 <i>df</i> (3, 130)	.00	.15 -.19 .18	.07 .05 .05	Purpose of PM Resource & Intra-role conflict Frequency with deep acting
Dependent Variable: Personal stagnation							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.37	.13	20.45 <i>df</i> (1, 132)	.00	-.37	.00	Intensity of PM
2	.42	.18	14.12 <i>df</i> (2, 131)	.00	-.31 -.22	.00 .01	Intensity of PM Resource & Intra-role conflict
3	.46	.21	11.39 <i>df</i> (3, 130)	.00	-.32 -.19 -.18	.00 .05 .05	Intensity of PM Resource & Intra-role conflict Incompatible policies & Role overload
Dependent Variable: Dissatisfaction with self							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.43	.19	30.54 <i>df</i> (1, 132)	.00	-.43	.00	Intensity of PM
2	.53	.28	25.99 <i>df</i> (2, 131)	.00	-.35 -.32	.00 .00	Intensity of PM Surface acting

Dependent Variable: Social Isolation & Lack of purpose							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.30	.09	12.76 <i>df</i> (1, 132)	.00	-.30	.00	Intensity of PM
2	.36	.13	9.98 <i>df</i> (2, 131)	.00	-.24 -.22	.00 .01	Intensity of PM Surface acting
3	.42	.18	9.25 <i>df</i> (3, 130)	.00	-.25 -.23 -.21	.00 .01 .01	Intensity of PM Surface acting Role ambiguity
Dependent Variable: Lack of Mastery & Relations							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.30	.09	12.74 <i>df</i> (1, 132)	.00	-.30	.00	Intensity of PM
2	.36	.13	10.06 <i>df</i> (2, 131)	.00	-.24 -.22	.00 .01	Intensity of PM Surface acting
3	.41	.17	8.85 <i>df</i> (3, 130)	.00	-.25 -.21 -.19	.00 .01 .05	Intensity of PM Surface acting Incompatible policies & Role overload
4	.47	.22	9.17 <i>df</i> (4, 129)	.00	-.26 -.22 -.25 -.24	.00 .01 .00 .00	Intensity of PM Surface acting Incompatible policies & Role overload Role ambiguity
Dependent Variable: Purpose & Positive relationship							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.32	.11	15.64 <i>df</i> (1, 132)	.00	-.32	.00	Intensity of PM
2	.38	.14	10.76 <i>df</i> (2, 131)	.00	-.33 -.19	.00 .00	Intensity of PM Role ambiguity
3	.41	.17	8.75 <i>df</i> (3, 130)	.00	-.28 -.18 -.17	.00 .00 .00	Intensity of PM Role ambiguity Resource & Intra-role conflict

Group with Low score on Self-efficacy

Table 3.21: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (2), and
Role ambiguity & role conflict (4)
Dependent Variable: Positive well-being (6)
(N= 117)

Dependent Variable: Overall well-being							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.67	.45	95.92 <i>df</i> (1, 115)	.00	-.67	.00	Role ambiguity
2	.70	.49	55.55 <i>df</i> (2, 114)	.00	-.55 .23	.00 .00	Role ambiguity Purpose of PM
3	.71	.51	39.43 <i>df</i> (3, 113)	.00	-.49 .21 .15	.00 .01 .05	Role ambiguity Purpose of PM Frequency with deep acting
4	.73	.53	32.18 <i>df</i> (4, 112)	.00	-.47 .19 .24 -.17	.00 .05 .00 .05	Role ambiguity Purpose of PM Frequency with deep acting Intensity with variety
Dependent Variable: Personal stagnation							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.33	.11	13.63 <i>df</i> (1, 115)	.00	-.33	.00	Conflicting organizational demands & Resources
2	.40	.16	10.92 <i>df</i> (2, 114)	.00	-.35 .24	.00 .01	Conflicting organizational demands & Resources Purpose of PM
3	.46	.21	10.02 <i>df</i> (3, 113)	.00	-.28 .29 -.24	.00 .00 .01	Conflicting organizational demands & Resources Purpose of PM Incompatible policies & Role overload

Dependent Variable: Dissatisfaction with self							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.39	.16	21.20 <i>df</i> (1, 115)	.00	-.39	.00	Intensity of PM
2	.49	.24	11.02 <i>df</i> (2, 114)	.00	-.34 .29	.00 .00	Intensity of PM Role ambiguity
3	.52	.27	8.22 <i>df</i> (3, 113)	.00	-.31 .22 -.19	.00 .01 .05	Intensity of PM Role ambiguity Incompatible policies & Role overload
Dependent: Social isolation & Lack of purpose							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.27	.07	9.00 <i>df</i> (1, 115)	.00	-.27	.00	Resource & Intra-role conflict
Dependent Variable: Lack of Mastery & Relations							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.42	.18	24.77 <i>df</i> (1, 115)	.00	-.42	.00	Resource & Intra-role conflict
2	.49	.24	18.27 <i>df</i> (2, 114)	.00	-.35 -.26	.00 .00	Resource & Intra-role conflict Intensity of PM
3	.53	.28	14.41 <i>df</i> (3, 113)	.00	-.28 -.23 -.20	.00 .01 .05	Resource & Intra-role conflict Intensity of PM Conflicting organizational demands & Resources
Dependent Variable: Purpose & Positive relationship							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.36	.13	17.43 <i>df</i> (1, 115)	.00	-.36	.00	Role ambiguity

Table 3.22: Correlations among Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Perceived Stress, Emotional Exhaustion, Job Satisfaction and Home Adjustment for Group with High Score on Supervisory Support (N=126)

	Emotional Labor				Performance Monitoring		Role Ambiguity & Role Conflict				Job Satisfaction				
	Intensity with Variety	Frequency With Deep Acting	Variety With Deep Acting	Surface Acting	Intensity Of PM	Purpose Of PM	Role Ambiguity	Resource & IRC	COD & Resources	IP & Role Overload	Perceived Stress	Emotional Exhaustion	Social-Intrinsic Satisfaction	Extrinsic-Intrinsic Satisfaction	Home Adjustment
Intensity With Variety	.32**														
Frequency with Deep Acting		.53**													
Variety with Deep Acting			.12												
Surface Acting	.07	.28**	.12												
Intensity of PM	-.01	-.23**	-.06	.11											
Purpose of PM	-.08	.50**	.19*	.04	.01										
Role Ambiguity	.05	-.49**	-.19*	-.09	.00	-.63**									
Resource & Intra-role Conflict	.09	.06	.07	.28**	.16	-.09	.07								
CODs & Resources	.24**	.36**	.27**	.30**	.04	.18*	-.10	.26**							
IP & Role Overload	.05	.29**	.19*	.30**	-.03	.20*	-.24**	.31**	.36**						
Perceived Stress	-.06	-.18*	-.08	.06	.32**	-.12	.17	.28**	.03	.04					
Emotional Exhaustion	.18*	.00	.23*	.12	.10	-.12	.06	.27**	.16	.09	.31**				
Social-Intrinsic Satisfaction	-.07	.28**	-.01	.03	-.18*	.32**	-.30**	-.22*	-.02	-.09	-.42**	-.46**			
Extrinsic-Intrinsic Satisfaction	-.02	.13	.02	.00	-.10	.12	-.14	-.16	-.10	-.12	-.36**	-.47**	.83**		
Home Adjustment	.12	-.18*	-.06	.22*	.39**	-.25**	.31**	.37**	.20*	.14	.25**	.22*	-.32**	-.14	

** = $p < .01$, * = $p < .05$

TH-988_04614102

Intensity of Performance Monitoring (Intensity of PM), Purpose of Performance Monitoring (Purpose of PM), Resource and Intra-role Conflict (Resources & IRC), Conflicting Organizational Demands & Resources (COD & Resources), Incompatible Policies & Role Overload (IP & Role Overload).

Table 3.23 : Correlations among Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Positive Well-being with High Score on Supervisory Support (N=126)

	Emotional Labor				PM		Role ambiguity & Role conflict				Positive Well-being					
	Intensity with Variety	Frequency With Deep Acting	Variety With Deep Acting	Surface Acting	Intensity Of PM	Purpose Of PM	Role Ambiguity	Resource & IRC	COD & Resources	IP & Role Overload	Overall Wellbeing	Personal Stagnation	Dis-satisfaction With Self	Social Isolation & LP	Lack of Mastery & Relations	Purpose & Positive Relationship
Intensity With Variety																
Frequency with Deep Acting	.32**															
Variety with Deep Acting	.72**	.53**														
Surface Acting	.07	.28**	.12													
Intensity of PM	-.01	-.23**	-.06	.11												
Purpose of PM	-.08	.50**	.19*	.04	.01											
Role Ambiguity	.05	-.49**	-.19*	-.09	.00	-.63**										
Resource & Intra-role Conflict	.09	.06	.07	.28**	.16	-.09	.07									
CODs & Resources	.24**	.36**	.27**	.30**	.04	.18*	-.10	.26**								
IP & Role Overload	.05	.29**	.19*	.30**	-.03	.20*	-.24**	.31**	.36**							
Overall Well-being	.01	.43**	.17	-.15	-.21*	.58**	-.61**	-.23*	.03	.03						
Personal Stagnation	.01	.07	.05	-.13	-.18*	.07	-.14	-.20*	-.25**	-.12	.13					
Dissatisfaction with Self	.06	.10	.19*	-.26**	-.41**	-.03	.09	-.16	-.09	-.10	.02	.52**				
Social Isolation & Lack Purpose	-.06	-.06	-.03	-.25**	-.20*	.05	.01	-.10	-.26**	-.26**	.00	.44**	.48**			
Lack of Mastery & Relations	-.16	.01	-.10	-.22*	-.25**	.07	-.07	-.18*	-.30**	-.27**	.07	.46**	.43**	.72**		
Purpose & Positive Relationsh	-.05	.23*	.10	-.19*	-.32**	.36**	-.36**	-.21*	.00	.01	.71**	.17	.14	.22*	.25**	

TH-988_04614162 p < .05

Intensity of Performance Monitoring (Intensity of PM), Purpose of Performance Monitoring (Purpose of PM), Resource and Intra-role Conflict (Resources & IRC), Conflicting Organizational Demands & Resources (COD & Resources), Incompatible Policies & Role Overload (IP & Role Overload), Social Isolation & Lack of Purpose (Social Isolation & LP).

Table 3.24: Correlations among Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Perceived Stress, Emotional Exhaustion, Job Satisfaction and Home Adjustment for Group with Low Score on Supervisory support (N=127)

	Emotional Labor				Performance Monitoring		Role Ambiguity & Role Conflict				Job Satisfaction				
	Intensity with Variety	Frequency With Deep Acting	Variety With Deep Acting	Surface Acting	Intensity Of PM	Purpose Of PM	Role Ambiguity	Resource & IRC	COD & Resources	IP & Role Overload	Perceived Stress	Emotional Exhaustion	Social-Intrinsic Satisfacti	Extrinsic-Intrinsic Satisfaction	Home Adjust-ment
Intensity With Variety															
Frequency with Deep Acting	.42**														
Variety with Deep Acting	.77**	.65**													
Surface Acting	.11	.35**	.09												
Intensity of PM	.23*	.07	.12	.23**											
Purpose of PM	-.09	.19*	-.04	-.02	-.11										
Role Ambiguity	.01	-.40**	-.12	-.14	-.04	-.46**									
Resource & Intra-role Conflict	.31**	.21*	.26**	.22*	.34**	-.12	.00								
CODs & Resources	.30**	.10	.33**	.08	.40**	.09	-.11	.48**							
IP & Role Overload	.14	.39**	.31**	-.11	.16	.25**	-.43**	.10	.29**						
Perceived Stress	.05	-.01	.05	.14	.15	-.07	.13	.25**	.12	-.23**					
Emotional Exhaustion	.24**	-.02	.16	.02	.43**	-.02	.18*	.24**	.29**	-.03	.36**				
Social-Intrinsic Satisfaction	-.17	.10	-.13	-.11	-.33**	.07	-.30**	-.34**	-.29**	.17	-.34**	-.57**			
Extrinsic-Intrinsic Satisfaction	-.04	.06	-.06	-.16	-.30**	.02	-.18*	-.24**	-.14	.23**	-.30**	-.47**	.84**		
Home Adjustment	.29**	.06	.29**	.03	.16	-.18*	.26**	.12	.15	.06	.09	.30**	-.21*	-.08	

** = $p < .01$, * = $p < .05$

TH-988-04614102 Intensity of Performance Monitoring (Intensity of PM), Purpose of Performance Monitoring (Purpose of PM), Resource and Intra-role Conflict (Resources & IRC), Conflicting Organizational Demands & Resources (COD & Resources), Incompatible Policies & Role Overload (IP & Role Overload).

Table 3.25 : Correlations among Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Positive Well-being with Low Score on Supervisory Support (N=127)

	Emotional Labor			PM		Role Ambiguity & Role Conflict				Positive Well-being						
	Intensity with Variety	Frequency With Deep Acting	Variety With Deep Acting	Surface Acting	Intensity Of PM	Purpose Of PM	Role Ambiguity	Resource & IRC	COD & Resources	IP & Role overload	Overall Wellbeing	Personal stagnation	Dis-satisfaction With Self	Social Isolation & LP	Lack of Mastery & Relations	Purpose & Positive Relationship
Intensity With Variety																
Frequency with Deep Acting	.42**															
Variety with Deep Acting	.77**	.65**														
Surface Acting	.11	.35**	.09													
Intensity of PM	.23*	.07	.12	.23**												
Purpose of PM	-.09	.19*	-.04	-.02	-.11											
Role Ambiguity	.01	-.40**	-.12	-.14	-.04	-.46**										
Resource & IRC	.31**	.21*	.26**	.22*	.34**	-.12	.00									
CODs & Resources	.30**	.10	.33**	.08	.40**	.09	-.11	.48**								
IP & Role Overload	.14	.39**	.31**	-.11	.157	.25**	-.43**	.10	.29**							
Overall Well-being	-.15	.36**	.01	.19*	.016	.39**	-.53**	.00	.04	.17						
Personal Stagnation	-.27**	-.08	-.17	-.08	-.48**	.17	.06	-.36**	-.29**	-.24**	.08					
Dissatisfaction with Self	-.17	-.13	-.06	-.30**	-.36**	-.00	.136	-.15	-.16	-.05	-.11	.63**				
Social Isolation & Lack Purpose	-.14	-.11	-.14	-.17	-.33**	.10	-.13	-.31**	-.18*	.08	-.00	.31**	.37**			
Lack of Mastery & Relations	-.15	-.02	-.08	-.24**	-.40**	.03	-.01	-.31**	-.24**	-.02	-.01	.49**	.50**	.62**		
Purpose & Positive Relationship	-.19*	.13	-.07	.05	-.12	.30**	-.38**	-.11	.12	.24**	.65**	.18*	.09	.30**	.18*	

TH-988-00614102
 **p < .01, *p < .05

Intensity of Performance Monitoring (Intensity of PM), Purpose of Performance Monitoring (Purpose of PM), Resource and Intra-role Conflict (Resources & IRC), Conflicting Organizational Demands & Resources (COD & Resources), Incompatible Policies & Role Overload (IP & Role Overload), Social Isolation & Lack of Purpose (Social Isolation & LP)

Group with high score on Supervisory support

Table 3.26: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (PM) (2), and Role conflict (4)

Dependent Variable: Perceived Stress Scores
(N= 126)

Dependent Variable: Perceived stress

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.32	.10	13.94 <i>df</i> (1, 124)	.00	.32	.00	Intensity of PM
2	.39	.16	11.40 <i>df</i> (2, 123)	.00	.28 .24	.00 .00	Intensity of PM Resource & Intra-role conflict

Group with Low score on Supervisory support

Table 3.27: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (PM) (2), and Role conflict (4)

Dependent Variable: Perceived Stress Scores
(N= 127)

Dependent Variable: Perceived stress

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.25	.06	8.41 <i>df</i> (1, 125)	.00	.25	.00	Resource & Intra-role conflict
2	.36	.13	9.15 <i>df</i> (2, 124)	.00	.28	.00	Resource & Intra-role conflict
					-.26	.00	Incompatible policies & Role overload

Group with High score on Supervisory support

Table 3.28: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (PM) (2), and Role conflict (4)

Dependent Variable: Emotional exhaustion
(N= 126)

Dependent Variable: Emotional exhaustion

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.27	.07	9.65 <i>df</i> (1, 124)	.00	.27	.00	Resource & Intra-role conflicts
2	.34	.12	8.08 <i>df</i> (2, 123)	.00	.25	.00	Resource & Intra-role conflicts
					.21	.01	Variety with deep acting

Group with Low score on Supervisory support
Table 3.29: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (PM) (2), and Role conflict (4)

Dependent Variable: Emotional exhaustion
 (N= 127)

Dependent Variable: Emotional exhaustion

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.43	.19	29.11 <i>df</i> (1, 125)	.00	.43	.00	Intensity of PM
2	.48	.23	18.19 <i>df</i> (2, 124)	.00	.44 .19	.00 .01	Intensity of PM Role ambiguity

Group with High score on Supervisory support
Table 3.30: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (PM) (2),
 and Role ambiguity & role conflict (4)
 Dependent Variable: Job-satisfaction (2)
 (N= 126)

Dependent Variable: Social-Intrinsic satisfaction							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1.	.32	.10	13.92 <i>df</i> (1, 124)	.00	.32	.00	Purpose of PM
2.	.37	.14	10.00 <i>df</i> (2, 123)	.00	.30 -.20	.00 .05	Purpose of PM Resource & Intra-role conflict
3.	.41	.17	8.21 <i>df</i> (3, 122)	.00	.20 -.22 .19	.05 .01 .05	Purpose of PM Resource & Intra-role conflict Frequency with deep acting
4.	.44	.19	7.31 <i>df</i> (4, 121)	.00	.18 -.21 .31 -.19	.05 .01 .01 .05	Purpose of PM Resource & Intra-role conflict Frequency with deep acting Variety with deep acting

Group with Low score on Supervisory support
Table 3.31: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (PM) (2),
 and Role ambiguity & role conflict (4)
 Dependent Variable: Job-satisfaction (2)
 (N= 127)

Dependent Variable: Social-Intrinsic satisfaction							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.34	.11	16.09 <i>df</i> (1, 125)	.00	-.34	.00	Resource & Intra-role conflict
2	.45	.20	15.74 <i>df</i> (2, 124)	.00	-.34 -.30	.00 .00	Resource & Intra-role conflict Role ambiguity
3	.51	.26	14.42 <i>df</i> (3, 123)	.00	-.25 -.31 -.26	.00 .00 .00	Resource & Intra-role conflict Role ambiguity Intensity of PM
Dependent Variable: Extrinsic-Intrinsic satisfaction							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.30	.09	12.20 <i>df</i> (1, 125)	.00	-.30	.00	Intensity of PM
2	.41	.17	12.55 <i>df</i> (2, 124)	.00	-.34 .28	.00 .00	Intensity of PM Incompatible policies & Role overload

Group with High score on Supervisory support

Table 3.32: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (2), and Role ambiguity & role conflict (4)

Dependent Variable: Home adjustment

(N= 126)

Dependent Variable: Home adjustment

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.39	.16	23.00 <i>df</i> (1, 124)	.00	.39	.00	Intensity of PM
2	.51	.26	21.14 <i>df</i> (2, 123)	.00	.34 .32	.00 .00	Intensity of PM Resource & Intra-role conflict
3	.58	.34	21.12 <i>df</i> (3, 122)	.00	.35 .30 .29	.00 .00 .00	Intensity of PM Resource & Intra-role conflict Role ambiguity

Group with Low score on Supervisory support

Table 3.33: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (2), and Role ambiguity & role conflict (4)
 Dependent Variable: Home adjustment
 (N= 127)

Dependent Variable: Home adjustment							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.29	.08	11.25 <i>df</i> (1, 125)	.00	.29	.00	Intensity with variety
2	.38	.15	10.75 <i>df</i> (2, 124)	.00	.28 .25	.00 .00	Intensity with variety Role ambiguity

Group with High score on Supervisory support

Table 3.34: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (2), and
Role ambiguity & role conflict (4)
Dependent Variable: Positive well-being (6)
(N= 126)

Dependent Variable: Overall well-being							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.61	.37	72.29 <i>df</i> (1, 124)	.00	-.61	.00	Role ambiguity
2	.66	.44	47.53 <i>df</i> (2, 123)	.00	-.40 .33	.00 .00	Role ambiguity Purpose of PM
3	.69	.48	37.83 <i>df</i> (3, 122)	.00	-.39 .34 -.21	.00 .00 .00	Role ambiguity Purpose of PM Intensity of PM
4	.72	.51	31.82 <i>df</i> (3, 121)	.00	-.41 .33 -.20 -.18	.00 .00 .00 .01	Role ambiguity Purpose of PM Intensity of PM Surface acting
Dependent Variable: Personal stagnation							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.25	.06	8.62 <i>df</i> (1, 124)	.00	-.25	.00	Conflicting organizational demands & Resources
2	.31	.10	6.55 <i>df</i> (2, 123)	.00	-.32 .19	.00 .05	Conflicting organizational demands & Resources Frequency with deep acting
Dependent Variable: Dissatisfaction with self							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.41	.17	25.16 <i>df</i> (1, 124)	.00	-.41	.00	Intensity of PM
2	.46	.22	16.93 <i>df</i> (2, 123)	.00	-.39 -.22	.00 .01	Intensity of PM Surface acting
3	.50	.25	13.82 <i>df</i> (2, 122)	.00	-.37 -.24 .20	.00 .00 .01	Intensity of PM Surface acting Variety with deep acting

Dependent Variable: Social Isolation & Lack of purpose							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.26	.07	9.07 <i>df</i> (1, 124)	.00	-.26	.00	Incompatible policies & Role overload
2	.33	.11	7.69 <i>df</i> (2, 123)	.00	-.27 -.21	.00 .05	Incompatible policies & Role overload Intensity of PM
3	.37	.14	6.55 <i>df</i> (3, 122)	.00	-.20 -.20 -.18	.05 .05 .05	Incompatible policies & Role overload Intensity of PM Conflicting organizational demands & Role overload
Dependent Variable: Lack of Mastery & Relations							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.30	.09	12.11 <i>df</i> (1, 124)	.00	-.30	.00	Conflicting organizational demands & Resources
2	.38	.14	10.46 <i>df</i> (2, 123)	.00	-.29 -.24	.00 .00	Conflicting organizational demands Intensity of PM
3	.42	.18	8.92 <i>df</i> (3, 122)	.00	-.22 -.25 -.20	.01 .00 .05	Conflicting organizational demands Intensity of PM Incompatible policies & Role overload
Dependent Variable: Purpose & Positive relationship							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.36	.13	19.05 <i>df</i> (1, 124)	.00	.36	.00	Purpose of PM
2	.49	.24	19.39 <i>df</i> (2, 123)	.00	.37 -.33	.00 .00	Purpose of PM Intensity of PM
3	.52	.27	14.95 <i>df</i> (3, 122)	.00	.23 -.32 -.22	.05 .00 .05	Purpose of PM Intensity of PM Role ambiguity
4	.55	.30	13.15 <i>df</i> (3, 121)	.00	-.22 -.30 -.24 -.19	.05 .00 .05 .05	Purpose of PM Intensity of PM Role ambiguity Surface acting

Group with Low score on Supervisory support

Table 3.35: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (2), and
Role ambiguity & role conflict (4)
Dependent Variable: Positive well-being (6)
(N= 127)

Dependent Variable: Overall well-being							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.53	.28	49.22 <i>df</i> (1, 125)	.00	-.53	.00	Role ambiguity
2	.56	.31	28.12 <i>df</i> (2, 124)	.00	-.44 .19	.00 .00	Role ambiguity Purpose of PM
3	.58	.34	20.85 <i>df</i> (3, 123)	.00	-.37 .19 .17	.00 .01 .05	Role ambiguity Purpose of PM Frequency with deep acting
4	.62	.39	19.32 <i>df</i> (4, 122)	.00	-.33 .16 .30 -.26	.00 .05 .00 .05	Role ambiguity Purpose of PM Frequency with deep acting Intensity with variety
Dependent Variable: Personal stagnation							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.48	.23	37.97 <i>df</i> (1, 125)	.00	-.48	.00	Intensity of PM
2	.52	.28	23.60 <i>df</i> (2, 124)	.00	-.41 -.22	.00 .01	Intensity of PM Resource & Intra-role conflict
3	.55	.30	17.51 <i>df</i> (3, 123)	.00	-.39 -.21 -.16	.00 .01 .05	Intensity of PM Resource & Intra-role conflict Incompatible policies & Role overload

Dependent Variable: Dissatisfaction with self							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.36	.13	18.87 <i>df</i> (1, 125)	.00	-.36	.00	Intensity of PM
2	.43	.18	13.83 <i>df</i> (2, 124)	.00	-.31 -.23	.00 .01	Intensity of PM Surface acting
Dependent: Social isolation & Lack of purpose							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.33	.11	15.75 <i>df</i> (1, 125)	.00	-.33	.00	Intensity of PM
3	.40	.16	11.54 <i>df</i> (3, 124)	.00	-.26 -.23	.00 .01	Intensity of PM Resource & Intra-role conflict
Dependent Variable: Lack of Mastery & Relations							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.40	.16	23.74 <i>df</i> (1, 125)	.00	-.40	.00	Intensity of PM
2	.44	.19	14.99 <i>df</i> (2, 124)	.00	-.33 -.20	.00 .05	Intensity of PM Resource & Intra-role conflict
Dependent Variable: Purpose & Positive relationship							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.38	.14	21.25 <i>df</i> (1, 125)	.00	-.38	.00	Role ambiguity
2	.42	.18	13.63 <i>df</i> (1, 124)	.00	-.38 -.19	.00 .05	Role ambiguity Intensity with variety

Table 3.36: Correlations among Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Perceived Stress, Emotional Exhaustion, Job Satisfaction and Home Adjustment for Group with High Score on Coworker Support (N=101)

	Emotional labor				Performance Monitoring		Role ambiguity & Role Conflict				Job satisfaction				
	Intensity with Variety	Frequency With Deep Acting	Variety With Deep Acting	Surface Acting	Intensity Of PM	Purpose Of PM	Role Ambiguity	Resource & IRC	COD & Resources	I P & Role Overload	Perceived Stress	Emotional Exhaustion	Social-Intrinsic Satisfaction	Extrinsic-Intrinsic satisfaction	Home Adjust-ment
Intensity With Variety															
Frequency with Deep Acting	.51**														
Variety with Deep Acting	.75**	.62**													
Surface Acting	.04	.37**	.10												
Intensity of PM	.09	-.11	.01	.12											
Purpose of PM	.02	.07	-.06	-.10	-.14										
Role Ambiguity	.07	-.09	-.00	-.01	.03	-.21*									
Resource & Intra-role Conflict	.17	.18	.04	.16	.23*	-.19	.15								
CODs & Resources	.31**	.21*	.23*	.00	.19	.00	.14	.27**							
IP & Role Overload	.20*	.23*	.27**	.08	.03	-.05	-.02	.36**	.28**						
Perceived Stress	-.21*	-.21*	-.19	.20*	.30**	-.29**	.27**	.23*	-.06	-.10					
Emotional Exhaustion	.249*	.05	.17	.21*	.34**	-.28**	.08	.32**	.25*	.22*	.31**				
Social-Intrinsic Satisfaction	-.21*	.03	-.13	-.29**	-.40**	.26**	-.20*	-.35**	-.24*	-.24*	-.43**	-.56**			
Extrinsic-Intrinsic Satisfaction	-.11	-.01	-.08	-.32**	-.34**	.25*	-.24*	-.28**	-.19	-.21*	-.46**	-.57**	.88**		
Home Adjustment	.11	.04	.08	.11	.32**	-.21*	.30**	.32**	.14	.26**	.15	.34**	-.41**	-.34**	

** = $p < .01$, * = $p < .05$

TH-988_04614102

Intensity of Performance Monitoring (Intensity of PM), Purpose of Performance Monitoring (Purpose of PM), Resource and Intra-role Conflict (Resources & IRC), Conflicting Organizational Demands & Resources (COD & Resources), Incompatible Policies & Role Overload (IP & Role Overload).

Table 3.37 : Correlations among Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Positive Well-being with High Score on Coworker Support (N=101)

	Emotional Labor			PM		Role ambiguity & Role conflict				Positive well-being						
	Intensity with Variety	Frequency With Deep Acting	Variety With Deep Acting	Surface Acting	Intensity Of PM	Purpose Of PM	Role Ambiguity	Resource & IRC	COD & Resources	IP & Role Overload	Overall Well-being	Personal Stagnation	Dis-satisfaction With Self	Social Isolation & LP	Lack of Mastery & Relations	Purpose & Positive Relationship
Intensity With Variety																
Frequency with Deep Acting	.51**															
Variety with Deep Acting	.75**	.62**														
Surface Acting	.04	.37**	.10													
Intensity of PM	.09	-.11	.01	.12												
Purpose of PM	.02	.07	-.06	-.10	-.14											
Role ambiguity	.07	-.09	-.00	-.01	.03	-.21*										
Resource & Intra-role Conflict	.17	.18	.04	.16	.23*	-.19	.15									
CODs & Resources	.31**	.21*	.23*	.00	.19	.00	.14	.27**								
IP & Role Overload	.20*	.23*	.27**	.08	.03	-.05	-.02	.36**	.28**							
Overall Well-being	-.02	.18	.08	.04	-.28**	.29**	-.29**	-.27**	-.07	-.08						
Personal Stagnation	-.12	-.18	.03	-.17	-.31**	.02	-.20*	-.33**	-.31**	-.31**	.28**					
Dissatisfaction with Self	-.01	.01	.16	-.44**	-.45**	.16	-.17	-.22*	-.10	-.10	.32**	.61**				
Social Isolation & Lack Purpose	-.13	-.21*	-.05	-.32**	-.25*	.09	-.19	-.12	-.15	-.24*	.14	.48**	.48**			
Lack of Mastery & Relations	-.19	-.11	-.02	-.29**	-.25*	.12	-.22*	-.19	-.25*	-.34**	.09	.43**	.48**	.70**		
Purpose & Positive Relationsh	-.04	-.02	.07	-.11	-.31**	.04	-.11	-.24*	-.08	-.01	.61**	.27**	.30**	.45**	.26**	

** = $p < .01$, * = $p < .05$

TH-988-0464102 © Intensity of Performance Monitoring (Intensity of PM), Purpose of Performance Monitoring (Purpose of PM), Resource and Intra-role Conflict (Resources & IRC), Conflicting Organizational Demands & Resources (COD & Resources), Incompatible Policies & Role Overload (IP & Role Overload), Social Isolation & Lack of Purpose (Social Isolation & LP).

Table 3.38: Correlations among Emotional Labor, Performance Monitoring, Role ambiguity & Role conflict and Perceived Stress, Emotional Exhaustion, Job Satisfaction and Home Adjustment for Group with Low Score on Coworker Support (N=131)

Emotional Labor				Performance Monitoring		Role ambiguity & Role Conflict					Job Satisfaction			
Intensity with Variety	Frequency With Deep Acting	Variety With Deep Acting	Surface Acting	Intensity Of PM	Purpose Of PM	Role Ambiguity	Resource & IRC	COD & Resources	I P & Role Overload	Perceived Stress	Emotional Exhaustion	Social-Intrinsic Satisfaction	Extrinsic-Intrinsic Satisfaction	Home Adjustment
Intensity With Variety														
Frequency with Deep Acting	.34**													
Variety with Deep Acting	.76**	.66**												
Surface Acting	.14	.36**	.22*											
Intensity of PM	.07	.04	.02	.25**										
Purpose of PM	-.07	.49**	.18*	.16	.10									
Role Ambiguity	.02	-.54**	-.20*	-.17*	-.21*	-.60**								
Resource & Intra-role Conflict	.22*	.20*	.23**	.29**	.25**	.03	-.14							
CODs & Resources	.14	.21*	.26**	.29**	.22*	.23**	-.29**	.45**						
IP & Role Overload	.03	.43**	.26**	.07	.14	.34**	-.47**	.07	.37**					
Perceived Stress	.13	.13	.15	.03	.15	.11	-.01	.33**	.17	-.08				
Emotional Exhaustion	.12	.02	.16	.03	.25**	.17	-.04	.23**	.22*	.00	.40**			
Social-Intrinsic Satisfaction	.07	.18*	.05	.08	-.15	-.01	-.14	-.25**	-.13	.13	-.33**	-.55**		
Extrinsic-Intrinsic Satisfaction	.16	.08	.11	-.05	-.16	-.17*	.06	-.17*	-.09	.13	-.22**	-.45**	.81**	
Home Adjustment	.32**	.02	.18*	.12	.24**	.01	.09	.14	.17*	.136	.22*	.23**	-.09	.04

** = $p < .01$, * = $p < .05$

Intensity of Performance Monitoring (Intensity of PM), Purpose of Performance Monitoring (Purpose of PM), Resource and Intra-role Conflict (Resources & IRC), Conflicting Organizational Demands & Resources (COD & Resources), Incompatible Policies & Role Overload (IP & Role Overload).

Table 3.39 : Correlations among Emotional Labor, Performance Monitoring, Role Ambiguity & Role Conflict and Positive Well-being with Low Score on Coworker Support (N=131)

	Emotional Labor			PM		Role ambiguity & Role conflict				Positive well-being						
	Intensity with Variety	Frequency With Deep Acting	Variety With Deep Acting	Surface Acting	Intensity Of PM	Purpose Of PM	Role Ambiguity	Resource & IRC	COD & Resources	I P & Role Overload	Overall Well-being	Personal Stagnation	Dis-satisfaction With Self	Social Isolation & LP	Lack of Mastery & Relations	Purpose & Positive Relationship
Intensity With Variety																
Frequency with Deep Acting	.34															
Variety with Deep Acting	.76**	.66**														
Surface Acting	.14	.36**	.22*													
Intensity of PM	.07	.04	.02	.25**												
Purpose of PM	-.07	.49**	.18*	.16	.10											
Role Ambiguity	.02	-.54**	-.20*	-.17*	-.21*	-.60**										
Resource & Intra-role Conflict	.22*	.20*	.23**	.29**	.25**	.03	-.14									
CODs & Resources	.14	.21*	.26**	.29**	.22*	.23**	-.29**	.45**								
IP & Role Overload	.03	.43**	.26**	.07	.14	.34**	-.47**	.07	.37**							
Overall Well-being	-.07	.43**	.11	.13	.09	.52**	-.62**	.09	.15	.21*						
Personal Stagnation	-.12	.06	-.09	-.07	-.31**	.14	.12	-.27**	-.22*	-.15	-.11					
Dissatisfaction with Self	-.02	-.01	-.01	-.14	-.42**	-.16	.33**	-.17*	-.18*	-.14	-.32**	.62**				
Social Isolation & Lack Purpose	-.01	.01	-.03	-.06	-.17	-.00	.13	-.23**	-.14	-.04	-.22*	.32**	.48**			
Lack of Mastery & Relations	-.06	.02	-.07	-.13	-.36**	-.05	.14	-.279**	-.17*	-.03	-.16	.55**	.58**	.65**		
Purpose & Positive Relationsh	-.13	.22**	.03	.02	-.11	.34**	-.40**	-.05	.19*	.23**	.67**	.06	-.03	-.02	.12	

** = $p < .01$, * = $p < .05$

Intensity of Performance Monitoring (Intensity of PM), Purpose of Performance Monitoring (Purpose of PM), Resource and Intra-role Conflict (Resources & IRC), Conflicting Organizational Demands & Resources (COD & Resources), Incompatible Policies & Role Overload (IP & Role Overload), Social Isolation & Lack of Purpose (Social Isolation & LP).

Group with High score on Coworker Support
Table 3.40: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (PM) (2),
 and Role conflict (4)

Dependent Variable: Perceived Stress Scores
 (N= 101)

Dependent Variable: Perceived stress

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.30	.09	9.87 <i>df</i> (1, 99)	.00	.30	.00	Intensity of PM
2	.40	.16	9.41 <i>df</i> (2, 98)	.00	.29 .26	.00 .00	Intensity of PM Role ambiguity
3	.47	.22	9.40 <i>df</i> (3, 97)	.00	.32 .28 -.25	.00 .00 .01	Intensity of PM Role ambiguity Intensity with variety
4	.51	.26	8.54 <i>df</i> (4, 96)	.00	.29 .24 -.25 -.20	.00 .01 .01 .05	Intensity of PM Role ambiguity Intensity with variety Purpose of PM

Group with Low score on Coworker support

Table 3.41: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (PM) (2), and Role conflict (4)

Dependent Variable: Perceived Stress Scores
(N= 131)

Dependent Variable: Perceived stress

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.33	.11	15.36 <i>df</i> (1, 129)	.00	.33	.00	Resource & Intra-role conflict

Group with High score on Coworker support

Table 3.42: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (PM) (2), and Role conflict (4)

Dependent Variable: Emotional exhaustion
(N= 101)

Dependent Variable: Emotional exhaustion

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.34	.12	13.27 <i>df</i> (1, 99)	.00	.34	.00	Intensity of PM
2	.42	.18	10.61 <i>df</i> (2, 98)	.00	.29 .25	.00 .01	Intensity of PM Resource & Intra-role conflict
3	.47	.22	8.99 <i>df</i> (3, 97)	.00	.27 .22 -.20	.00 .05 .05	Intensity of PM Resource & Intra-role conflict Purpose of PM
3	.51	.26	8.26 <i>df</i> (4, 96)	.00	.25 .18 -.21 .20	.01 .05 .05 .05	Intensity of PM Resource & Intra-role conflict Purpose of PM Intensity with variety

Group with Low score on Coworker support
Table 3.43: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (PM) (2),
 and Role conflict (4)

Dependent Variable: Emotional exhaustion
 (N= 131)

Dependent Variable: Emotional exhaustion

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.25	.06	8.66 <i>df</i> (1, 129)	.00	.25	.00	Intensity of PM
2	.30	.09	6.59 <i>df</i> (2, 128)	.00	.20 .18	.05 .05	Intensity of PM Resource & Intra-role conflict

Group with High score on Coworker support
Table 3.44: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (PM) (2),
 and Role ambiguity & role conflict (4)
 Dependent Variable: Job-satisfaction (2)
 (N= 101)

Dependent Variable: Social-Intrinsic satisfaction							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1.	.40	.16	18.63 <i>df</i> (1, 99)	.00	-.40	.00	Intensity of PM
2.	.48	.23	14.42 <i>df</i> (2, 98)	.00	-.34 -.27	.00 .00	Intensity of PM Resource & Intra-role conflict
3.	.52	.27	11.95 <i>df</i> (3, 97)	.00	-.32 -.24 -.21	.00 .01 .05	Intensity of PM Resource & Intra-role conflict Surface acting
Dependent Variable: Extrinsic-Intrinsic satisfaction							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.34	.12	13.18 <i>df</i> (1, 99)	.00	-.34	.00	Intensity of PM
2	.44	.20	12.07 <i>df</i> (2, 98)	.00	-.31 -.28	.00 .00	Intensity of PM Surface acting
3	.50	.25	10.96 <i>df</i> (3, 97)	.00	-.30 -.29 -.24	.00 .00 .01	Intensity of PM Surface acting Role ambiguity
4	.54	.29	9.67 <i>df</i> (4, 96)	.00	-.30 -.27 -.24 -.18	.00 .00 .01 .05	Intensity of PM Surface acting Role ambiguity Incompatible policies & role overload

Group with Low score on Coworker support

Table 3.45: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (PM) (2), and Role ambiguity & role conflict (4)
 Dependent Variable: Job-satisfaction (2)
 (N= 131)

Dependent Variable: Social-Intrinsic satisfaction							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.25	.06	8.77 <i>df</i> (1, 129)	.00	-.25	.00	Resource & Intra-role conflict
2	.34	.12	8.63 <i>df</i> (2, 128)	.00	-.30 -.24	.00 .00	Resource & Intra-role conflict Frequency with deep acting
Dependent Variable: Extrinsic-Intrinsic satisfaction							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.17	.03	4.06 <i>df</i> (1, 129)	.05	-.17	.05	Resource & Intra-role conflict
2	.27	.07	4.93 <i>df</i> (2, 128)	.01	-.22 -.21	.01 .05	Resource & Intra-role conflict Intensity with variety

Group with High score on Coworker support

Table 3.46: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (PM) (2), and Role ambiguity & role conflict (4)
 Dependent Variable: Home adjustment
 (N= 101)

Dependent Variable: Home adjustment

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.32	.10	11.61 <i>df</i> (1, 99)	.00	.32	.00	Intensity of PM
2	.43	.19	11.35 <i>df</i> (2, 98)	.00	.32 .29	.00 .00	Intensity of Pm Role ambiguity
3	.51	.26	11.15 <i>df</i> (3, 97)	.00	.31 .29 .26	.00 .00 .05	Intensity of PM Role ambiguity Incompatible policies & role overload

Group with Low score on Coworker support

Table 3.47: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (2), and Role ambiguity & role conflict (4)
 Dependent Variable: Home adjustment
 (N= 131)

Dependent Variable: Home adjustment

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.32	.10	14.66 <i>d</i> (1,129)	.00	.32	.00	Intensity with variety
2	.39	.15	11.36 <i>d</i> (2, 128)	.00	.30 .22	.00 .01	Intensity with variety Intensity of PM

Group with High score on Coworker support

Table 3.48: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (2), and
Role ambiguity & role conflict (4)

Dependent Variable: Positive well-being (6)

(N= 101)

Dependent Variable: Overall well-being							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.29	.09	9.26 <i>df</i> (1, 99)	.00	.29	.00	Purpose of PM
2	.38	.15	8.42 <i>df</i> (2, 98)	.00	.26 -.25	.01 .01	Purpose of PM Intensity of PM
3	.45	.20	8.17 <i>df</i> (3, 97)	.00	.21 -.25 -.24	.05 .01 .01	Purpose of PM Intensity of PM Role ambiguity
Dependent Variable: Personal stagnation							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.33	.11	11.96 <i>df</i> (1, 99)	.00	-.33	.00	Resource & Intra-role conflict
2	.41	.16	9.70 <i>df</i> (2, 98)	.00	-.27 -.25	.00 .01	Resource & Intra-role conflict Intensity of PM
3	.46	.21	8.71 <i>df</i> (3, 97)	.00	-.18 -.26 -.23	.05 .01 .05	Resource & Intra-role conflict Intensity of PM Incompatible policies & Role overload
Dependent Variable: Dissatisfaction with self							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.45	.20	25.57 <i>df</i> (1, 99)	.00	-.45	.00	Intensity if PM
2	.60	.36	27.62 <i>df</i> (2, 98)	.00	-.41 -.40	.00 .00	Intensity of PM Surface acting
3	.63	.40	21.82 <i>df</i> (3, 97)	.00	-.41 -.42 .21	.00 .00 .01	Intensity of PM Surface acting Variety with deep acting
4	.66	.43	18.23 <i>df</i> (4, 96)	.00	-.38 -.43 .40 -.26	.00 .00 .00 .05	Intensity of PM Surface acting Variety with deep acting Intensity with variety

Dependent Variable: Social Isolation & Lack of purpose

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.32	.10	11.15 <i>df(1, 99)</i>	.00	-.32	.00	Surface acting
2	.38	.15	8.42 <i>df(2, 98)</i>	.00	-.30 -.21	.00 .05	Surface acting Incompatible policies & Role overload
3	.44	.19	7.61 <i>df(3, 97)</i>	.00	-.27 -.21	.00 .05	Surface acting Incompatible policies & Role overload
3	.48	.23	7.11 <i>df(4, 96)</i>	.00	-.28 -.21 -.20 -.19	.00 .05 .05 .05	Surface acting Incompatible policies & Role overload Intensity of PM Role ambiguity

Dependent Variable: Lack of Mastery & Relations

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.34	.11	12.60 <i>df(1, 99)</i>	.00	-.34	.00	Incompatible policies & Role overload
2	.43	.18	10.96 <i>df(2, 98)</i>	.00	-.31 -.26	.00 .00	Incompatible policies & Role overload Surface acting
3	.49	.24	10.03 <i>df(3, 97)</i>	.00	-.32 -.27 -.23	.00 .00 .01	Incompatible policies & Role overload Surface acting Role ambiguity
4	.53	.28	9.23 <i>df(4, 96)</i>	.00	-.31 -.24 -.23 -.20	.00 .01 .01 .05	Incompatible policies & Role overload Surface acting Role ambiguity Intensity of PM

Dependent Variable: Purpose & Positive relationship

Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.31	.09	10.26 <i>df(1, 99)</i>	.00	-.31	.00	Intensity of PM

Group with Low score on Coworker support

Table 3.49: Step-wise Multiple Regression Analysis

Independent Variables: Dimensions of Emotional labor (4), Performance monitoring (2), and
Role ambiguity & role conflict (4)

Dependent Variable: Positive well-being (6)

(N= 131)

Dependent Variable: Overall well-being							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.62	.38	80.10 <i>df</i> (1,129)	.00	-.62	.00	Role ambiguity
2	.64	.41	45.49 <i>df</i> (2, 128)	.00	-.48 .22	.00 .01	Role ambiguity Purpose of PM
Dependent Variable: Personal stagnation							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.31	.09	13.30 <i>df</i> (1, 129)	.00	-.31	.00	Intensity of PM
2	.37	.13	9.98 <i>df</i> (2, 128)	.00	-.25 -.21	.00 .01	Intensity of PM Resource & Intra-role conflict
3	.40	.16	8.30 <i>df</i> (3, 127)	.00	-.27 -.21 .17	.00 .01 .05	Intensity of PM Resource & Intra-role conflict Purpose of PM
4	.44	.19	7.65 <i>df</i> (4, 126)	.00	-.24 -.19 .30 .23	.00 .05 .00 .05	Intensity of PM Resource & Intra-role conflict Purpose of PM Role ambiguity
Dependent Variable: Dissatisfaction with self							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.42	.18	27.71 <i>df</i> (1, 129)	.00	-.42	.00	Intensity of PM
2	.48	.24	19.72 <i>df</i> (2, 128)	.00	-.37 .25	.00 .00	Intensity of PM Role ambiguity
3	.51	.26	15.03 <i>df</i> (3, 127)	.00	-.35 .36 .19	.00 .00 .05	Intensity of PM Role ambiguity Frequency with deep acting

Dependent: Social isolation & Lack of purpose							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.23	.05	7.39 <i>df</i> (1, 129)	.00	-.23	.01	Resource & Intra-role conflict
Dependent Variable: Lack of Mastery & Relations							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.36	.13	19.14 <i>df</i> (1, 129)	.00	-.36	.00	Intensity of PM
2	.41	.17	12.81 <i>df</i> (2, 128)	.00	-.31 -.20	.00 .05	Intensity of PM Resource & Intra-role conflict
Dependent Variable: Purpose & Positive relationship							
Model	R	R2	F (Eqn)	Sig of F	β	Sig of β	Variables
1	.40	.16	24.01 <i>df</i> (1, 129)	.00	-.40	.00	Role ambiguity
2	.44	.20	15.76 <i>df</i> (2, 128)	.00	-.44 -.21	.00 .01	Role ambiguity Intensity of PM

Chapter 4

Discussion

In the previous chapter results of the correlations and stepwise multiple regression analyses have been reported. These results revealed the possible relationships among independent and dependent variables. The present chapter aims to integrate and interpret the findings obtained from the results reported in the previous chapter. This chapter provides an integrated discussion of findings of the present research. The results have been discussed in the context of theoretical framework presented in the chapter 1.

As described in the previous chapters, the main objective of the present study was to investigate the effects of work factors (emotional labor, performance monitoring, and role ambiguity and role conflict) on stress and well-being of call centre agents. Moreover moderating roles of self-efficacy, supervisory support, and coworker support on the relationships between independent variables and dependent variables were also investigated.

The correlations and stepwise multiple regression analysis were carried out to see the relationships between independent variables and dependent variables. For analyzing the relative contribution of independent variables, stepwise multiple regression analyses was carried out considering factors of each independent and dependent variables. Correlations and stepwise multiple regression analyses were also carried out to see the moderating effect of self-efficacy and social support (supervisory and coworker support) on the

relationships between independent and dependent variables. Summary of results are presented below to collate outcomes of the analyses.

The results obtained from correlations and stepwise multiple regression analyses are discussed below. Discussions on the specific relationships among the variables of the study are presented in this chapter one by one. A general discussion has been presented based on overall findings following specific discussions. The findings on moderating role of self-efficacy and social support between relationships of independent and dependent variables have also been discussed.

First of all, discussions of the results of direct relationships between independent and dependent variables are presented below:

Relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Perceived Stress

As reported in the chapter 3, Intensity of Performance Monitoring had significant positive correlation with perceived stress. Moreover, stepwise multiple regression analysis reveals that Intensity of Performance Monitoring significantly and positively predicted perceived stress. Thus results suggest that a high level of Intensity of Performance Monitoring increases the perceived stress among employees. In other words, in organizations (call centres), where intensity of performance monitoring is high, employees are likely to perceive the environment as more stressful. This finding supported the hypothesis 1A proposed in the chapter 1.

The finding that Intensity of Performance Monitoring increases perceived stress among call centre employees may be attributed to pressure to perform, automatic call distribution (ACD), completing the call within average time, as well as satisfying the customer. Further fear of failure to deal with demands imposed by monitoring may be another reason of stress among employees.

Similar findings have been reported in the earlier studies that performance monitoring induces or increases perceived stress among employees (Aiello et al., 1991; Aiello & Kolb, 1995, David & Handerson, 2000; Smith, Carayon, Sanders, Lim & LeGrande, 1992; Rogers, Smith, & Sainfort, 1990; Kolb & Aiello, 1999). Smith, Carayon, Sanders, Lim, and LeGrande (1992) found that employees who had their performance electronically monitored perceived their working conditions as more stressful. Kolb and Aiello (1999) found similar results in their study. The research by Rogers, Smith, and Sainfort (1990) found that the monitored employees had significantly higher levels of reported psychological stress than the non-monitored employees.

The correlation results show that that Surface Acting dimension of emotional labor had significant positive correlation with perceived stress. This finding partially supported the hypothesis 2A proposed in the first chapter. However no dimension of emotional labor emerged as predictor of perceived stress. The finding that Surface Acting (emotional labor) increases perceived stress in the employees may be attributed to a fear of failure to satisfy customers while faking emotions or performing emotional labor. The other possible reason for the link of Surface Acting and stress would be the

emotional dissonance or inauthenticity that workers may experience in emotion work or faking emotions.

The finding that employees who do Surface Acting (faking emotions) may perceive the environment as stressful is supported by previous studies (Grandey, 2003). Moreover in a recent study, Mann and Cowburn (2005) found that surface acting (emotional labor) was positively correlated with both 'interaction stress' and daily stress levels. Pugliesi (1999) study revealed that emotional labor increases perceptions of job stress, and increases distress. None of the dimensions of emotional labor predicted perceived stress.

The correlation results also suggested that high level of Role Ambiguity increases the level of perceived stress among employees. In other words, in organizations, where Role Ambiguity is high, employees are likely to perceive the environment as more stressful. Role Ambiguity did not predict perceived stress. Further, Resource and Intra-role Conflict had significant positive correlations with perceived stress. Moreover this factor also significantly and positively predicted perceived stress. The results clearly show that an increasing level of conflict related with resources and intra-role will result in an increase in the perceived level of stress. Unexpectedly, Incompatible Policies and Role Overload negatively predicted perceived stress. The finding that Role Ambiguity and Resource and Intra-role Conflict positively correlate with perceived stress partially supports the hypothesis 3A proposed in the chapter 1.

It is evident from results that an increasing level of Resource and Intra-role Conflict may increase perceived stress among employees. Previous findings found that role conflict had detrimental effect on both self-reported strain

(O'Driscoll & Beehr, 1994) and physiological indicators of strain (Kahn & Byosiere, 1990), supports the results of the present study.

Relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Emotional Exhaustion

As reported in chapter 3, Intensity of Performance Monitoring had significant positive correlation with emotional exhaustion. The stepwise multiple regression analysis results indicate that Intensity of Performance Monitoring also significantly and positively predicted emotional exhaustion. Moreover, Intensity of Performance Monitoring turned out as the best predictor ($\beta = .22, p < .00$) of emotional exhaustion. Purpose of Performance Monitoring neither correlated with emotional exhaustion nor predicted it.

The finding that Intensity of Performance Monitoring has detrimental effects on both, perceived stress and emotional exhaustion of the employees, supports the hypotheses 1A and 1C proposed in the chapter 1. Similar finding was reported by Holman, Chissick, and Totterdell (2002), that perception of intensity performance monitoring was positively associated with emotional exhaustion. Holman's (2004) study found that level (intensity) of monitoring was positively correlated with anxiety and depression. These findings indicate that it's most likely that intense performance monitoring will induce or increase emotional exhaustion in employees. The positive relationship between Intensity of Performance Monitoring, stress and emotional exhaustion may be due to pressure to perform during monitoring in call centres, which in turn may lead to perceived stress and emotional exhaustion.

Further correlation results suggest that two dimensions of emotional labor, i.e., Intensity with Variety, and Variety with Deep Acting were significantly and positively correlated with emotional exhaustion. These findings partially supported the hypothesis 2B proposed in the first chapter. However, Variety with Deep Acting significantly and positively predicted emotional exhaustion, while Frequency with Deep Acting significantly and negatively predicted emotional exhaustion.

Thus above correlation results suggest that expressing intense and a variety of deep emotions towards customers may increase the probability of emotional exhaustion among call centre employees. The similar results were found in some previous studies. It was confirmed in one study that emotionally charged interactions with passengers are related to exhaustion (Heuven, Bakker, Schaufeli and Huisman, 2006).

Results also suggest that expressing a variety of deep emotions (a range of deep emotions) may result in high level of emotional exhaustion while expressing one's deep emotions frequently (with less variety) may decrease the intensity of the exhaustion. Grandy (2000) found that performing deep acting or modifying internal states requires attention and effort. The depletion of cognitive and energy resources, in addition to the alienation from oneself that might result from "selling" feelings for a wage (Hochschild, 1983), suggests deep acting positively relates to emotional exhaustion. However result of the present study suggests that performing deep acting frequently (with little variety of emotions) may have positive effect on emotional exhaustion. In a longitudinal study, Philipp and Schüpbach (2010) found that teachers who were able to influence their emotions to feel the emotion appropriate in a situation

(deep acting) felt significantly less emotionally exhausted over a period of time. This study supported the finding of the present study.

The results reveals a notable finding that if deep acting involves modifying internal states for a variety of emotion, it will have a negative impact on emotional exhaustion. On the other hand, deep acting may decrease emotional exhaustion of the employees if it is performed frequently and requires modifying little variety of emotions. In line with this finding, Pugliesi (1999) earlier reported that studies of workers in a variety of occupations suggest that the consequences of emotional labor are not uniformly negative. However, Mann and Cowburn (2005) found that employees reported more emotional labor when they experienced more variety of emotions.

The findings suggest that intensity and variety of emotional labor will increase emotional exhaustion in call centre employees. Further, performing deep acting (modifying internal states) for a variety of emotions will have detrimental effect on emotional exhaustion of the employees. This finding is in line with previous research and partially support the hypothesis 2B proposed in chapter 1.

Mann and Cowburn (2005) found similar results regarding the effect of intensity and variety of emotional interaction. They found that the deeper the intensity of interactions, the more variety of emotions experienced, and the more emotional labor was reported.

As reported chapter 3, Resource and Intra-role Conflict and Conflicting Organizational Demands and Resources of role ambiguity and role conflict

were significantly and positively correlated with emotional exhaustion. The stepwise multiple regression analysis results showed that Resource and Intra-role Conflict significantly and positively predicted emotional exhaustion. Therefore, conflict related with resources and intra-role at workplace may also increase the level of emotional exhaustion among employees. This finding partially supported the hypothesis 3B proposed in the chapter 1.

Relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Job Satisfaction

The direct relationship between factors of independent variables and factors of job satisfaction is discussed below:

Relationship between Independent variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Social-Intrinsic Satisfaction

The results of the study reveal that Intensity of Performance Monitoring was correlated negatively with Social-Intrinsic Satisfaction, while Purpose of Performance Monitoring was positively correlated with Social-Intrinsic Satisfaction. Further, stepwise multiple regression analysis results reveal that Intensity of Performance Monitoring significantly and negatively predicted Social-Intrinsic Satisfaction. Purpose of Performance Monitoring had significant positive correlation with Social-Intrinsic Satisfaction, however it did not emerge as a predictor of Social-Intrinsic Satisfaction.

Thus results clearly suggest that with an increasing level of Intensity of Performance Monitoring social-intrinsic job satisfaction among employees will

decrease, while with increasing level of Purpose (feedback and welfare of employees) of performance monitoring, Social-Intrinsic Job Satisfaction will also increase. This result is supported by the findings of Holman (2002) on Call centre employees.

Correlation results reveal that Purpose of Monitoring (feedback and welfare of employees) increases social and intrinsic satisfaction among call centre employees. Holman, Chissick, and Toterdell (2002) found similar findings in their research. They found that beneficial purpose of monitoring was positively related with well-being.

As reported in the previous chapter, Frequency with Deep Acting dimension of emotional labor correlated positively with Social-Intrinsic Satisfaction, indicating that the more employees will be engaged in expressions of real or deep emotions, the more they will be socially and intrinsically satisfied. A considerable number of studies found that expressing fake emotions have negative consequences for the employees and it induces dissatisfaction among employees; contrarily, expressing emotions what we really feel has been found to be satisfying for the employees specifically in human service occupations. This result suggested that call centres may not be an exception regarding the positive effects of deep acting on employees, if compared with other human service occupations.

Further results reveal that Role Ambiguity, Resource and Intra-role Conflict and Conflicting Organizational Demands and Resources of role ambiguity and role conflict significantly correlated with Social-Intrinsic Satisfaction. The directions of all the relationships were negative. The stepwise

multiple regression analysis results reveal that Role Ambiguity and Resource and Intra-role Conflict also significantly and negatively predicted Social-Intrinsic Satisfaction.

Thus results suggest that if there is high level of Role Ambiguity at the workplace, employee will be less socially and intrinsically satisfied. Moreover, if there are high levels of conflict regarding resources and intra-role or organizational demands, employees are likely to be less satisfied on the social and intrinsic level. Overall, Role Ambiguity and/or Role conflict in the organizations will result in employees' low levels of social and intrinsic satisfaction.

Relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Extrinsic-Intrinsic Satisfaction

As reported in chapter 3, Intensity of Performance Monitoring had significant negative correlation with Extrinsic-Intrinsic Satisfaction. Further, stepwise multiple regression analysis results reveal that Intensity of Performance Monitoring significantly and negatively predicted Extrinsic-Intrinsic Satisfaction. Therefore results suggest that high levels of Intensity of Performance Monitoring will determine low levels of extrinsic and intrinsic job satisfaction among call centre employees. Purpose of Performance Monitoring neither correlated with extrinsic-intrinsic satisfaction nor predicted it.

Surface Acting also had significant negative correlation with Extrinsic-intrinsic job satisfaction, however Surface Acting did not emerge as a predictor of Extrinsic and Intrinsic Satisfaction. Therefore, Results clearly suggest that if

employees will be more involved in Surface Acting, i.e., expressing fake emotions towards customers, as desired by organizations, the probability is high that they will be less satisfied with their jobs at the extrinsic as well as intrinsic level. Result also suggests that high Role Ambiguity and/or Resource and Intra-role Conflict at workplace will lead to low job satisfaction, extrinsically and intrinsically.

Role Ambiguity and Resource and Intra-role Conflict had significant negative correlations with Extrinsic-intrinsic satisfaction. Stepwise multiple regression analysis results reveal that Role Ambiguity and Resource and Intra-role Conflict significantly and negatively predicted Extrinsic-Intrinsic Satisfaction. Therefore results suggest that high levels of Role Ambiguity and/or Resource and Intra-role Conflict will determine low levels of extrinsic and intrinsic job satisfaction among employees.

Considering the both dimensions of job satisfaction (Social-Intrinsic Satisfaction and Extrinsic-Intrinsic Satisfaction) together, it was found that Intensity of Performance Monitoring had significant negative correlation with job satisfaction. Moreover, stepwise multiple regression analysis results reveal that Intensity of Performance Monitoring also significantly and negatively predicted job satisfaction. This finding fully supported hypothesis 1E proposed in the chapter 1. In a study by Holman (2004), the level (intensity) of monitoring was negatively associated with intrinsic job satisfaction; monitoring to punish (negative purpose of monitoring) was negatively correlated with extrinsic job satisfaction. Therefore the present finding that performance monitoring decreases job satisfaction has been supported by previous study of Holman (2004).

Correlation results also suggest that Role Ambiguity and Resource and Intra-role Conflict had significant negative correlations with job satisfaction (Social-Intrinsic Satisfaction and Extrinsic-Intrinsic Satisfaction). Further, stepwise multiple regression analysis results reveal that overall, Role Ambiguity and Resources and Intra-role Conflict significantly and negatively predicted job satisfaction. Therefore this finding partially supports hypothesis 3C proposed in the chapter 1. Thus result suggests that high role ambiguity in call centre organizations certainly decreases job satisfaction of call centre agents. Tarrant and Sabo (2010) found that role ambiguity and role conflict were negatively related with job satisfaction in a sample of nurse executives. Yosef (2000) also found that role conflict and role ambiguity independently and negatively affect job satisfaction.

Relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Home Adjustment

The results of the study reveal that (Table 3.1), Intensity of Performance Monitoring correlated positively with home adjustment while Purpose of Performance Monitoring correlated negatively with home adjustment. The stepwise multiple regression analysis results reveal that Intensity of Performance Monitoring significantly and positively predicted home adjustment. The above findings did not support hypothesis 1G proposed in the chapter 1.

All the dimensions of emotional labor, except Frequency with Deep Acting, i.e., Intensity with Variety, Variety with Deep Acting, and Surface Acting significantly and positively correlated with home adjustment. Intensity

with Variety also significantly and positively predicted home adjustment. These finding did not support hypothesis 2D.

It seems that expressing intense and a variety of emotions helps employees in their home adjustment. Expressing one's emotions has been found mentally healthy and good for social interaction for the individual. Thus results suggest that a person may have better home adjustment through healthy interactions taking place with home members as well as with coworkers at workplace.

Results also reveal that all the dimensions of Role Ambiguity and Role conflict correlated significantly and positively with home adjustment. Further, stepwise multiple regression analysis results reveal that Role Ambiguity, Incompatible Policies and Role Overload, Resource and Intra-role Conflict, were significant and positive predictors of home adjustment. These results contradicts hypothesis 3D proposed in the chapter 1.

Overall, it appears that due to various work demands (monitoring, Role Ambiguity and role conflict etc.) employees may develop negative feelings towards workplace through process of conditioning. These negative feelings for the workplace may in turn trigger an opposite positive feeling for one's home, simply because employee do not face any demands related to work at home and because they feel more comfort and relax at home. This process may strengthen over a period of time and may result in a better home adjustment of the employee, even though having a demanding workplace.

A second explanation for these unexpected results would be “the social desirability effect”. Home adjustment is an issue related to one’s family and is considered a private affair. An employee may not like to reveal that there are some adjustment problems due to his/her family members or home. Hence even though an employee faces problems related to home adjustment due to work demands, he may not want to reveal it.

Relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Positive Well-being

The direct relationships between factors of independent variables and factors of positive well-being are discussed below:

Relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Overall Well-being

The correlation analysis (Table 3.2) of dimensions of independent variables with Overall Well-being revealed that Purpose of Monitoring had significant positive correlation with Overall Well-being. Moreover, Purpose of Performance Monitoring also significantly and positively predicted Overall Well-being. This finding partially supported hypothesis 1J proposed in the chapter 1. Further, Intensity of Performance Monitoring neither correlated with Overall Well-being, nor predicted it.

These findings suggest that awareness about the positive purpose (feedback and development) of performance monitoring will increase Overall Well-being of the call centre agents. Thus performance monitoring should have

a feedback scheme and a developmental approach for the well-being of the call centre employees. Aiello and Saho (1993) and Stanton (2000) in their studies found that well-being of the employees were improved as employees derive satisfaction from the knowledge of their improved performance due to feedback. They also believed that they were able to cope in a better way with work demands after improved performance.

The results also revealed that Frequency with Deep Acting dimension of emotional labor had significant positive correlation with Overall Well-being. Further, stepwise multiple regression analysis revealed that Frequency with Deep Acting significantly and positively predicted Overall Well-being. The result suggests that performing deep acting (actually feeling the emotion) frequently will increase Overall Well-being of the call centre agents.

Intensity with Varsity dimension of emotional labor significantly and negatively predicted Overall Well-being, however it did not correlate with Overall well-being. Therefore, performing intense and a variety of emotions may have a negative impact on Overall Well-being. Specifically, performing intense and a variety of emotions towards customers may result in low level of well-being in call centre employees. This result partially supported hypothesis 2E.

Role Ambiguity had significant negative correlation with Overall Well-being. The Result of stepwise multiple regression analysis suggests that Role Ambiguity emerged as the best predictor of Overall Well-being ($\beta = -.47, p < .00$). This finding partially supported hypothesis 3E proposed in the chapter 3E. Thus Role Ambiguity at the workplace have an impact on Overall Well-

being of the call centre agents, that is, increasing level of Role Ambiguity will decrease level of overall- well-being of call centre agents. Incompatible Policies and Role Overload significantly and negatively predicted Overall Well-being. Therefore, incompatible policies of the organization and/or role overload related to work will have negative impact on Overall Well-being of the employees.

Relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Personal Stagnation

The correlation analysis of dimensions of independent variables with Personal Stagnation showed that Intensity of Performance Monitoring had significant negative correlation with Personal Stagnation. Further, results of the stepwise multiple regression analysis indicate that Intensity of Performance Monitoring emerged as the strongest predictor of Personal Stagnation dimension of Positive well-being. This result suggest that increasing level of Intensity of Performance Monitoring may decrease the level of Personal Stagnation, that is employees may feel a pressure to perform due to Intensity of Performance Monitoring and so he/she will be able to execute a minimum level of work instead of a stagnation stage.

The results also revealed that Purpose of Performance Monitoring emerged as a predictor of Personal Stagnation, though it did not correlate with Personal Stagnation. The result can be explained in terms of the fact that employees may not like the process of performance monitoring at all even if it has a beneficial purpose for them. Reason for this disliking may lie in the fact that there are negative attributes and image attached to the very process of

performance monitoring in our society. Irrespective of benefits of Performance Monitoring, employees may not like to be monitored at all.

The correlation results also showed that Intensity with Variety and Surface Acting dimensions of emotional labor had significant negative correlations with Personal Stagnation. Further, none of the dimensions of emotional labor predicted Personal Stagnation.

Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload dimensions of role ambiguity and role conflict also significantly and negatively correlated with Personal Stagnation. The directions of all the correlations were negative. Further, regression analysis results show that Resource and Intra-role Conflict, Incompatible Policies and Role Overload and Conflicting Organizational Demands and Resources dimensions of role ambiguity and role conflict significantly and negatively predicted Personal Stagnation.

Thus, results suggest that with an increase in above stated factors (Resource and Intra-role Conflict, Incompatible Policies and Role Overload and Conflicting Organizational Demands and Resources) at workplace the level of Personal Stagnation will decrease. In general the result can be explained in line with the concept of post traumatic growth (Tedeshi & Calhoun, 2004). Employees may be active to come out of a situation which is highly unpredictable and thus they are compelled to perform their bit (minimum) atleast, to come out from a highly conflicting and unpredictable situation.

Relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Dissatisfaction with Self

The correlation analysis (Table 3.2) of dimensions of independent variables with Dissatisfaction with Self revealed that Intensity of Performance Monitoring had significant negative correlation with Dissatisfaction with Self. Further, stepwise multiple regression analysis results revealed that Intensity of Performance Monitoring also significantly and predicted Dissatisfaction with Self.

In other words, monitoring of performance may decrease the Dissatisfaction with Self. The reason for the above stated relationship would be that monitoring of the performance of the employees keeps the things moving at the complex workplaces such as call centres. It makes a warm environment in which agents are able to execute their average to high level of performance. The execution of task may decrease the Dissatisfaction with Self among employees. Apart from its negative features, monitoring of performance gives an indication to employees that they are important to organization. Organizations also argue that monitoring is done for the welfare of the employees. The sense of being important will certainly decreases Dissatisfaction with Self among employees to some extent.

The correlation analysis (Table 3.2) also revealed that Surface Acting also had significant negative correlation with Dissatisfaction with Self. Stepwise multiple regression analysis results also showed that Surface Acting and Varsity with Deep Acting of emotional labor significantly predicted Dissatisfaction with Self. The relationship between Surface Acting and Dissatisfaction with

Self was found to be negative while the relationship of Variety with Deep Acting with Dissatisfaction with Self was positive.

The one of the objective of the study was to observe that if the dynamics of emotional labor in call centres differ from other human service occupations such as nursing. The results suggest that dynamics of emotional labor may not be same in call centre occupation as in other human service occupations. The expression of emotions towards customers may be less frequent in call centres compare to other face to face human service occupations such as nursing. Mostly, performance of deep acting (feeling the emotions actually which has to be expressed) toward customers is neither required not desirable in call centres. Contrarily, Surface Acting in the form of straight forward answering of the customer problem and without involving in any deep emotion is desirable, encouraged and rewarded by the team leaders/managers. Thus following the appreciation and reward by the top level, the front row employees may like their jobs and themselves.

The correlation analysis results (Table 3.2) also revealed that Role Ambiguity had significant positive correlation with Dissatisfaction with Self, whereas Resource and Intra-role Conflict and Conflicting Organizational Demands and Resources correlated negatively with Dissatisfaction with Self.

Further, the stepwise multiple regression analysis results revealed that Role Ambiguity significantly and positively predicted Dissatisfaction with Self. That is, a high level of Role Ambiguity will determine high level of Dissatisfaction with Self in the employees. The result is fairly supported by the earlier findings that Role Ambiguity leads to job dissatisfaction (Tarrant &

Sabo, 2010; Yousef, 2000). Role Ambiguity may lead to Dissatisfaction with Self among employees, beginning with dissatisfaction with most of the facets of one's job. The other explanation for the dissatisfaction would be that Role Ambiguity may lead to a perceived inability to perform one's job effectively and through this sense of inability it may further lead to Dissatisfaction with Self.

Relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Social Isolation and Lack of Purpose

The correlation analysis of dimensions of independent variables with Social Isolation and Lack of Purpose revealed that Intensity of Performance Monitoring had significant negative correlation with Social Isolation and Lack of Purpose. Further, the stepwise multiple regression analysis results reveal that Intensity of Performance Monitoring emerged as the best predictor of Social Isolation and Lack of Purpose. Thus results suggest that with increasing Intensity of Performance Monitoring Social Isolation and Lack of Purpose will decrease among call centre employees.

Thus, during performance monitoring employees evidently spend most of their time answering the calls. Further call centre employees may not have a choice of spending their time alone. Due to nature of their work, call centre employees are compelled to be in a group most of the time. Being in such a setting they have to either respond to their customer or chat with their coworker. This process may decrease their social isolation over a period of time. During performance monitoring, team leaders and managers may motivate the employees, which in turn might help the employees to focus on their purpose in life to some extent.

The correlation analysis also reveals that Surface Acting dimension of emotional labor had significant negative correlation with Social Isolation and Lack of Purpose. The stepwise multiple regression analysis result also found that Surface Acting was a significant predictor of Social Isolation and Lack of Purpose ($\beta = -.16, p < .00$). Surface Acting (faking emotions) can be considered as a skill of social interaction. Thus performance of Surface Acting will decrease the social isolation through social interactions among employees.

The correlation analysis revealed that Resource and Intra-role Conflict and Conflicting Organizational Demands and Resources significantly and negatively correlated with Social Isolation and Lack of Purpose. Further, stepwise multiple regression analysis reveal that Conflicting Organizational Demands and Resources also significantly predicted Social Isolation and Lack of Purpose ($\beta = -.13, p < .05$).

In the situation, where organizational demands and resources are conflicting, employees will certainly contact their coworkers, colleagues and seniors for advice about how to act in an uncertain environment. Employee may also look for support from their friends in uncertain situations. Seniors and friends in response may motivate the employees towards some purpose in life. Secondly, in the conflicting and uncertain organizational circumstances, employees feel insecure about their job and resources. In these conditions, an employee may act towards making his job and life more secure and thus decreasing a lack of purpose in life.

Relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Lack of Mastery and Relations

The correlation analysis Intensity of Performance Monitoring had significant negative correlation with Lack of Mastery and Relations. Further, results of stepwise multiple regression analysis (Table 3.7) revealed that Intensity of Performance Monitoring significantly predicted Lack of Mastery and Relations. Thus result suggests that with increasing level of performance of monitoring, lack of mastery and lack of relations will decrease. Purpose of Performance Monitoring neither correlated with Lack of Mastery and Relations, nor predicted it.

The finding that performance monitoring may decrease the lack of mastery of the employees has been supported by previous finding. Grant and Higgins (1989) found in their study that employees can benefit from performance monitoring as it enables them to improve their performance and improve their new skills. Thus performance monitoring may decrease lack of mastery among employees by improving their skills.

The correlation analysis showed that Intensity with Variety and Surface Acting dimensions of emotional labor, significantly and negatively correlated with Lack of Mastery and Relations.

Further correlation results reveal that Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload significantly correlated with Lack of Mastery and Relations. All the correlations were found to be negative. Further, Conflicting

Organizational Demands and Resources predicted Lack of Mastery and Relations.

Thus results suggest that Conflicting Organizational Demands and Resources will have an impact on Lack of Mastery and Relations ($\beta = -.17, p < .00$). As described above, in a situation where employees receive conflicting demands from the organization and also resources are unequally distributed leading to conflict of resources, employee may engage themselves reducing their incapability, learning new skills and developing mastery so that they can have more access and control on resources.

Relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Purpose and Positive Relationship

The correlation analysis of dimensions of independent variables with Purpose and Positive Relationship revealed that Intensity of Performance Monitoring had significant negative correlation with Purpose and Positive Relationship. Further, Intensity of Performance Monitoring also significantly and negatively predicted with Purpose and Positive Relationship.

Purpose of Performance Monitoring had significant positive correlation with Purpose and Positive Relationship. Moreover, it also significantly and positively predicted Purpose and Positive relationship. Results suggest that if organization is providing feedback of performance monitoring to employees and employees also know that performance monitoring is done for their welfare then they will be able to have some purpose to achieve at workplace

and in life. They may also develop positive relationships in a positive environment. This Result partially supported hypothesis 1J.

The correlation results also reveal that Frequency with Deep Acting dimension of emotional labor had significant positive correlation with Purpose and Positive Relationship. However it did not emerge as a predictor of Purpose of Positive Relationship.

The correlation analysis revealed that Role Ambiguity and Resource and Intra-role Conflict also significantly and negatively correlated with Purpose and Positive Relationship. Further, Role Ambiguity significantly and negative predicted Purpose and Positive Relationship. Incompatible Policies and Role Overload also had significant positive correlation with Purpose and Positive Relationship.

The above result suggests that Role Ambiguity determines Purpose in life and Positive relationship with others for a call centre agents, that is, an increasing level of Role Ambiguity will decrease Purpose in life and Positive relationship with others for a call centre employees. This results support the fact that when Role Ambiguity is less in the organizations, employees can set better goals (purpose) to achieve compare to the situation when Role Ambiguity is high. Studies have shown that in ambiguous situations people restrict themselves to interact with each other. Apparently, low ambiguous situation facilitates interaction with others leading to development of positive relationship.

These results are now proposed to be discussed in the light of earlier findings and in the backdrop of the models which has been followed in this study.

Considering all the dimensions of Positive well-being together, it was found that Intensity of Performance Monitoring had significant negative correlation with all the dimensions of Positive well-being (except Overall Well-being). Further, Intensity of Performance Monitoring also significantly and negatively correlated all the dimensions of Positive Well-being (except Overall Well-being). Therefore these findings partially supported the hypothesis 1I proposed in the chapter 1. These results also suggest that Intensity of Performance Monitoring emerge as the best predictor of Positive Well-being. Further, it is found that intense performance monitoring will affect positive well-being of the call centre employees.

Purpose of Performance Monitoring had significant positive correlations only with Overall Well-being and Purpose and Positive Relationship dimensions of Positive Well-being. Moreover, Purpose of Performance Monitoring also significantly and positively predicted Overall Well-being and Purpose and Positive Well-being. This finding partially supported the hypothesis proposed in the chapter 1J. Overall performance monitoring is a determining factor of positive well-being among call centre agents.

Further Surface Acting dimension of emotional labor had significant negative correlations with most of the dimensions of positive well-being, moreover it also significantly and negatively predicted most of the dimensions of positive well-bring. Thus Surface Acing also emerged as a significant

predictor of positive well-being. Further, Frequency with Deep Acting dimension of emotional labor had significant positive correlations with Overall Well-being and Purpose and Positive Relationship. Moreover, it also significantly and positively predicted Overall Well-being.

Role Ambiguity had significant negative correlation with Overall Well-being and Purpose and Positive Relationship dimensions of positive well-being. Moreover, Role Ambiguity emerged as the best predictor of Overall Well-being ($\beta = -.37, p < .00$) and Purpose and Positive Relationship ($\beta = -.28, p < .00$). Further, Resource and Intra-role Conflict dimension of role ambiguity and role conflict also had significant negative correlations with all the dimensions of positive well-being (except Overall Well-being). Therefore, resource and intra-role conflict was also important factor which affects employees' positive well-being.

Therefore, among the dimensions of 3 independent variables, Intensity of Performance Monitoring, Purpose of Performance Monitoring, Surface Acting, Frequency with Deep Acting, Role Ambiguity, and Resource and Intra-role Conflict emerged as important factors that affect positive well-being of the call centre employees.

Moderating Role of Self-Efficacy

A moderator is defined as a variable that “affects the direction and/or strength of the relation between an independent or predictor variable and a dependent or criterion variable” (Baron & Kenny, 1986). Researchers who investigate the relationships between job-related stressors (e.g., excessive job

demands, Role Ambiguity, and role conflict) and indicators of strain (e.g., Psychological strain, emotional exhaustion and job dissatisfaction) have shown considerable interest in dispositional moderators or personality characteristics in recent years. Considering moderating or mediating variables in stress research has been considered a good research framework for reaching towards a better conclusion.

Several studies have suggested that self-efficacy may play a significant role in the stress process (Cooper, Dewe, & O'Driscoll, 2001). Overall, the present study results also clearly showed that Self-efficacy played a moderating role between most of the relationships of Predictors and criterion variables.

As explained in the chapter 3, the sample was divided into two groups- high self efficacy group and low self efficacy group by median split method. Further, correlations and stepwise multiple regression analyses were carried out for both the groups (high-low self-efficacy) to examine a possible moderating role of self-efficacy between the relationship of Predictors/determinants and criterion variables.

Moderating Effect of Self-Efficacy on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Perceived Stress

Correlation results suggested that Intensity of Performance Monitoring had high positive correlations with perceived stress in both the groups- high self-efficacy group and low self-efficacy group. Moreover Intensity of Performance Monitoring also significantly and positively predicted perceived

stress more strongly in the case of high self efficacy group in comparison to low self-efficacy group. Purpose of Performance Monitoring did not correlate with perceived stress and neither predicted it in both the groups. The result reveals that Intensity of Performance Monitoring is more stressful for high self-efficacious employees than for employees with low self-efficacy. The above results did not support the hypothesis 4A (i) proposed in the chapter 1.

As discussed above that intense performance monitoring may increase the perceived stress among employees with high self-efficacy. Some of the studies have shown that motivated employees may not need monitoring of their performance, moreover, monitoring motivated employees may reduce their performance. The reason for this may lie in the fact that motivated employees believe in their ability to accomplish a task and so they dislike to be monitored while they are working to complete the task. Thus motivated employees perceive their working environment as stressful if they are highly monitored. On the contrary, employees with low motivation (self-efficacy) may think that they need monitoring to perform better. The above finding was not consistent with some earlier studies.

Result showed that Surface Acting had significant positive correlations with perceived stress in the high self-efficacy group, it also significantly predicted perceived stress in the high self-efficacy group only. Surface Acting neither correlated nor predicted perceived stress in the low self-efficacy group. This result revealed that performing Surface Acting (strongest indicator of emotional labor) may be highly stressful for high self-efficacious employees but it may not stressful for low self-efficacious employees in call centres. The above results did not support the hypothesis 5A proposed in the chapter 1.

The findings also suggest that performing surface acting may increase perceived stress among employees with high self-efficacy. Performing emotional labor in the form of expressing emotions towards customers may be taxing especially for high self-efficacy employees. Further performing surface acting (faking emotions) towards customer may have negative impact on one's self-esteem and self-respect. Therefore, performing emotional labor may increase perceived stress among high self-efficacy employees more strongly than low self-efficacy employees.

Role Ambiguity had significant positive correlation with perceived stress in the group with high self-efficacy but not in the low self-efficacy group. Further, Role Ambiguity also strongly predicted perceived stress in the high self-efficacy group only. Resource and Intra-role Conflict had significant positive correlations with perceived stress in the low self-efficacy group, and it also emerged as the best predictor of perceived stress in the same group. The result indicate that Role Ambiguity is a determining factor of perceived stress in high self-efficacious employees, whereas in low self-efficacy group it is conflict related to resource and intra-role conflict which may determine perceived stress. The above results partially supported the hypothesis 6A proposed in the chapter 1.

Employees with high self-efficacy love to have high personal control over there (work) environment (Bandura, 1997). Moreover high self-efficacious employees are performance oriented; they may dislike role ambiguity because it negatively affects their performance or their work environment. So role ambiguity may increase perceived stress among high self-efficacy employees in comparison to low self-efficacy employees.

Overall, it was found from results that self-efficacy played a moderating role between the relationships of Predictors/ Determinants and Perceived stress. These findings have high implication values about stress management in call centres, which have been discussed in the next chapter.

Moderating Effect of Self-Efficacy on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Emotional Exhaustion

Correlation analysis results suggest that Intensity of Performance Monitoring had significant positive correlations with emotional exhaustion in both the groups, i.e., high self-efficacy group and low self-efficacy group. Further, it also significantly and positively predicted emotional exhaustion in both the groups. However, stepwise multiple regression analyses show that the impact of Intensity of Performance Monitoring on emotional exhaustion was more detrimental in the high self-efficacy group in comparison to low self-efficacy group. The above results did not support the hypothesis 4B (i) proposed in the chapter 1.

In case of high job demands, high self-efficacious individuals are more prone to emotional exhaustion in comparison to individuals with low self-efficacy. As described above that high self-efficacious employees may dislike the monitoring of their work, because of their belief that they have the ability to complete a task of their own. Intense performance monitoring decreases the control employees have on their work environment. Further it also considered to have detrimental effect on their self-esteem. Consequently they may have the feeling of emotionally exhausted at their work.

Purpose of Performance Monitoring had significant negative correlation with emotional exhaustion in the high self-efficacy group, but not in the low self-efficacy group. Further, Purpose of Performance monitoring also significantly and negatively predicted emotional exhaustion in the high self-efficacy group only. The results of correlation and regression analysis revealed that a clear and beneficial purpose of monitoring decreases the level of emotional exhaustion, that is, the higher the clarity and benefits of Purpose of Performance Monitoring, the lower the emotional exhaustion in the high self-efficacy employees.

As describe above that high self-efficacious employees may not like to be monitored for various reasons. It was also explained that intense performance monitoring may increase emotional exhaustion among employees with high self-efficacy. On the other hand, performance monitoring may decrease emotional exhaustion if it possesses positive purpose for the high self-efficacious employees. If purpose of performance monitoring is done to provide feedback on the performance of the employees and employees perceive that monitoring is done for their welfare only, this may have a positive impact on the employees and purpose of monitoring may decrease their emotional exhaustion. Purpose of monitoring is a good aspect of performance monitoring, because it offer a standard control to employees by sharing their performances and providing feedback. As results reveal that positive purpose of monitoring have comparatively stronger effect on emotional exhaustion in case of high self-efficacious employees. This may be due to the fact that high self-efficacious individuals may possess higher personal control than lower self-efficacy individuals (Bandura, 1997).

Overall, all the dimensions of emotional labor except Frequency with deep acting (Surface Acting, Variety with Deep Acting, and Intensity with Variety) had significant positive correlations with emotional exhaustion in the high self efficacy group. Among dimensions of emotional labor, only Variety with deep acting had significant positive correlation with emotional exhaustion in both the group. Further, only Variety with deep acting significantly and positively predicted emotional exhaustion in both the groups. The result suggests that, overall with increasing emotional labor, emotional exhaustion will increase more likely in the high self-efficacy employees than low self-efficacy employees. The above results did not support the hypothesis 5B proposed in the chapter 1.

The aforementioned results indicate that overall high level of emotional labor affects emotional exhaustion strongly among high self-efficacy employees than low self-efficacy employees. A number of studies have shown that emotional labor leads to burnout (emotional exhaustion) among employees (Brotheridge and Grandey, 2002). Further, Zapf et al. (1999) found that high level of emotional demands was associated with high level of emotional exhaustion.

As describe earlier those employees with high self-efficacy may hold higher self-esteem and self-respect than low self-efficacy employees. Since performing emotional labor involves selling one's emotions for a wage (Hochschild 2003), it most likely affects one's self-esteem. Therefore performing emotional labor may be more difficult for high self-efficacious employees than low self efficacious employees. Consequently emotional labor

will have detrimental effects on the emotional exhaustion of the employees with high self-efficacy.

Resource and Intra-role Conflict and Conflicting Organizational Demands and Resources had significant positive correlations with emotional exhaustion in both the groups, i.e., high self-efficacy group and low self-efficacy group. Further, Resource and Intra-role Conflict significantly and positively predicted emotional exhaustion in the group with high self efficacy only, whereas Conflicting Organizational Demands and Resources significantly and positively predicted emotional exhaustion in the low self efficacy group only. Thus aforementioned results suggest that Resource conflict and Intra-role conflict will have negative effect on emotional exhaustion in the employees with high self-efficacy only, whereas Conflicting organizational demands and conflicting resources will show negative effect on emotional exhaustion in low self-efficacious employees. The above results partially supported the hypothesis 6B proposed in the chapter 1.

Overall results suggest that high level of role conflict at workplace increases emotional exhaustion in both the group of employees- high self-efficacy employees and low self-efficacy employees. Previous studies have found detrimental effects of role conflict on self reported strain (O'Driscoll & Beehr, 1994). Further, role conflict may induce negative emotional reactions, such as emotional exhaustion due to perceived inability to be effective on the job (Schaubroek et al., 1989). In some of the studies teacher self-efficacy was found moderately to strongly relate to burnout/emotional exhaustion (Chwalisz, Altmaier & Russell, 1992; Skaalvik & Skaalvik, 2007).

Considering the effects of independent variables on perceived stress and emotional exhaustion together, it was found that overall impact of work demands (intense performance monitoring, emotional labor and role ambiguity and role conflict) was more detrimental in case of high self-efficacy employees than in case of employees with low self-efficacy. One explanation of this result would be that even employees of the high self-efficacy group possess high self-efficacy, they may not be able to use effective coping style to deal with work demands. Jex, Bliese, Buzzell, and Primeau (2001) suggested that if self-efficacy is not accompanied by effective coping styles, self-efficacy may not help employees adapt to stressors more effectively than those with lower self-efficacy. A second explanation would be that high self-efficacious employees believe in themselves that they will be able to complete a task successfully (Bandura, 1997), and thus they may not like to be monitored while working on a task.

Moderating effect of Self-Efficacy on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Job Satisfaction

It was revealed from regression analyses results that two groups differ slightly in case of moderating effect of self efficacy on the relationship between independent variables and job satisfaction.

Moderating Effect of Self-Efficacy on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Social-Intrinsic Satisfaction

Correlation results suggest that Intensity of Performance Monitoring had significant negative correlations with Social-Intrinsic Satisfaction in both the groups- high self-efficacy group and low self-efficacy group. Further, Intensity of Performance Monitoring also significantly and negatively predicted Social-Intrinsic Satisfaction in both the groups. However the impact of performance monitoring on social and intrinsic job satisfaction was more intense in the case of employees with low self-efficacy than high self efficacy employees. The above results partially supported the hypothesis 4C (i) proposed in the chapter 1.

Thus the results suggest that performance monitoring affects job satisfaction (social-intrinsic) of the low self-efficacy employees more adversely than job satisfaction (social-intrinsic) of the high self-efficacy employees. Purpose of performance monitoring neither correlated with social-intrinsic satisfaction, nor predicted it in both the groups.

In his study on effects of monitoring, Holman (2004) found that level of performance monitoring negatively predicted intrinsic job satisfaction. Thus the result of the present study is supported by Holman (2004) study.

Only surface acting dimension of emotional labor had shown significant negative correlation with Social-Intrinsic satisfaction in the high self-efficacy group, but not in the low self-efficacy group. On the contrary Frequency with

Deep Acting correlated significantly and positively with Social-Intrinsic Satisfaction in the low self-efficacy group, but not in the high self-efficacy group. None of the dimensions of emotional labor predicted social-intrinsic satisfaction in both the groups. Therefore these results suggest that surface acting as emotional labor may decrease the social and intrinsic job satisfaction among employees with high self-efficacy. The above results did not support the hypothesis 5C proposed in the chapter 1.

Role Ambiguity had significant negative correlations with Social-Intrinsic Satisfaction in both groups, i.e., high self-efficacy employees and low self-efficacy employees. Moreover, Role Ambiguity significantly and negatively predicted social-intrinsic job satisfaction as the best predictor in both the groups. Thus results suggest that Role Ambiguity will have a negative effect on the job satisfaction (social-intrinsic) of both groups of employees, i.e., high and low self-efficacy.

The above results partially supported the hypothesis 6C proposed in the chapter 1.

Resource and Intra-role Conflict had significant negative correlation with Social-Intrinsic Satisfaction in both the groups- high self-efficacy group and low self-efficacy group. Moreover, Resource and Intra-role Conflict significantly and negatively predicted Social-Intrinsic Satisfaction in the high self-efficacy group only. Conflicting Organizational Demands and Resources had significant negative correlation with Social-Intrinsic Satisfaction in the low self-efficacy group, further it also significantly and negatively predicted Social-Intrinsic Satisfaction in the low self-efficacy group. The above results partially

supported the hypothesis 6C proposed in the chapter 1. Thus results suggest that, conflicts related to resources and intra-role affects job satisfaction (social-intrinsic) in the high self efficacious employees, while it is conflict associate with organizational demands and resources which affect job satisfaction (social-intrinsic) in the employees with low self-efficacy.

Therefore, it was evident from results that self-efficacy played a clear moderating role between the relationship of predictors and Social-Intrinsic Satisfaction.

Moderating Effect of Self-Efficacy on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Extrinsic-Intrinsic Satisfaction

Intensity of Performance monitoring had significant negative correlations with extrinsic-intrinsic satisfaction in both the groups, i.e., high self-efficacy group and low self-efficacy group. Moreover, Intensity of Performance Monitoring also emerged as the best predictor of Extrinsic-intrinsic satisfaction ($\beta = -.25, p < .01$) in the group with low self-efficacy only. Further, Purpose of Performance Monitoring neither correlated nor predicted Extrinsic-Intrinsic Satisfaction in both the groups.

The above results show that intense performance monitoring has detrimental effect on extrinsic satisfaction of the call centre employees. This result is in line with findings of Holman (2004). Holman found in his study that monitoring to punish negatively predicted extrinsic job satisfaction.

Correlation results suggest that Surface Acting had significant negative correlation with Extrinsic-Intrinsic Satisfaction in the case of high self-efficacy group, but it did not correlate with the Extrinsic-Intrinsic Satisfaction in the low self-efficacy group. Moreover, Surface Acting also significantly and negatively predicted extrinsic-intrinsic job satisfaction in the high self-efficacy group only. Except surface acting, none of the dimension of emotional labor correlated or predicted extrinsic-intrinsic satisfaction in both the groups. Therefore, results suggest that Surface Acting (faking emotions) as an emotional labor has negative impact on the job satisfaction (extrinsic-intrinsic) of high self-efficacious employees, but not for the employees with low self-efficacy.

Correlation results suggest that Role Ambiguity had significant negative correlation with the Extrinsic-Intrinsic Satisfaction in the group with high self-efficacy, but it did not correlate with Extrinsic-Intrinsic Satisfaction in the low self-efficacy group. Further, Role Ambiguity significantly and negatively predicted Extrinsic-Intrinsic Satisfaction as the best predictor in the high self-efficacy group only.

Resource and Intra-role conflict had significant and negative correlations with extrinsic-intrinsic satisfaction in both the group, i.e., high self-efficacy group and low self-efficacy group. Further, Resource and Intra-role Conflict significantly and negatively predicted extrinsic-intrinsic satisfaction only in the group with low self-efficacy. Thus results suggest that Resource and Intra-role Conflict decreases job satisfaction (extrinsic-intrinsic) of the low self-efficacy employees but not of the high self-efficacy employees.

Considering the both dimensions of job satisfaction together, it was found that the impact of intense performance monitoring on job satisfaction was more detrimental in the case of employees with low self-efficacy than employees with high self-efficacy. The above results supported the hypothesis 4C (i) proposed in the chapter 1. Self-efficacy belief (belief of possessing competence to perform) increases the likelihood that stressors will have less of a negative impact (Jex & Gudanowski, 1992). Moreover, Jex and Bliese (1999) in their study found that individuals with high self-efficacy responded more positively in terms of job satisfaction to tasks with high significance than low self-efficacy individuals.

Moderating effect of Self-Efficacy on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Home Adjustment

Intensity of Performance Monitoring had significant positive correlations with home adjustment in both the groups, i.e., high self-efficacy group and low self-efficacy group. Moreover, Intensity of Performance Monitoring significantly and positively predicted home adjustment as best predictor for both the groups. Purpose of performance monitoring neither correlated nor predicted home adjustment in both the groups.

None of the dimensions of emotional labor neither correlated nor predicted home adjustment in both the groups.

Role Ambiguity had significant positive correlation with home adjustment in the high self-efficacy group, but not in the low self-efficacy

group. Further, Role Ambiguity predicted home adjustment for both the groups- high self-efficacy group and low self-efficacy group.

Resource and Intra-role Conflict had significant positive correlation with home adjustment in the high self-efficacy group, but not in the low self-efficacy group. Further, Resource and Intra-role Conflict significantly predicted home adjustment in the high self-efficacy group only.

These results were unexpected because the directions of all the relationships were positive. Most plausible explanation for these unexpected results would be social desirability effect. Employees would not like to show that they are facing any problem related to adjustment at home or simply, they would not like to share about any problem at their home. Another explanation of these results would be that, working at a demanding workplace with intense monitoring, ambiguity, and conflict may push an individual to develop a positive attachment with his home and further this may lead to employee adjustment at home.

The above results did not support most of the hypotheses regarding home adjustment proposed in the chapter 1. However the results revealed that Self-efficacy moderated the relationships of some of the dimensions of Independent variables and home adjustment.

Moderating effect of Self-Efficacy on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Positive Well-being

Moderating effect of self efficacy on the relationship between factors of independent variables and factors of positive well-being are discussed below:

Moderating effect of Self-Efficacy on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Overall Well-being

Purpose of Performance Monitoring had significant positive correlations with Overall Well-being in both the groups of employees- high self efficacy and low self efficacy employees. Further, Purpose of Performance Monitoring significantly and positively predicted Overall Well-being dimension of positive well-being in both the groups. However the positive impact of Purpose of Performance Monitoring on Overall well-being was comparatively strong in the group with low self efficacy.

Intensity of Performance monitoring neither correlated with Overall Well-being nor predicted it in both the groups. The above results did not support the hypothesis 4E (i) proposed in the chapter 1.

Therefore the above results suggest that Purpose of Performance Monitoring (feedback and welfare) determines overall well-being in both groups of employees. Both groups- high and low self-efficacious call centre employees will achieve better level of well-being, if they perceive that monitoring of their performances is done for providing them feedback and for their development. This result is supported by the finding of Chalykoff and Kochan (1989). They found that immediacy of feedback, the use of constructive feedback and clarity of rating criteria were positively related to

satisfaction with the monitoring system, which in turn was related to job satisfaction.

Only one dimension of emotional labor, i.e., Frequency with Deep acting significantly and positively correlated with Overall Well-being in both the groups, i.e., high self-efficacy group and low self-efficacy group. Further Frequency with deep acting also significantly and positively predicted Overall well-being in both the groups. However, the positive effect of frequency with deep acting on overall well-being was found to be stronger in the low self-efficacy group.

Role Ambiguity had significant negative correlation with Overall Well-being in the group with low self-efficacy, but not in the high self-efficacy group. Further, Role Ambiguity also significantly and negatively predicted Overall well-being in the case of low self-efficacy group only. Role Ambiguity also emerged as the best predictor ($\beta = -.47, p < .00$) of Overall Well-being in the group with low self-efficacy. Therefore these results suggest that ambiguity related to role may have detrimental effect on the Overall Well-being of the employees who are low on self-efficacy. The above results partially supported the hypothesis 6E proposed in the chapter 1.

Resource and Intra-role Conflict had significant negative correlation with Overall Well-being in the high self-efficacy group but not in the low self-efficacy group. Further, Resource and Intra-role Conflict also significantly and negatively predicted Overall well-being in the group with high self-efficacy only. Therefore these results suggest conflicts related to resources and intra-

role will have detrimental effect on overall well-being of high self-efficacious employees.

Moderating Effect of Self-Efficacy on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Personal Stagnation

It can be observed from correlation results that Intensity of Performance Monitoring had significant negative correlations with Personal Stagnation in both the groups- high self-efficacy group and low self-efficacy group. Further, the stepwise multiple regression analysis results reveal that Intensity of Performance Monitoring emerged as the best predictor ($\beta = -.32, p < .00$) of Personal Stagnation in the group with high self-efficacy only. This result suggests that intense performance monitoring will decrease personal stagnation among call centre agents.

Purpose of Performance Monitoring had significant positive correlation in the low self-efficacy group, but not in the high self-efficacy group. Moreover, Purpose of Performance Monitoring significantly and positively predicted Personal stagnation in the low self-efficacy group, but not in the high self-efficacy group.

None of the dimensions of emotional labor neither correlated nor predicted personal stagnation in both the groups.

All the dimensions of role ambiguity and role conflict, except Role Ambiguity (Resource and Intra-role conflict, Conflicting organizational

demands and resources, and Incompatible policies and role overload) had significant negative correlations with personal stagnation in both the groups, i.e., high self-efficacy group and low self-efficacy group. Further, Resource and Intra-role Conflict significantly and negatively predicted Personal Stagnation in the high self-efficacy group only. Conflicting Organizational demands and Resources also significantly and negatively predicted personal stagnation in the low self-efficacy group only. Incompatible Policies and Role significantly and negatively predicted personal stagnation in both the groups.

The finding that intense performance monitoring reduces personal stagnation reveal that, some of the self-efficacious behaviors can also be seen while circumstances are unfavorable, and personality (high or low self-efficacy) of the individual determines whether he/she will be engaged in action to avoid the unfavorable situation. High self efficacy individuals may act to minimize the impact of Intensity of Performance Monitoring, therefore reducing a stage of personal stagnation.

In the case of low self-efficacy group, Purpose of Performance Monitoring (providing feedback and suggestions) increases the level of personal stagnation of the employees. This result may be attributed to the finding that employees on low motivation (or self-efficacy) are mostly resistant to feedback and suggestions, and as earlier findings suggest that its better to provide direction of action than feedback and suggestions to get employees' better performance.

Moreover, employees with high self-efficacy may engage in efforts to minimize the negative effects of conflict related to resources and intra-role,

while employees' with low self-efficacy may act when they receive Conflicting Organizational Demands and Resources. The process of making efforts to deal with unfavorable situation may result in a decrease in level of personal stagnation in both the group.

Moderating effect of Self-Efficacy on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Dissatisfaction with Self

The correlation results suggest that Intensity of Performance Monitoring had significant negative correlation with Dissatisfaction with Self in both the groups- high self-efficacy and low self-efficacy group. Further, the stepwise multiple regression analysis revealed that Intensity of Performance Monitoring emerged as the strongest predictor of Dissatisfaction with Self in both the groups, i.e., high self-efficacy group ($\beta = -.35, p < .00$), and low self-efficacy group ($\beta = -.31, p < .00$). However the impact of intensity of performance monitoring on Dissatisfaction with self was stronger in case of high self-efficacy employees.

Purpose of Performance monitoring had significant positive correlation with Dissatisfaction with self in the high self-efficacy group, while it significantly and negatively correlated with Dissatisfaction with Self in the low self-efficacy group. Purpose of Performance Monitoring did not predict personal stagnation in both the groups.

Only Surface Acting dimension of emotional labor had significant negative correlation with Dissatisfaction with Self in the high self-efficacy

group but not in the low self-efficacy group. Further, Surface Acting also significantly and negatively predicted Dissatisfaction with self only for high self-efficacy group.

Role Ambiguity had significant positive correlation with Dissatisfaction with Self in the low self-efficacy group only. Moreover, Role Ambiguity significantly and positively predicted Dissatisfaction with self in the low self-efficacy group, but not in the high self-efficacy group.

Moreover, Incompatible Policies and Role Overload had significant negative correlation with dissatisfaction with self in the low self-efficacy group only. Further, it has also significantly and negatively predicted dissatisfaction with self in the low self-efficacy group only.

Conflicting Organizational Demands and Resources had significant negative correlation with personal stagnation in the low self-efficacy group only, while Resource and Intra-role conflict had significant negative correlations with personal stagnation in both the groups. These both factors did not predict personal stagnation in both the groups.

It seems that both group of employees-high and low self-efficacy perform their jobs due to performance monitoring and consequently when the job is executed the levels of dissatisfaction with self decreases in both the groups.

Surface Acting negatively predicted Dissatisfaction with self. It appears that Surface Acting by an employee towards a customer ends with a satisfying customer most of the time, which is considered a main purpose to achieve by

call centre organizations. So, if an employee does Surface Acting and it is satisfying to customer, consequently employee also gets satisfaction that he has completed his work effectively and further it may decrease his/her dissatisfaction with self. As results suggest this happens only with employees with high self-efficacy but not in case of low self-efficacy employees.

Results suggest that a high level of Role Ambiguity will lead to high level of dissatisfaction with self in the employees with low self-efficacy but this is not the case with high self-efficacy employees. The result also indicates that Role Ambiguity may lead to self-criticism or self dissatisfaction easily in low self-efficacy employees, but not in high self-efficacy employees. Call centre agents with high self-efficacy are able to handle an ambiguous situation (Role Ambiguity) in better way in comparison to agents with low self-efficacy.

Moderating effect of Self-Efficacy on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Social Isolation and Lack of Purpose

Correlations analysis results suggest that Intensity of Performance Monitoring had significant negative correlations with Social Isolation and Lack of Purpose in both the groups, i.e., high self-efficacy group and low self-efficacy group. Further, stepwise multiple regression analysis revealed that Intensity of Performance Monitoring emerged as the best predictor of Social Isolation and Lack of Purpose in the high self-efficacy group but not in the low self-efficacy group. Purpose of Performance Monitoring neither correlated nor predicted social isolation and lack of purpose in both the groups.

Only Surface Acting dimension of emotional labor had significant negative correlation with Social Isolation and Lack of Purpose in the high self-efficacy group, but not in the low self-efficacy group. Further, Surface Acting significantly and negatively predicted Social Isolation and Lack of Purpose in the high self-efficacy group only.

Role Ambiguity had significant negative correlations with Social Isolation and Lack of Purpose in the high self-efficacy group only. Further, stepwise multiple regression analysis revealed that Role Ambiguity also significantly and negatively predicted Social Isolation and Lack of Purpose in the high self-efficacy group but not in the low self-efficacy group.

Resource and Intra-role Conflict had significant negative correlation with Social Isolation and Lack of Purpose in both the groups, i.e., high self-efficacy group and low self-efficacy group. Further, only Resource and Intra-role Conflict negatively predicted Social Isolation and Lack of Purpose in the low self-efficacy group, but not in the high self-efficacy group.

Conflicting Organizational demands and resources had significant negative correlation with social isolation and lack of purpose in the high self-efficacy group, but not in the low self-efficacy group. Further, it did not predict social isolation and lack of purpose in both the group.

The above results suggest that in a work setting where performance monitoring and Role Ambiguity are high and employees are compelled to do Surface Acting frequently, high self-efficacy employees may look for social support available to them to avoid negative effects of these work factors and

thus in the process of receiving support from others their level of social isolation may decrease. In low self-efficacy group, employees may search for social support when they face Resource and Intra-role Conflict, but this was not applicable for high self-efficacy employees.

Moderating effect of Self-Efficacy on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Lack of Mastery and Relations

The correlation results reveal that Intensity of Performance Monitoring had significant negative correlations with Lack of Mastery and Relations in both the groups- high self-efficacy group and low self-efficacy group. Further, the regression analyses results revealed that Intensity of Performance Monitoring significantly and negatively predicted Lack of Mastery and Relations dimension of Positive well-being in both the groups. However, the impact of performance monitoring on Lack of mastery and relations was stronger in case of high self-efficacy group.

Purpose of Performance Monitoring neither correlated with Lack of Mastery and Relations nor predicted it.

It was found that employees can benefit from performance monitoring as it enables them to improve their performance and improve their new skills (Grant and Higgins, 1989). Thus performance monitoring may decrease lack of mastery among employees by improving their skills.

Surface Acting had significant negative correlations with Lack of Mastery and Relations in the high self-efficacy group, but not in the low self-efficacy group. Further, the regression analyses results revealed that Surface Acting significantly and negatively predicted Lack of Mastery and Relations dimension of positive well-being in the high self-efficacy group only.

Intensity with variety and Variety with Deep acting dimensions of emotional labor had significant negative correlations with Lack of Mastery and Relations dimension of positive well-being in the low self-efficacy group only. These two dimensions did not predict Lack of Mastery and Relations in both the group.

Resource and Intra-role conflict and Conflicting Organizational demands and resources had significant negative correlations with social isolation and lack of purpose in both the groups, i.e., high self-efficacy group and low self-efficacy group. Further, Resource and Intra-role conflict and Conflicting Organizational demands and resources significantly and negatively correlated with social isolation and lack of purpose in the group with low self-efficacy only.

Incompatible Policies and Role Overload had significant negative correlations with Lack of Mastery and Relations in the high self-efficacy group, but not in the low self-efficacy group. Further, the stepwise multiple regression analyses results revealed that Incompatible policies and role overload significantly and negatively predicted Lack of Mastery and Relations in the high self-efficacy group only.

The above reported results suggest that Intensity of Performance Monitoring decreases lack of mastery and lack of positive relationships in the both groups- high and low self-efficacy group. It seems that apart from its negative effects (emotional reactions of employees) performance monitoring is helpful in developing skills and mastery of the employees in various aspects of their life and therefore decreasing the lack of mastery in both high and low self-efficacy employees. The results of the qualitative study supported this finding, that is, most of the employees shared that performance monitoring helps them to learn new skills and mastery.

Both high and low self-efficacy employees may search for social support to avoid the negative effects of intense performance monitoring. The support they receive from their colleagues and coworkers may develop into a good relationship in future, thus decreasing the lack of positive relationships.

Surface Acting had significant negative correlation with Lack of Mastery and Relations in the group with high self-efficacy but not in the low self-efficacy group. Further, Surface Acting also negatively predicted Lack of Mastery and Relations in the high self-efficacy group but not in the low self-efficacy group. Therefore expressing fake emotions may have negative effects on high self-efficacy employees but it may lead to good relationships and therefore decreasing a lack of relations. The reason for this may lie in the fact that relationships develop due to positive interactions among individuals, and Surface Acting may act as a base for positive interactions.

Interestingly, Role Ambiguity negatively predicted Lack of Mastery and Relations in high self-efficacy group, while in low self-efficacy group, role

conflict (Resource and Intra-role Conflict and Conflicting Organizational Demands and Resources) significantly and negatively predicted Lack of Mastery and Relations. It seems that in ambiguous situations, high self-efficacy employees may contact their coworkers and supervisors to decrease the uncertainty and by doing this they may learn new things and develop new relationships. Whereas low self-efficacy employees may contact their colleagues and supervisors when they face conflict of resources and intra-role or receive conflicting organizational demands. In this case also, it is probable that employees learn new skills and develop positive relationships.

Moderating effect of Self-Efficacy on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Purpose and Positive Relationship

Intensity of Performance Monitoring had significant negative correlations with Purpose and Positive Relationship in the high self-efficacy group, but not in the low self-efficacy group. Further, Intensity of Performance Monitoring emerged as the best predictor of Purpose and Positive Relationship ($\beta = -.28, p < .00$) in high self-efficacy group only. Purpose of Performance Monitoring had significant positive correlations with purpose and positive relationship in both the groups, i.e., high self-efficacy group and low self-efficacy group, but it did not emerged as a predictor of Purpose and Positive Relationship in both the groups.

None of the dimensions of emotional labor neither correlated nor predicted Purpose and Positive Relationships in both the groups.

Role Ambiguity had significant negative correlation with Purpose and Positive Relationship in the both groups- high self-efficacy group and low self-efficacy group. Further, the regression analysis results revealed that Role Ambiguity significantly and negatively predicted Purpose and Positive relationship in both the groups. However the impact of role ambiguity on purpose and positive relationship was stronger in case of low self-efficacy group.

Thus, above mentioned results suggest that Intensity of Performance Monitoring will affect purpose in life and positive relationships with others for the employees with high self-efficacy. Role Ambiguity will determine purpose in life and positive relationships with others for both the group- high and low self-efficacy. However the effect of Role Ambiguity on Purpose and Positive Relationship was found to be more intense in group with low self-efficacy.

Correlation results also reveal that Resource and Intra-role Conflict had significant negative correlation with Purpose and Positive Relationship in the group with high self-efficacy, but it did not correlate with Purpose and Positive Relationship in the low self-efficacy group. Further, regression analysis results showed that Resource and Intra-role Conflict significantly and negatively predicted Purpose and Positive Relationship in high self-efficacy group only. Therefore this result suggests that conflict related to resources and intra-role will determine purpose in life and positive relationships with others in high self-efficacy employees but not in low self-efficacy employees.

Incompatible Policies and Role overload had significant and negative correlation with Purpose and Positive Relationship in the low self-efficacy

group only, but it did not emerged as predictor of Purpose and Positive Relationship in both the cases.

Considering all the dimensions of Positive Well-being together, correlation and regression analysis results suggested that Intensity of Performance Monitoring had highly significant negative correlations with all the dimensions of positive well-being, except Overall Well-being in the group with high self-efficacy. Further, Intensity of Performance Monitoring was the only significant and negative predictor of the all the factors of positive well-being except Overall Well-being for the same group. Surface Acting also significantly and negatively predicted most of the dimensions of positive well-being in the high self-efficacy group. In the low self-efficacy group, Role Ambiguity and Role Conflict emerge as the best predictors of Positive Well-being. Overall, Intensity and Purpose of Performance Monitoring also significantly predicted Positive Well-being in the low self-efficacy group.

Specifically, Purpose of Performance Monitoring was strongly associated with Overall well-being in both the groups- high and low self-efficacy, indicating that if employees perceive that monitoring is done with good purpose, or for their welfare, this will have a positive impact on their overall well-being.

Thus the results of the dimensions of positive well-being suggest that self-efficacy played role of a significant moderator between relationships of work demand factors and stress and positive well-being. This finding is supported by some of the previous research. Self-efficacy was found as a stress

moderator in some of the stressor and work well-being relationships (Siu, Spector, Cooper, & Lu, 2005).

Overall, results of the present study demonstrate that Self-efficacy played a significant moderating role between relationships of most of the predictors and criterions; however it did not support a buffer effect (reducing the impact of stressors on strain). Performance monitoring was proved to be a key determinant of stress and well-being in employees with high self-efficacy. Holman, Chissick, and Totterdell (2002) suggested in their study that self-efficacy of employees may play a role between performance monitoring and its detrimental effects. The present study provided empirical support for this suggestion. In employees with low self-efficacy, Role conflict emerged as key determinant of perceived stress. Role Ambiguity and Resource and Intra-role Conflict emerged as key determinants of Overall Well-being in the employees with low self-efficacy.

The Moderating Role of Supervisory Support

The discussion of the moderating role of supervisory support on the relationships between independent variables and dependent variables are presented below:

Moderating effect of Supervisory Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor and Role Ambiguity and Role Conflict) and Perceived Stress

As reported in the previous chapter Intensity of Performance Monitoring had significant positive correlation with perceived stress in the high supervisory support group, but not in the low supervisory support group. Further, Intensity of Performance Monitoring emerged as the best predictor of perceived stress in the high supervisory support group, but it did not predict perceived stress in the group receiving low supervisory support. Purpose of Performance Monitoring neither correlated with perceived stress, nor predicted it in both the groups.

Thus above results suggest that intense performance monitoring will have more detrimental effect on perceived stress in the employees who receive high supervisory support. Supporting the above finding Kaufman and Beehr (1986) found that social support strengthened the positive relationship between stressors and strains. However this finding contradicts most theories and models of job stress and social support.

The above results did not support the hypothesis 7A (i) proposed in the chapter 1.

Only one dimension of emotional labor, i.e., Frequency with Deep Acting had significant negative correlation with perceived stress in the high supervisory support group, but not in the low supervisory support group.

Frequency with Deep Acting did not emerge as predictor of perceived stress in both the groups.

Resource and Intra-role Conflict had significant positive correlation with perceived stress in both the groups- high supervisory support and low supervisory support. Further, Resource and Intra-role Conflict also significantly and positively predicted perceived stress in both the groups. However the impact of Resource and Intra-role Conflict on perceived stress was stronger in the case of low supervisory support group. The above results partially supported the hypothesis 9A proposed in the chapter 1.

The above result is in line with previous findings. Winnubst, Marcelissen, and Kleber (1982) found that social support buffers the impact of work-related stressors on psychological and behavioral strains. Further Cummins (1989) in his study found that support from a variety of sources focusing on problems at work was found to be stress buffering for internal individuals.

Incompatible Policies and Role Overload had significant negative correlations with perceived stress in the low supervisory support group, but not in the high supervisory support group. Further, it also significantly and negatively predicted perceived stress in the low supervisory support group but not in the high supervisory support group.

Overall, above described results reveal that Intensity of Performance Monitoring is a major determinant of perceived stress in the employees with

high supervisory support but not in the case of employees receiving low supervisory support.

Results also revealed that conflict associated with Resources and Intra-role Conflict will result in stress for both the groups- high supervisory support and low supervisory support. Further, Incompatible policies of the organization and role overload will determine perceived stress in the group having low supervisory support, but not in the group with high supervisory support.

Moderating effect of Supervisory Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor and Role Ambiguity and Role Conflict) and Emotional Exhaustion

As evident from results reported in the previous chapter, Intensity of Performance Monitoring had significant positive correlations with emotional exhaustion in the group with low supervisory support, but not in the high supervisory support group. Further, stepwise multiple regression analysis results also revealed that Intensity of Performance Monitoring significantly and positively predicted emotional exhaustion for the low supervisory support group but not for the high supervisory support group.

The results indicate that supervisory support may decrease the negative effects of intense performance monitoring on emotional exhaustion. The above results supported the hypothesis 7B (i) proposed in the chapter 1. This result is in line with previous research findings. A number of studies have found that social support moderate or “buffer” the impact of psychosocial stress on physical and mental health (e.g., Casell, 1976; Cobb, 1976; Caplan, 1979). A

good relationship with one's supervisor and coworkers may make work situations less stressful. A study by House (1981) found that social support had positive effects on the physical and mental health of factory workers.

Correlation results also reveal that Variety with Deep Acting of emotional labor correlated positively with emotional exhaustion in the high supervisory support group only. Further, Variety with Deep Acting also significantly and positively predicted emotional exhaustion in the high supervisory support but not in the low supervisory support. This result did not support the hypothesis 8B. Intensity with variety of emotional labor had significant positive correlations with emotional exhaustion in both the groups, but it failed to predict emotional exhaustion in both the groups.

Role Ambiguity had significant positive correlation with emotional exhaustion in the group with low supervisory support, but not in the high supervisory support group. Further, stepwise multiple regression analysis results also revealed that Role Ambiguity significantly and positively predicted emotional exhaustion for the low supervisory support group but not for the high supervisory support group. The above results partially supported the hypothesis 9B proposed in the chapter 1.

Therefore, high role ambiguity increases emotional exhaustion in the employees with low self-efficacy, but not in the high self-efficacy. The above result is in line with previous finding. Brisette, Scheier and Carver (2002) in a sample of university students found that higher levels of optimism were prospectively associated with smaller increases in stress and depression, with social support serving as a mediator.

Correlation results also reveal that Resource and Intra-role Conflict had significant positive correlation with emotional exhaustion in both the groups. Further, Resource and Intra-role Conflict significantly and positively predicted emotional exhaustion in the high supervisory support group but not in the low supervisory support group.

Therefore, above reported results reveal that employees who receive low supervisory support may have emotional exhaustion due to Intensity of Performance Monitoring and Role Ambiguity, but this will not be the case for employees with high supervisory support. Therefore it seems that supervisory support (social support) has decreased the negative effects of intense performance monitoring and role ambiguity on emotional exhaustion. Partially supporting this finding, Shankar and Famuyiwa (1991) in a study found that perceived social support appeared to exert a positive influence on health presumably by counteracting the adverse affects of job stress.

However conflict related to resources and intra-role conflict, and expressing emotions frequently towards customers may result in emotional exhaustion for employees who receive high supervisory support, but this will not be the case with employees with low supervisory support.

Thus it is evident that supervisory support is playing a significant moderating role between the relationships of independent variables and emotional exhaustion. Research support that supervisory support played role of a moderator in respect to emotional exhaustion. Muhammad and Hamdy (2005) found that supervisory support moderate the relationships between experienced burnout (emotional exhaustion) and work outcomes.

Considering the perceived stress and emotional exhaustion together, the results indicate that Intensity of Performance Monitoring emerged as the best predictor of perceived Stress ($\beta = .28, p < .00$) in high supervisory support group; however it emerged strongest predictor ($\beta = .44, p < .00$) of emotional exhaustion in low supervisory support group. In other words, Intensity of Performance Monitoring may determine stress in the employees with high supervisory support but it will not lead to emotional exhaustion in the same group. The above result did not support hypothesis 7A (i), but supported the hypothesis 7B (i) proposed in the chapter 1.

Likewise, Resource and Intra-role Conflict emerged as strongest predictor of perceived stress in the low supervisory support group, but it also predicted emotional exhaustion in the group receiving high supervisory support as the strongest predictor. Therefore, employees who receive low supervisory support may face perceived stress due to Conflict of resources and intra-role conflict. Further, Resource conflict and intra-role conflict may result in emotional exhaustion in the employees with high supervisory support. Supporting the above findings Gray-Stanley et al. (2010) found that supervisory support moderated the effects of role conflict on depression.

In a study by Gilbreath and Benson (2004), it was found that if employees rated their supervisor's behavior negatively, this was more likely that they will have poorer mental health. On the other hand, people who described supervisor behavior above average were more likely to have average psychological health.

Moderating effect of Supervisory Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor and Role Ambiguity and Role Conflict) and Job Satisfaction

The moderating effects of coworker support on the relationship between factors of independent variables and factors of job satisfaction have been discussed below:

Moderating effect of Supervisory Support on the relationship between Independent Variables (Emotional Labor, Performance Monitoring, and Role Ambiguity and Role Conflict) and Social-Intrinsic Satisfaction

It was evident from the results reported in previous chapter that Intensity of Performance Monitoring had significant negative correlations with Social-Intrinsic Satisfaction in both the groups, i.e, high supervisory support group and low supervisory support group. Further, Intensity of Performance Monitoring predicted Social-Intrinsic Satisfaction in the low supervisory support group only.

Purpose of Performance Monitoring had significant positive correlation with Social-Intrinsic Satisfaction in the group with high supervisory support but not in the low supervisory support group. Further Purpose of Performance Monitoring significantly predicted Social-Intrinsic Satisfaction only in the group receiving high supervisory support.

Thus above described results indicate that Intensity of Performance Monitoring determines Social-Intrinsic Satisfaction in the low supervisory

support group. In other words, social-intrinsic job satisfaction will decrease with increasing Intensity of Performance Monitoring among employees who receive low supervisory support. On the other hand, Purpose of Performance Monitoring determines Social-Intrinsic Satisfaction in the group with high supervisory support, that is, employees who receive high supervisory support will be socially and intrinsically satisfied with their jobs if they know that performance monitoring is done for their welfare and feedback.

Frequency with Deep Acting dimension of emotional labor had significant positive correlation with social-intrinsic satisfaction in the high supervisory support group, but not in the low supervisory support group. Further, Frequency with Deep Acting dimension of emotional labor significantly and positively predicted Social-Intrinsic Satisfaction in the high supervisory support group. None of the dimensions of emotional labor predicted Social-Intrinsic Satisfaction in the low supervisory support group. Also, no dimension of emotional labor correlated with Social-Intrinsic Satisfaction in the low supervisory support group. Resource and Intra-role Conflict significantly predicted Social-Intrinsic Satisfaction in both the groups-high supervisory support and low supervisory support.

The above results suggest that emotional labor (Frequency with Deep Acting and Variety with Deep Acting) partially determined Social-Intrinsic Satisfaction in the high supervisory support group but not in the low supervisory support. Thus results suggest that expressing emotions frequently towards customers may lead to high social and intrinsic job satisfaction while expressing a variety of emotions may result in low social and intrinsic job

satisfaction among employees who receive high supervisory support. This was not the case with employees who receive low supervisory support.

Correlation results suggest that Role Ambiguity had significant negative correlations with Social-Intrinsic Satisfaction in both the groups. Moreover, Role Ambiguity significantly and strongly predicted Social-Intrinsic Satisfaction in the group receiving low supervisory support but not in the group with high supervisory support.

Results also suggested that a high level of Role Ambiguity will result in low level of social and intrinsic job satisfaction in the employees who receive low supervisory support but this is not the case with high supervisory support group. Further, Resource conflict and intra-role conflict determines low social and intrinsic satisfaction among both group of employees- high supervisory support and low supervisory support.

Moderating Effect of Supervisory Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor and Role Ambiguity and Role Conflict) and Extrinsic-Intrinsic Satisfaction

Correlation results suggest that Intensity of Performance Monitoring had significant negative correlation with Extrinsic-Intrinsic Satisfaction in the low supervisory support group, but not in the high supervisory support group. Further, stepwise multiple regression analysis reveals that Intensity of Performance Monitoring significantly and negatively predicted Extrinsic-Intrinsic Satisfaction in the low supervisory support group only. No other factors of independent variables correlated with Extrinsic-Intrinsic Satisfaction

in the high supervisory support group. Moreover, none of the factors of independent variables predicted Extrinsic-Intrinsic Satisfaction in the high supervisory support. Purpose of Performance Monitoring neither correlated with Extrinsic-Intrinsic Satisfaction nor predicted it in both the groups.

Therefore the above described results indicate that intense monitoring of performance will result in a decrease in extrinsic and intrinsic job satisfaction among employees who receive low supervisory support. Intensity of Performance Monitoring did not predict Extrinsic-Intrinsic Satisfaction in the high supervisory support.

None of the dimensions of emotional labor correlated or predicted extrinsic-intrinsic satisfaction in both the groups.

Role ambiguity and Resource and Intra-role Conflict had significant negative correlations with extrinsic-intrinsic satisfaction in the low supervisory support group only. No dimension of role ambiguity and role conflict had correlations with extrinsic-intrinsic satisfaction in the high supervisory support group.

Incompatible Policies and Role Overload also had significant positive correlation with extrinsic-intrinsic satisfaction in the low supervisory support group only. Further, Incompatible Policies and Role Overload significantly and positively predicted Extrinsic-Intrinsic Satisfaction in the group receiving low supervisory support, but not in the group with high supervisory support.

Thus results clearly show that supervisory support plays a significant moderating role between the relationships of some of the predictors and Extrinsic-Intrinsic Satisfaction.

Considering the both dimensions of job satisfaction together, it was found that Intensity of Performance Monitoring had negative impact on job satisfaction in the low supervisory support group, but not in the high supervisory support group. The above results supported the hypothesis 7C proposed in the chapter 1.

Cummins (1989) found that supervisory support was directly related to job satisfaction for externals individuals. Therefore results suggest that intense performance monitoring will result in low job satisfaction in the employees who receive low supervisory support but this was not the case with the high supervisory support group.

Moderating effect of Supervisory Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor and Role Ambiguity and Role Conflict) and Home Adjustment

Correlation results suggest that Intensity of Performance Monitoring had significant positive correlations with home adjustment in the high supervisory support group, but not in the low supervisory support group. Further, stepwise regression analysis results revealed that Intensity of Performance Monitoring significantly and positively predicted home adjustment for the group receiving high supervisory support only. Purpose of Performance Monitoring had significant negative correlations with home adjustment in the groups, i.e., high

supervisory support and low supervisory support. However it did not predict home adjustment in both the groups.

Intensity with Variety of emotional labor had significant positive correlation with home adjustment in the low supervisory support group, but not in the high supervisory support group. Further, Intensity with Variety of emotional labor significantly predicted home adjustment in the low supervisory support group only.

Frequency with deep acting had significant negative correlation with home adjustment in the high supervisory support group only, however Frequency with deep acting did not predict home adjustment in both the groups. Surface acting had significant positive correlation with home adjustment in the high supervisory support group only, however it did not predict home adjustment in both the groups.

Role ambiguity had significant positive correlation with home adjustment in both the groups, i.e., high supervisory support group and low supervisory support group. Role Ambiguity also significantly and positively predicted home adjustment for both the groups. However the impact of role ambiguity on home adjustment was found to be stronger in case of high supervisory support group.

Resource and Intra-role Conflict had significant positive correlations with home adjustment in the high supervisory support group only. Further, stepwise multiple regression analysis results revealed that Resource and Intra-role Conflict significantly and positively predicted home adjustment for the

group receiving high supervisory support but not for the low supervisory support group. The above results did not support the hypotheses regarding home adjustment proposed in the chapter 1.

Unexpectedly, the above described results reveal that Intensity of Performance Monitoring and conflict related to resources and intra-role may determine home adjustment in the employees who receive high supervisory support but not in the low supervisory support group. It seems from result that supervisory support helps employee in their adjustment at home. It is evident that supervisory support plays a moderating effect between independent variables and home adjustment.

Moderating effect of Supervisory Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor and Role Ambiguity and Role Conflict) and Positive Well-being

The moderating effect of supervisory support on the relationship between factors of independent variables and factors of positive well-being are discussed below:

Moderating effect of Supervisory Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor and Role Ambiguity and Role Conflict) and Overall Well-being

As reported in the previous chapter, Intensity of Performance Monitoring had significant negative correlation with Overall Well-being in the

high supervisory support group, but not in the low supervisory support group. Further, Intensity of Performance Monitoring also significantly and negatively predicted Overall Well-being in the group with high supervisory support, but not in the low supervisory support group. This result did not support the hypothesis 7E (i) proposed in the chapter 1. However Holman, Chissick, and Totterdell (2002) found similar results in their study. In their study supervisory support did not mediate the relationship between monitoring and well-being.

Supporting the above finding it was found in the literature that supervisors' behavior is closely related to employees' health. Gilbreath and Benson (2004) study found that even when stressful events were taken into account, supervisors' behavior had an influence on employees' psychological health.

Purpose of Performance Monitoring had significant positive correlations in both the groups, i.e., group with high supervisory support and low supervisory support group. Further, Purpose of Performance Monitoring significantly and positively predicted Overall Well-being in both the groups. However the positive impact of purpose of performance monitoring on overall well-being was found to be stronger in case of high supervisory support group. This finding supported the hypothesis 7E (ii) proposed in the chapter 1. The above result was in line with the earlier finding that social support is found to be related to subjective well-being (Kahn, Hessling, & Russell, 2003).

Frequency with Deep Acting of emotional labor had significant positive correlations with Overall Well-being in both the groups. Further, Frequency with Deep Acting of emotional labor significantly and positively predicted Overall Well-being in the low supervisory support group only.

Role Ambiguity had significant negative correlations with Overall Well-being in both the groups. Further, Role Ambiguity significantly and negatively predicted Overall Well-being in both the groups- high supervisory support and low supervisory support group. However the impact of role ambiguity on Overall well-being was found to be comparatively intense in high supervisory support group.

Resource and Intra-role conflict had significant negative correlation with Overall well-being in the high self-efficacy group, but not in the low self-efficacy group. However it did not emerge as a predictor of Overall Well-being in both the groups.

The above reported results suggest that intense performance monitoring will decrease Overall Well-being in the employees receiving high supervisory support, but not in the low supervisory support group. Moreover, good purpose (feedback and welfare) of performance monitoring will result in Overall Well-being in both the groups of employees. However the positive impact of purpose of monitoring on Overall well-being will be felt more in the case of employees who receive high supervisory support.

Further, Expressing true emotions (deep acting) frequently will increase Overall Well-being of the employees who receive low supervisory support but this is not the case for employees with high supervisory support.

A high level of Role Ambiguity will determine low level of Overall Well-being in both the groups of employees- high supervisory support and low supervisory support. Further a high level of conflicts related to resources and

intra-role may lead a low level of Overall well-being for employees with high supervisory support.

Moderating effect of Supervisory Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor and Role Ambiguity and Role Conflict) and Personal Stagnation

Correlation results reveal that Intensity of Performance Monitoring had significant negative correlations with Personal Stagnation in both the groups, i.e., high and low supervisory support groups. Further, Intensity of Performance Monitoring significantly and negatively predicted Personal Stagnation in the low supervisory support but not in the high supervisory support group. Purpose of Performance Monitoring neither correlated with personal stagnation nor predicted it in both the groups.

Only, Intensity with Variety dimension of emotional labor had significant negative correlation with personal stagnation in the low supervisory support group but not in the high supervisory support group. None of the dimensions of emotional labor correlate with personal stagnation in the high supervisory support group. However, Intensity with Variety of emotional labor did not emerge as a predictor of Personal stagnation. Further, though it did not correlate with personal stagnation, Frequency with Deep Acting of emotional labor significantly and positively predicted Personal Stagnation in the group with high supervisory support only.

Resource and Intra-role Conflict and Conflicting Organizational demands and Resources had significant negative correlations with Personal

Stagnation in both the groups- high supervisory support group and low supervisory support group. Further, Resource and intra-role conflict significantly and negatively predicted Personal Stagnation in the low supervisory support group only. Conflicting Organizational Demands emerged as the best predictor of Personal Stagnation ($\beta = -.32, p < .00$) in the high supervisory support group only.

Incompatible Policies and Role Overload had significant negative correlation with personal stagnation in the low supervisory support group only. Further, Incompatible Policies and Role Overload also significantly and negatively predicted personal stagnation in the group with low supervisory support only.

Thus above reported results suggest that Intensity of Performance Monitoring may decrease the level of Personal Stagnation in the employees who receive low supervisory support. As discussed earlier, performance monitoring ensures a minimum level of performance when employees are not motivated. Employees who receive low supervisory support may be less motivated and they may develop stage of Personal Stagnation. In this situation, performance monitoring ensures that employees will perform their minimum; this may reduce the Personal Stagnation of the employees who receive low supervisory support.

Results revealed that expressing emotions frequently towards customers may result in Personal Stagnation in the high supervisory support group. Thus, performing emotional labor on a regular basis towards customers may cause lack of growth for the employees with high supervisory support.

Overall Role Conflict significantly predicted Personal Stagnation in the employees who receive low supervisory support while conflicting organizational demands and conflicting resources predicted Personal Stagnation in employees with high supervisory support.

Moderating effect of Supervisory Support on the relationship between Independent Variables (Emotional Labor, Performance Monitoring, and Role Ambiguity and Role Conflict) and Dissatisfaction with Self

Correlations results suggested that Intensity of Performance Monitoring had significant negative correlations with Dissatisfaction with Self in both the groups, i.e., high self-efficacy and low self-efficacy. Further, Intensity of Performance Monitoring significantly and negatively predicted Dissatisfaction with Self in both the groups. However, the effect of performance monitoring on Dissatisfaction with self was comparatively stronger in case of high supervisory support group. Purpose of Performance Monitoring neither correlate with Dissatisfaction with self, nor predicted it in both the groups.

Variety with Deep Acting had significant positive correlations with Dissatisfaction with Self in the group with high coworker support, but not in the group with low supervisory support. Further, stepwise multiple regression analysis results reveal that Variety with Deep Acting significantly and positively predicted Dissatisfaction with Self in the group receiving high supervisory support but not in the group with low supervisory support.

Surface acting had significant negative correlations with Dissatisfaction with self in both the groups, i.e., high supervisory support group and low

supervisory support group. Further, surface acting significantly and negatively predicted Dissatisfaction with Self in both the groups. However the impact of surface acting on Dissatisfaction with self was stronger in the high self-efficacy group.

None of the dimensions of role ambiguity and role conflict neither correlated with Dissatisfaction with self, nor predicted it in both the groups.

Moreover Intensity of Performance Monitoring reduces Dissatisfaction with Self for both the groups of employees- high supervisory support and low supervisory support group. It seems that due to the sense of 'achieving the task' or 'satisfying the customer' in the monitoring condition, dissatisfaction of the employees' decreases. Further result suggested that performing Surface Acting will result a decrease in Dissatisfaction with Self. In human service occupations pretending emotions towards customers result in satisfying customers with a high probability of success. The sense of 'doing the job in the right way' or 'doing something good', may lead to a decrease in the Dissatisfaction with Self in both group of employees.

Thus above reported results revealed that expressing genuine (deep) but a variety of emotions to customers may cause a lack of growth among employees who receive high supervisory support. It seems that employees may not like to express a variety of emotions to customers, since they have to switch from one to another emotion for different customers. This result suggests that supervisory support may not be beneficial in reducing the impact of emotional labor on Dissatisfaction with Self.

Moderating effect of Supervisory Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor and Role Ambiguity and Role Conflict) and Social Isolation and Lack of Purpose

Intensity of Performance Monitoring had significant negative correlations with Social Isolation and Lack of Purpose in both the groups- high supervisory support group and low supervisory support group. Further, Intensity of Performance Monitoring predicted Social Isolation and Lack of Purpose in both the groups- high supervisory support and low supervisory support. Moreover, the impact of Intensity of Performance Monitoring on social isolation and lack of purpose was stronger in the case of low supervisory support group.

None of the dimensions of Purpose of Performance Monitoring neither correlated with Social Isolation and Lack of Purpose, nor predicted it in both the groups.

Only surface acting dimension of emotional labor had significant negative correlation with social isolation and lack of purpose in the group with high supervisory support, but not in the low supervisory support group. However, Surface acting did not emerge as predictor of social isolation and lack of purpose in both the groups.

Resource and Intra-role Conflict also correlated negatively with Social Isolation and Lack of Purpose in the low supervisory support group only. Moreover, Resource and intra-role conflict also significantly and negatively

predicted Social Isolation and Lack of Purpose in the group with low supervisory support, but not in the high supervisory support group.

The correlation results suggest that two dimensions of role ambiguity and role conflict, i.e., Incompatible Policies and Role Overload and Conflicting Organizational Demands and Role Overload had significant negative correlations with Social Isolation and Lack of Purpose in the high supervisory group. Further, stepwise regression analysis results suggest that Incompatible Policies and Role Overload and Conflicting organizational demands and role overload significantly predicted Social Isolation and Lack of Purpose in the high supervisory support group, but not in the low supervisory support group.

The above results suggest that in the case of intense performance monitoring also, employees may search for some form of supervisory support to reduce the impact of monitoring, leading to a decrease in social isolation. Result suggests that employees who receive less supervisory support will follow this process more than employees with high supervisory support.

When faced with role conflict, employees with high supervisory support may decide to get supervisory support in form of help from supervisors, seniors, colleagues friends and family. The received supervisory support may decrease their isolation from society. Further, supervisors, seniors or friends may motivate the employee towards some goal hence reducing purpose in life. Employees who receive low supervisory support may search for supervisory support when they face resource or intra-role conflict.

Moderating effect of Supervisory Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor and Role Ambiguity and Role Conflict) and Lack of Mastery and Relations

Intensity of Performance Monitoring had significant negative correlations with Lack of Mastery and Relations in both the groups. Further, Intensity of Performance Monitoring emerged as the best predictor of Lack of Mastery and Relations in both the groups, high supervisory support group ($\beta = -.25, p < .00$) and low supervisory support group ($\beta = -.33, p < .00$). However the impact of intense performance monitoring on Lack of Mastery and Relations was found to be stronger in the group with high supervisory support. The qualitative analysis which has been described in the previous chapter also supports this finding.

Surface Acting dimension of emotional labor had significant negative correlations with Lack of Mastery and Relations in both the groups, i.e., high supervisory support group and low supervisory support group. However surface Acting did not emerge as a predictor of Lack of Mastery and Relations in both the groups.

Resource and Intra-role Conflict had significant negative correlations with lack of mastery and Relations in both the groups, i.e., high supervisory support group and low supervisory support group. Further, Resource and Intra-role Conflict significantly and negatively predicted Lack of Mastery and Relations in the low supervisory support group only.

The correlation results suggested that Conflicting Organizational Demands and Role Overload and Incompatible Policies and Role Overload had significant negative correlations with Lack of Mastery and Relations in the high supervisory support group. Further, the stepwise multiple regression analysis results reveal that Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload significantly and negatively predicted Lack of Mastery and Relations in the high supervisory support group only.

The above results suggest that in the case of high role conflict employees with high supervisory support may try to learn new ways to come out of the conflicting situation and as a result their lack of mastery may decrease. Moreover, for the purpose of handling conflict employees may search for help from their colleagues and supervisors, thus developing some positive relationships.

The aforesaid results suggest that despite some possible negative consequences of performance monitoring, employees agree that it is monitoring only that improve their skills and enriches their mastery thus reducing lack of mastery. Moreover for reducing the negative consequence, such as stress of performance monitoring employees may interact among each other thus developing good relationships.

Moderating effect of Supervisory Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor and Role Ambiguity and Role Conflict) and Purpose and Positive Relationships

Correlation results suggest that Intensity of Performance Monitoring had significant negative correlations with Purpose and Positive Relationship in the high supervisory support group but not in the low supervisory support group. Further stepwise multiple regression analysis results suggested that Intensity of Performance Monitoring also significantly and negatively predicted Purpose and Positive Relationship in the group with high supervisory support only.

Purpose of Performance Monitoring had significant positive correlations with Purpose and Positive Relationship in both the group, i.e., high supervisory support and low supervisory support. Further, stepwise multiple regression analyses suggest that Purpose of Performance Monitoring significantly and positively predicted Purpose and Positive Relationship in the group with high supervisory support, but not in the low supervisory support group.

Correlation results also suggest that Surface Acting had significant negative correlations with Purpose and Positive Relationship in the high supervisory support group only. Further stepwise multiple regression analysis results suggested that Surface Acting significantly and negatively predicted Purpose and Positive Relationship in the group with high supervisory support only.

Intensity with Variety dimension of emotional labor had significant negative correlations with Purpose and Positive Relationship in the low supervisory support group, but not in the high supervisory support group. Further, Intensity with Variety of emotional labor significantly and negatively predicted Purpose and Positive Relationship in the same group only.

Role Ambiguity had significant negative correlations with Purpose and Positive Relationship in both the groups, i.e., high supervisory support and low supervisory support group. Moreover, Role Ambiguity also significantly and negatively predicted Purpose and Positive Relationship in both the groups. However the impact of role ambiguity on the Purpose and positive Relationship was comparatively stronger in the low supervisory support group.

The above reported results suggest that Purpose of monitoring positively determines purpose in life and positive relationships with others while Intensity of Performance Monitoring decreases employees' purpose in life and positive relationships with others in the employees who receive high supervisory support. This is not the case with employees who receive low supervisory support.

Employees with high supervisory support are confident and motivated at workplace due to support they get from the supervisors and team leaders. In particular, when these employees are aware that the purpose of monitoring is for their benefit and feedback, they are more open to new relationships at workplace and develop some goals to achieve at workplace and in life.

Results also revealed that expressing intense and a variety of emotions may have negative impact on purpose in life and positive relationships with others in the employees who receive low supervisory support. This was not the case with employees who receive high supervisory support. Moreover, results suggest that high level of Role Ambiguity at workplace will have negative impact on purpose in life and relationships with others for both the groups of

employees- high supervisory support and low supervisory support. The above results partially supported the hypothesis 9E proposed in the chapter 1.

Overall, Intensity of Performance Monitoring and Role Ambiguity were key predictors/determinants of positive well-being in employees with low supervisory support. In case of high supervisory support key determinants of positive well-being were Role Ambiguity and Role Conflict, Purpose of Performance Monitoring and Intensity of Performance Monitoring. Role Ambiguity emerged as the best predictor of Overall Well-being for both groups of employees, i.e. high supervisory support and low supervisory support.

Thus, the above discussions prove that supervisory support plays a significant moderating role between the determinants and criterion variables of the study. However, moderating effect of supervisory support between work stressors and strain taken in the present study revealed that mixed results were obtained. In some cases supervisory support has decreased the impact of stressors on strain, and in some cases it has increased the adverse effect of the particular stressor on strain (Kaufman and Beehr, 1986). However these sorts of findings are in line with previous research on social support as a moderating variable. Notably social support has been also measured in form of supervisory and coworker support in the previous studies. Research literatures suggest that the moderator hypothesis of social support has received mixed results (Peters, 1994; Repetti, 1993). Some studies have shown buffer effects of social support (House & Wells, 1978; Ros & Cohen 1987; Winnubst, Marcelissen, & Kleber, 1982), whereas other studies do not (Ganster, Fusilier, & Mayes, 1986; LaRocco & Jones, 1978; Turner, 1981).

As evident from the above discussion in the present study, there were mixed results of supervisory support as moderator. However it was proved from results that supervisory support emerged as an important factor which affects stress and well-being of call centre employees.

The Moderating role of Coworker Support

Correlations and stepwise multiple regression analyses were carried out to examine moderating effect of coworker support on the relationships between independent and dependent variables of the study. Overall the results revealed that coworker support played a moderating role between the relationships of predictors/determinants and criterion variables.

Moderating effect of Coworker Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Perceived Stress

Intensity of Performance Monitoring had significant positive correlation with perceived stress in the high coworker support group, but not in the low coworker support group. Further, stepwise multiple regression analysis suggests that Intensity of Performance Monitoring also significantly and positively predicted perceived stress in the group with high coworker support only.

Purpose of Performance Monitoring had significant negative correlation with perceived stress in the high coworker support group, but not in the low coworker support group. Further, Purpose of Performance Monitoring also

significantly and negatively predicted perceived stress in the high coworker support group only.

The results reveal that intense performance monitoring may induce/increase stress in the employees with high coworker support; however the 'good' purpose (feedback and welfare) of monitoring will result in a decrease in perceived stress for the employees with high coworker support. This is not the case with employees who receive low coworker support. This result may suggest that the employees who receive high coworker support, value purpose (feedback and welfare) of monitoring, but this is not the case with employees who receive low coworker support. Therefore a high level of purpose of monitoring decreases perceived stress among high coworker support employees.

The above results support the hypothesis 10A (ii) proposed in the chapter 1, because purpose (feedback and welfare) of monitoring has been found beneficial for employees (Holman 2000), and thus it decreases perceived stress among employees who receive high coworker support. This result is in line with previous findings.

Intensity with Variety dimension of emotional labor had significant negative correlation with perceived stress in the high coworker support group only. Further, Intensity with Variety of emotional labor also significantly and negatively predicted perceived stress in the high coworker support group only. This Result reveals that expressing intense and/or a variety of emotions towards customers might reduce perceived stress among employees with high coworker support. The result indicates that the negative effects of emotional

labor on employees stress may be reduced by increasing coworker support in the human service occupations. The above result partially support the hypothesis 11A proposed in the chapter 1.

Correlation results suggest that Role Ambiguity had significant positive correlation with perceived stress in the high coworker support. Further, stepwise multiple regression analysis results reveal that Role Ambiguity also significantly and positively predicted perceived stress in the group with high coworker support. While in the low coworker support group, only Resource and Intra-role Conflict had significant positive correlation with perceived stress. Moreover, Resource and Intra-role Conflict also significantly and positively predicted perceived stress.

Thus, results suggest that it is Role Ambiguity (at workplace) which results in stress for the employees with high coworker support; while in the employees who receive low coworker support, Resource and Intra-role Conflict may increase perceived stress. The above results partially supported hypothesis 12A proposed in the chapter 1.

Correlations and stepwise multiple regression analysis clearly reveals that coworker support plays the role of a strong moderator between the relationships of independent variables and perceived stress.

Moderating effect of Coworker Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Emotional Exhaustion

Intensity of Performance Monitoring had significant positive correlations with emotional exhaustion in both the groups. Further, Intensity of Performance Monitoring emerged as the strongest predictor of emotional exhaustion in both the groups, i.e., high coworker support group ($\beta = .25, p < .01$) and low coworker support group ($\beta = .20, p < .05$). However, the impact of Intensity of Performance Monitoring on emotional exhaustion was found to be stronger in the case of high coworker support group.

Correlation results also suggest that Purpose of Performance Monitoring had significant negative correlation with emotional exhaustion in the high coworker support group. Further, stepwise multiple regression analysis results suggest that Purpose of Performance Monitoring significantly and negatively predicted emotional exhaustion in the group receiving high coworker support, but not in the group with low coworker support. This result was in line with the previous findings. Oehler and Davidson (1992) found that coworker support may help in reducing the burnout (emotional exhaustion) particularly in the less experienced nurses.

Thus, above reported correlation and stepwise multiple regression analysis results suggest that purpose (feedback and welfare) of performance monitoring will decrease the levels of emotional exhaustion, but only in employees who receive high coworker support. Coworker support may not be beneficial in avoiding unpleasant states (i.e, emotional exhaustion) for an employee because ironically these are the individuals with whom call centre employee competes at workplace, and the competition itself induces unpleasant states such as anxiety and stress. Therefore coworker support may not

beneficial in dealing with stressors. On the contrary it (social support) may increase the impact of stressor on strain (Beehr, 1995).

Expression of intense and a variety of emotions towards customers in form of emotional labor may induce/increase emotional exhaustion in the employees with high coworker support. The above results did not support hypothesis 11B proposed in the chapter 1.

Intensity with Variety dimension of emotional labor had significant positive correlation with emotional exhaustion in the high coworker support group. Further, stepwise multiple regression analysis results suggest that Intensity with Variety of emotional labor significantly and positively predicted emotional exhaustion in the group receiving high coworker support, but not in the group with low coworker support. The above results did not support the hypothesis 11B proposed in the chapter 1. Contrary to above finding, Iwata and Suzuki (1997) found that high coworker support would be effective to keep mental health status at low to medium levels of overload (emotional labor), but become less effective at higher level of overload.

Resource and Intra-role Conflict had significant positive correlations with emotional exhaustion in both the groups. Further, Resource and Intra-role Conflict also significantly and positively predicted emotional exhaustion for both the groups ($\beta = .18, p < .05$, in both cases). This result reveals that Resource and Intra-role Conflict at work place will result in an increase in emotional exhaustion for both the groups of employees. This result reveals that coworker support did not emerge as a significant moderator between the relationship of Resource and Intra-role conflict and emotional exhaustion.

The above results did not support the hypothesis 12B proposed in the chapter 1.

On the whole the findings regarding role of coworker support between independent variables and emotional exhaustion did not support the view that coworker support plays a buffer role between the stressors and strain. However these findings of the present study are consistent with the previous research (Frese, 1999). The moderating hypothesis of social support (coworker support) has received mixed confirmations consistently (Peeters, 1994; Repetti, 1993).

Moderating effect of Coworker Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Job Satisfaction

The discussion on the moderating effect of coworker support on the relationship between factors of independent variables and factors of job satisfaction are provided below:

Moderating effect of Coworker Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Social-Intrinsic Satisfaction

Correlation results suggest that Intensity of Performance Monitoring had significant negative correlation with Social-Intrinsic Satisfaction in the group with high coworker support, but not in the low coworker support group. It was also observed from the stepwise multiple regression analysis results that Intensity of Performance Monitoring emerged as strongest predictor of Social-Intrinsic Satisfaction in the group with high coworker support, but it did not

predicted Social-Intrinsic Satisfaction in the low coworker support group. Thus, according to above reported results intense performance monitoring decreases job satisfaction in its social and intrinsic front, but only for employees with high coworker support.

Purpose of Performance Monitoring had significant positive correlation with Social-Intrinsic Satisfaction in the group with high coworker support, but not in the low coworker support group. However, Purpose of Performance Monitoring did not emerge as a predictor of Social-Intrinsic Satisfaction in both the groups. This result is in line with previous findings (Holman, 2002). Purpose of monitoring is a positive dimension (feedback and welfare) of performance monitoring and has positive impact on job satisfaction in the employees who receive high coworker support.

Correlation results also suggest that Surface Acting had significant negative correlation with Social-Intrinsic Satisfaction in the high coworker support group. Moreover, stepwise multiple regression analyses results revealed that Surface Acting significantly and negatively predicted Social-Intrinsic Satisfaction in the group who receive high coworker support.

Further, Frequency with Deep Acting had significant positive correlation with Social-Intrinsic Satisfaction in the low coworker support group. Moreover, Frequency with Deep Acting also significantly and negatively predicted Social-Intrinsic Satisfaction.

The results reveal that interestingly, performing Surface Acting or pretending emotions towards customers may decrease social and intrinsic

satisfaction in the employees who receive high coworker support. Contrarily, performing deep acting or expressing true emotions towards customers will decrease social and intrinsic satisfaction, but only in the employees with low coworker support. The above results partially supported hypothesis 11C proposed in the chapter 1.

Resource and Intra-role Conflict had significant negative correlation with Social-Intrinsic Satisfaction for both the groups of employees. Further, Resource and Intra-role Conflict also significantly and negatively predicted Social-Intrinsic Satisfaction in both the groups of employees, i.e., high coworker support employees ($\beta = -.24, p < .01$) and low coworker support employees ($\beta = -.30, p < .00$). However the impact of Resource and Intra-role Conflict on Social-Intrinsic Satisfaction was stronger in the case of low coworker support group. The above results partially supported the hypothesis 12C proposed in the chapter 1. Therefore, conflict associated with resources and intra-role conflict will result in a decrease in social and intrinsic satisfaction for both the groups. However, it may be more detrimental for employees who receive low coworker support.

Moderating effect of Coworker Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Extrinsic-Intrinsic Satisfaction

Correlation Results revealed that Intensity of Performance Monitoring had significant negative correlation with Extrinsic-Intrinsic Satisfaction in the group receiving high coworker support, whereas it did not correlate with Extrinsic-Intrinsic Satisfaction in the low coworker support group. Further,

stepwise multiple regression analysis results revealed that Intensity of Performance Monitoring emerged as the best predictor of Extrinsic-Intrinsic Satisfaction in the high coworker support group, while Intensity of Performance Monitoring did not predict Extrinsic-Intrinsic Satisfaction in the group with low coworker support.

Thus, according to above reported results Intensity of Performance Monitoring determines the extrinsic and intrinsic job satisfaction in employees with high coworker support. In other words, intense performance monitoring will decrease the extrinsic and intrinsic satisfaction among employees who receive high coworker support.

Results also reveal that Surface Acting had shown significant negative correlation with Extrinsic-Intrinsic Satisfaction in the group receiving high coworker support; but not in the low coworker support group. Further, Surface Acting significantly predicted Extrinsic-Intrinsic Satisfaction in the group receiving high coworker support, while in the group with low coworker support, Intensity with Variety predicted Extrinsic-Intrinsic Satisfaction.

Results reveal that performing Surface Acting or pretending emotions towards customers may reduce extrinsic and intrinsic job satisfaction in the employees with high coworker support, while in the employees who receive low coworker support, expressing intense and a variety of emotions will decrease extrinsic and intrinsic job satisfaction.

Correlation results suggest that Role Ambiguity, and Resources and Intra-role Conflict had significant negative correlations with Extrinsic-Intrinsic

Satisfaction in the high coworker support group; but not in the low coworker support group. Further, Role Ambiguity and Incompatible Policies and Role Overload significantly predicted Extrinsic-Intrinsic Satisfaction in the group with high coworker support, while in the low coworker support group, Intensity with Variety predicted Extrinsic-Intrinsic Satisfaction.

Further, high level of Role Ambiguity at workplace, incompatible policies of the organization and role overload will result in a decrease in extrinsic and intrinsic job satisfaction for both groups of employees- high coworker support and low coworker support.

On the whole, it was observed from results that Intensity of Performance Monitoring emerged as the strongest predictor of overall job satisfaction in the high coworker support group, but Intensity of Performance Monitoring did not predict job satisfaction in the group receiving low coworker support group. Moreover, Surface Acting also predicted overall job satisfaction in the group with high coworker support, but not in the low coworker support group. Similar results have been reported in previous studies in which social support failed to show buffering effect in regard to job related strain (LaRocco & Jones, 1978; Pinneau, 1975). However, the above results did not support the hypothesis 11C proposed in the chapter 1.

Further, Resource and Intra-role Conflict predicted overall job satisfaction in the group receiving low coworker support but not in the group with high coworker support.

Therefore intense performance monitoring and/or performing Surface Acting will decrease the overall job satisfaction in the employees with high coworker support, while in the group receiving low coworker support, it is Resource and Intra-role Conflict which decreases overall job satisfaction.

Moderating effect of Coworker Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Home Adjustment

Results reveal that Intensity of Performance Monitoring had shown significant positive correlations with home adjustment in both the groups- high coworker support and low coworker support group. Further Intensity of Performance Monitoring significantly predicted home adjustment in both the groups. Therefore, Intensity of Performance Monitoring determines home adjustment in both the group of employees.

Purpose of performance monitoring had significant negative correlation with home adjustment in the high coworker support group, but not in the low coworker support group. However, Purpose of Performance Monitoring did not predict home adjustment in both the groups.

Moreover, Intensity with Variety dimension of emotional labor had significant positive correlation with home adjustment in the group receiving low coworker support, but not in the high coworker support group. Further, Intensity with Variety of emotional labor also significantly predicted Home adjustment, only in the group who receive low coworker support. Therefore,

result indicates that expression of intense and a variety of emotion may help home adjustment for the employees who receive low coworker support.

Correlation Results suggest that Role Ambiguity, and Incompatible Policies and Role Overload had significant positive correlations with home adjustment in the group receiving high coworker support; but not in the low coworker support group. Further, stepwise multiple regression analyses results revealed that Role Ambiguity, and Incompatible Policies and Role Overload also significantly and positively predicted home adjustment in the group with high coworker support, but not in the low coworker support group.

Thus, above results suggest that unexpectedly, Role Ambiguity and incompatible policies of the organization and role overload determine home adjustment in the employees with high coworker support. This was not the case with employees with low coworker support. The above results did not support the hypotheses proposed regarding home adjustment. The result indicates that employees who receive coworker support may try to spend good time at home to reduce the impact of negative environment (high role ambiguity and incompatible policies) of the workplace, thus leading to better home adjustment.

Moderating effect of Coworker Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Positive Well-being

The moderating effect of coworker support on the relationship between factors of independent variables and factors of positive well-being are discussed below:

Moderating effect of Coworker Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Overall Well-being

Correlation results suggest that Intensity of Performance Monitoring had significant negative correlation with Overall Well-being in the high coworker support group, but not in the low coworker support group. Further, stepwise multiple regression analysis results suggest that Intensity of Performance Monitoring was the best predictor of Overall Well-being in the group with high coworker support, but it did not predicted Overall Well-being in the low coworker support group.

Correlation results suggest that Purpose of Performance Monitoring had significant positive correlations with Overall Well-being in both the groups. Further, Purpose of Performance Monitoring significantly and positively predicted Overall Well-being in both the groups- high coworker support group ($\beta = .21, p < .05$) and low coworker support group ($\beta = .22, p < .01$). However the positive impact of purpose of monitoring on Overall Well-being was stronger in case of low coworker support group.

Thus the above reported results suggest that intense performance monitoring will decrease the level of Overall Well-being among employees with high coworker support. It seems that impact of performance monitoring is detrimental for the well-being of employees even if they receive coworker support. Contrarily Purpose (feedback and welfare) of monitoring increases the Overall Well-being in both- employees with high coworker support and employees with low coworker support. The above results partially supported the hypothesis 10E (ii) proposed in the chapter 1.

Frequency with Deep Acting dimension of emotional labor had significant positive correlation with Overall Well-being in the low coworker support group only. Moreover, none of the dimension of emotional labor correlated with Overall Well-being in both the groups. Further, none of the dimensions of emotional labor emerge as a predictor of Overall Well-being in both the groups. The above results did not support the hypothesis 11E proposed in the chapter 1.

Correlation results suggest that Role Ambiguity had significant negative correlation with Overall Well-being in both the groups. Further, Role Ambiguity also significantly and negatively predicted Overall Well-being in both the groups, i.e., high coworker support group ($\beta = -.24, p < .01$) and low coworker support group ($\beta = -.48, p < .00$). However, the impact of role ambiguity on Overall Well-being was comparatively less in the high coworker support group. The above results partially supported the hypothesis 12E proposed in the chapter 1.

Results suggest that a high level of Role Ambiguity will have negative effect on Overall Well-being in both group of employees, i.e., high coworker support employees and low coworker support employee. Moreover, coworker support decreases the impact of role ambiguity on Overall Well-being. Thompson and Prottas (2006) found that informal organizational support (work-family culture, supervisor support, and coworker support) were associated with employees' well-being. Therefore result clearly reveals that coworker support decreases the harmful impact of high level of role ambiguity on overall well-being of call centre employee.

Moderating effect of Coworker Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Personal Stagnation

Correlation Results suggest that Intensity of Performance Monitoring had significant negative correlations with Personal Stagnation in the both groups, i.e., high coworker support group and low coworker support group. Further, Intensity of Performance Monitoring significantly and negatively predicted Personal Stagnation in both the groups. However, the impact of Intensity of Performance Monitoring on Personal Stagnation was stronger in the group receiving high coworker support than group with low coworker support.

The above results reveal that coworker support may increase the positive impact of performance monitoring on personal stagnation. The results suggest that employees who receive coworker support may cope with stressful events in a better way than employees without coworker support. Coworkers can

provide social support by giving advice about stressful work situations. They also provide information and help with work issues directly (Buunk & Verhoeven, 1991; Henderson & Argyle, 1985). The support received can help reducing the stagnation state of employee directly or can act as a buffer.

The results revealed that Purpose of Performance Monitoring, and Role Ambiguity significantly predicted Personal Stagnation in the group receiving low coworker support, but not in the group with high coworker support. Incompatible Policies and Role Overload significantly predicted Personal Stagnation only in the group with high coworker support.

Unexpectedly, Purpose of Performance Monitoring was found to raise Personal Stagnation among employees with low coworker support. It is quite possible that employees with low coworker support may hold less confidence and trust in organization's actions, hence these employees may not believe the 'good' Purpose of Performance Monitoring and consequently, even 'good' performance monitoring might increase the stagnation of the employees.

Correlation results also suggest that Resource and Intra-role Conflict had significant negative correlations with Personal Stagnation in the both groups, i.e., high coworker support group and low coworker support group. Further, Resource and Intra-role Conflict significantly and negatively predicted Personal Stagnation in both the groups.

The correlation results also suggested that a high level of Role Ambiguity will result in decreasing level of Personal Stagnation in the employees who receive high coworker support. Correlation results also suggest that high levels

of Incompatible policies of the organization and role overload decreases the Personal Stagnation in the employees with high coworker support.

Moderating effect of Coworker Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Dissatisfaction with Self

Correlation results suggest that Surface Acting had significant negative correlation with Dissatisfaction with Self in the high coworker support group, but not in the group with low coworker support. Further, Surface Acting emerged as the best predictor of Dissatisfaction with Self in the group with high coworker support; and it did not predict Dissatisfaction with Self in the low coworker support group.

It was also observed from result that overall emotional labor, i.e., Surface Acting ($\beta = -.43, p < .00$), Variety with Deep Acting ($\beta = .40, p < .00$), and Intensity with Variety ($\beta = -.26, p < .05$) significantly predicted Dissatisfaction with Self in the group receiving high coworker support, while only one dimension of emotional labor- Frequency with Deep Acting significantly and positively predicted Dissatisfaction with Self in the group with low coworker support.

Thus above reported results suggest that expressing Surface Acting (pretending emotions) and/or expressing intense and a variety of emotions towards customers may result in decreasing level of Dissatisfaction with Self among employees who receive high coworker support. However, in the employees with low coworker support, expressing deep or true emotions

frequently will increase the Dissatisfaction with Self. This result reveals the strong role played by coworker support between the above relationships.

Role Ambiguity had significant positive correlation with Dissatisfaction with Self in the group with low coworker support only. Further, Role Ambiguity was the best predictor of Dissatisfaction with Self ($\beta = .36, p < .00$) in the group with low coworker support, but it did not predict Dissatisfaction with Self in the high coworker support group.

Results clearly indicated that a high level of Role Ambiguity will result in an increase in Dissatisfaction with Self, but only in the group receiving low coworker support. In other words, employees who receive low coworker support may begin disliking themselves more in a condition where Role Ambiguity is high at workplace. This was not the case with employees who receive high coworker support.

Stepwise multiple regression analysis results also suggest that increasing Intensity of Performance Monitoring will lead to Dissatisfaction with Self in both the groups of employees, i.e., high coworker support group and low coworker support group.

Moderating effect of Coworker Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Social Isolation and Lack of Purpose

Intensity of Performance Monitoring had significant negative correlations with Social Isolation and Lack of Purpose in both the groups, i.e.,

high coworker support group and low coworker support group. Further, Intensity of Performance Monitoring significantly and negatively predicted Social Isolation and lack of Purpose in the high coworker support group only. Purpose of Performance Monitoring neither correlated with Social Isolation and Lack of Purpose nor predicted it in the both groups.

Correlation Results suggest that Surface Acting dimension of emotional labor had significant negative correlations with Social Isolation and Lack of Purpose in the group receiving high coworker support; but not in the group with low coworker support. Further, stepwise multiple regression analysis results revealed that Surface Acting, Intensity of Performance Monitoring and Role Ambiguity significantly predicted Social Isolation and Lack of Purpose in the group with high coworker support, but not in the low coworker support group.

Therefore above described results indicate that expressing emotions at the surface level (pretending emotions) towards customers may result in a decrease in Social Isolation and Lack of Purpose among employees who receive high coworker support. Expression of emotions is found to be healthy for individual. Therefore even if call centre employees pretend emotions to satisfy customers on phone, the expression of emotion may help them to decrease their social isolation with the help of other coworkers. Further, coworkers always motivate each other to have some purpose for life.

Resource and Intra-role Conflict had significant negative correlations with Social Isolation and Lack of Purpose in the low coworker support only, while Incompatible Policies and Role Overload had significant negative

correlation with Social Isolation and Lack of Purpose in the high coworker support only. Further, Resource and Intra-role Conflict significantly emerged as the only significant predictor ($\beta = -.23, p < .01$) of Social Isolation and Lack of Purpose in the group receiving low coworker support, while in the high coworker support group, Incompatible Policies and Role Overload significantly and negatively predicted Social Isolation and Lack of Purpose.

Role ambiguity also significantly and negatively predicted Social Isolation and Lack of Purpose in the high coworker support group, but not in the low coworker support group. However, Role ambiguity did not correlate with Social Isolation and Lack of Purpose in both the groups.

Therefore, Resource and Intra-role Conflict determines Social Isolation and Lack of Purpose in the employees who receive low coworker support, whereas in employees with high coworker support, Incompatible Policies and Role Overload determines Social Isolation and Lack of Purpose.

Thus, overall results suggest that employees with whom coworker support is available, they always tend to take help from their coworkers especially in unfavorable conditions. Thus when employees face a high level of Role Ambiguity and/or intense performance monitoring at workplace they search for coworkers support, hence reducing their social isolation. Coworkers in turn may motivate employees to have some purpose in life.

Moderating effect of Coworker Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Lack of Mastery and Relations

Correlation results reveal that Intensity of Performance Monitoring had significant negative correlations with Lack of Mastery and Relations in both the group- high coworker support group and low coworker support group. Further, Intensity of Performance Monitoring also significantly and negatively predicted Lack of Mastery and Relations in both the groups. However, the impact of Intensity of Performance Monitoring was found to be stronger in the case of group with low coworker support. Purpose of Performance Monitoring neither correlated with Lack of Mastery and Relationship nor predicted it.

Interestingly Intensity of Performance Monitoring reduces lack of mastery and positive relationships in both group of employees- high coworker support and low coworker support. But the impact of performance monitoring was found more intense in low coworker support group than high coworker support group. Results of the qualitative analysis support this finding. Employees shared that despite negative impact of performance monitoring, monitoring also develops their skills and mastery.

Correlation results suggest that Surface Acting had significant negative correlation with Lack of Mastery and Relations in the group receiving high coworker support. Further, it was observed from the results that Surface Acting significantly predicted Lack of Mastery and Relations in the group receiving high coworker support, but not in the low coworker support group.

The aforesaid results reveal that, expressing emotions at the surface level (pretending emotions) towards customers will result in a decrease in lack of mastery and positive relationships in the employees with high coworker support. It is possible that in a high coworkers support group, whenever an employee faces unfavorable condition, coworkers support will be available to him/her. This support will motivate him to fight and work to solve the problem. Therefore, when employees perform emotional labor, they receive support of their coworkers to cope with it, hence motivated by the coworkers support, employees may work to increase their mastery in tackling problems at the workplace. A high level of coworker support also make possible to build new relationships even in unfavorable situations. This was not the case with employees who receive low coworkers support.

Correlation results also suggest that Role Ambiguity had significant negative correlation with Lack of Mastery and Relations in the group receiving high coworker support. Further, it was observed from results that Role Ambiguity significantly predicted Lack of Mastery and Relations in the group receiving high coworker support. This was not the case with low coworker support group.

Correlation results suggest that Incompatible Policies and Role Overload had significant negative correlation with Lack of Mastery and Relations only in the group receiving high coworker support, while Resource and Intra-role Conflict had significant negative correlation with Lack of Mastery and Relation only in the low coworker support group. Further, stepwise multiple regression analyses results also revealed that Incompatible Policies and Role Overload emerged as the best predictor of Lack of Mastery and Relations ($\beta = -.31, p <$

.00) in the high coworker support group, while in the low coworker support group, Resource and Intra-role Conflict significantly and negatively predicted Lack of Mastery and Relations in the group with low coworker support.

Moderating effect of Coworker Support on the relationship between Independent Variables (Performance Monitoring, Emotional Labor, and Role Ambiguity and Role Conflict) and Purpose and Positive Relationship

Intensity of Performance Monitoring had significant negative correlation with Purpose and positive relationship in the group with high coworker support only. Stepwise multiple regression analysis result reveals that Intensity of Performance Monitoring emerged as the only significant predictor of Purpose and Positive Relationship ($\beta = -.31, p < .00$) in the high coworker support group. Intensity of Performance also significantly and negatively predicted Purpose of Performance Monitoring in the low coworker support group. However, the impact of intensity of performance monitoring on Purpose and Positive Relationship was found to be stronger in case of high coworker support group.

Purpose of Performance Monitoring had significant positive correlation with Purpose and Positive Relationship in the group with low coworker support, but not in the high coworker support group. However Purpose of Performance Monitoring did not predict Purpose and Positive relationship.

Among all the dimensions of emotional labor, only Frequency with Deep Acting had significant positive correlation with Purpose and Positive Relationship in the low coworker support group only. Further, none of the

dimensions of emotional labor predicted Purpose and Positive Relationships in both the groups. Therefore these results suggest that performing deep emotions towards customers may be beneficial for purpose in life and relationships for employees who receive low coworker support.

Correlation results also suggest that Role Ambiguity had significant negative correlation with Purpose and Positive Relationship in the low coworker support group only. Further, it was also observed from stepwise multiple regression analysis results that Role Ambiguity significantly predicted Purpose and Positive Relationship in the group receiving low coworker support, but not in the group with high coworker support.

Therefore above reported results indicate that a high level of Role Ambiguity at workplace will decrease the purpose in life and positive relationship among employees who receive low coworker support. This was not the case with employees who receive high coworker support.

Considering all the dimensions of positive well-being together, overall results reveal that Intensity of Performance Monitoring and Role Ambiguity emerged as the strongest predictors of positive well-being in the employees who receive low coworker support. In the group with high coworker support, Intensity of Performance Monitoring, Purpose of Performance Monitoring, Surface acting, and Role Ambiguity emerged as the strongest predictors of Purpose and Positive Relationship.

The above discussions show that coworker support played the role of a significant moderator between the determinants and criterion variables of the

present study. Therefore, coworker support emerged as an important factor for stress and well-being among call centre employees.

Research literature on social support suggests that supervisory support and coworker support have been significant moderators between stressors and strain. The previous studies have also shown buffering effects (decreasing the detrimental effects of stressors on strain) between some of the stressors and strain relationships in the present study. A number of studies on social support have shown little or no evidence of buffering effect of social support (LaRocco & Jones, 1978; Pinneau, 1975). Further, there are also considerable numbers of studies that reported a reverse buffering effect of supervisory support and Coworker support (Beehr, 1995). Overall, some of the results of the present study have shown buffering effects of social support (supervisory and coworker support). However, most of the results of moderating effect of social support have shown a reverse buffering effect. Thus most of the results of the present study (regarding moderating effects of supervisory and coworker support) seems to support the Beehr's (1995) notion of reverse buffering.

General Discussion

In the previous section of this chapter specific discussions of the findings of the present study were presented. In this section a brief general discussion is presented based on the overall findings of the present study.

As evident, the objective of the present study was to identify the major determinants of stress and well-being in call centre employees. Moreover, moderating roles of self-efficacy and social support (supervisory and coworker support) on the relationship between work factors and stress and well-being were also investigated.

The results of correlation and stepwise multiple regression analysis regarding direct effect of work factors (performance monitoring, emotional labor, role ambiguity and role conflict) on criterion variables (stress, emotional exhaustion, job satisfaction, home adjustment and positive well-being) has shown that a direct relationship between these factors exist. Some dimensions of independent variables have shown their effects on the dependent variables of the study. A general discussion of major findings of the present study is provided below in brief.

Results of the present study reveal that Intensity of Performance Monitoring emerged as a major determinant of stress and emotional exhaustion. That is, intense performance monitoring will increase perceived stress and emotional exhaustion among call centre agents. Holman, Chissick, and Totterdell (2002) found that intensity of monitoring was more highly associated with unpleasant aroused states (e.g., anxiety) and unpleasant

unaroused states (e.g., emotional exhaustion). Further, Intensity of performance monitoring has also shown negative relationship with most of the positive well-being dimensions. Therefore, intense monitoring in call centres will decrease Purpose and Positive relationship of the employees. However, stepwise multiple regression analysis results also show some specific positive effects of performance monitoring, such as increasing skills, mastery and purpose, and decreasing social isolation, self-dissatisfaction and personal stagnation of the employees.

The results of the study show that Purpose of Performance Monitoring has shown negative relationships with stress and emotional exhaustion and positive relationship with job satisfaction. These results suggest that high level of purpose of monitoring (feedback and welfare) will decrease perceived stress and emotional exhaustion among call centre employees. Moreover, a high level of purpose of monitoring will increase job satisfaction among employees. The above results are inline with previous findings of Holman, Chissick, & Totterdell (2002).

It is noteworthy that Purpose of Performance Monitoring also emerged as the significant and positive predictor of Overall Well-being and Purpose and Positive Relationship. In other words, Purpose of performance monitoring increases Overall Well-being among call centre employees. Therefore purpose of monitoring proved to be an important factor for the well-being of the employees. This result was supported by previous research. Holman, Chissick, & Totterdell (2002) found that purpose and intensity of monitoring have more global affects on well-being.

Results of the study reveal that among all the dimensions of emotional labor, only surface acting positively correlated with perceive stress. The finding that employees who do Surface Acting (faking emotions) may perceive the environment as stressful is supported by previous findings (Grandey, 2003). None of the dimensions of emotional labor predicted perceived stress.

The results of the present study reveals a notable finding that if deep acting involves modifying internal states for a variety of emotion, it may increase the emotional exhaustion. On the other hand, deep acting may decrease emotional exhaustion of the employees if it is performed frequently and requires modifying little variety of emotions. In line with this finding, Pugliesi (1999) earlier reported that studies of workers in a variety of occupations suggest that the consequences of emotional labor are not uniformly negative. However, Mann and Cowburn (2005) found that employees reported more emotional labor when they experienced more variety of emotions.

Results of this study indicated that expressing deep emotions frequently increases job satisfaction (social and intrinsic) among call centre employees. On the other hand faking emotions or surface acting decreases job satisfaction (extrinsic-intrinsic) among employees. These results are in line with previous studies on emotional labor.

Further, performing deep acting frequently increase Overall Well-being among call centre employees. Surface acting significantly and negatively correlated with most of the dimensions of positive well-being. Overall, Surface acting also emerged as significant predictor of positive well-being. On the other

hand, Frequency with Deep Acting significantly and positively correlated with Overall Well-being and Purpose and Positive Relationship. Moreover, it also significantly and positively predicted Overall Well-being. Generally these results suggest that performing surface acting decrease positive well-being among employees (Bono & Vey, 2005; Grandey, 2002; Holman, et. al. 2002), on the other hand performing deep acting increases positive well-being of the call centre employees. These results are in line with the previous findings (Brotheridge & Lee, 2002).

Results of the present study showed that high levels of role ambiguity and resource and intra-role conflict will increase perceived stress among call centre employees. This finding partially supports the hypothesis 3A proposed in the chapter 1. Previous studies supported this finding. Role conflict had detrimental effect on both self-reported strain (O'Driscoll & Beehr, 1994) and physiological indicators of strain (Kahn & Byosiere, 1990). Further, results suggest that high levels of role conflict at workplace may induce or increase emotional exhaustion in the call centre employees.

Further, correlation and stepwise regression analysis results revealed that high levels of Role ambiguity and resource and intra-role conflict at workplace decrease job satisfaction of the call centre agents. Tarrant and Sabo (2010) found that role ambiguity and role conflict were negatively related with job satisfaction in a sample of nurse executives. Yosef (2000) also found that role conflict and role ambiguity independently and negatively affect job satisfaction.

Results of the present study indicated that high levels of Role ambiguity at workplace will decrease overall well-being, specifically it will decrease

purpose in life and positive relationships of the employees. Further, Resource and Intra-role conflict had significant negative correlations with all the dimensions of positive well-being (except Overall Well-being). Therefore, resource and intra-role conflict was also important factor which affects employees' positive well-being. Thus overall, Role ambiguity and Resource and Intra-role conflict were proved to be important factors for stress and well-being call centre employees.

Overall, results regarding moderating effects of three variables have shown that the moderating effects did not appear in form of proposed hypotheses of this study. However, these factors did play roles of significant moderators on the relationships between relationships of work factors and stress and well-being.

It was found from results of the study that employees with high self-efficacy are prone to stress in case of intense performance monitoring. Further, intense performance monitoring also increases emotional exhaustion in the high self-efficacious employees than employees with low self-efficacy. It was argued that high self-employees believe in their ability to complete a task successfully (Bandura, 1997), and thus they hate to be monitored while working. Therefore monitoring of their performance makes them feel stressed and emotionally exhausted. However it was found in previous literature that employees with low motivation performed better in the case of monitoring than non-monitoring. Thus for low self-efficacy employees monitoring of performances may not be problematic.

Secondly, the effect of purpose of performance monitoring was found to be more positive for employees with high self-efficacious employees than for employees with low self-efficacy. It seems that high self-efficacy employees give comparatively more value to positive purpose of monitoring (suggestions and feedback on their performances).

Results of the present study showed that Intensity of Performance Monitoring and Role Ambiguity have shown negative impacts on job satisfaction (social-intrinsic satisfaction) of the employees. The negative impact of intense performance monitoring and high role ambiguity on job satisfaction (social-intrinsic) was found to be less detrimental for employees with high self-efficacy than low self-efficacious employees. This result partially supported hypothesis 4C (i) and 6C proposed in the chapter 1. Further, Surface Acting and high level of Role Ambiguity had significant negative impact on extrinsic-intrinsic satisfaction of the high self-efficacious employees, however in the employees with low self-efficacy intense performance monitoring and resource and intra-role conflict had significant negative impact.

Further, Intensity of Performance Monitoring correlated significantly and negatively with the dimensions of positive well-being, except Overall Well-being in the group with high self-efficacy. Further, Intensity of Performance Monitoring also significantly predicted all the factors of positive well-being except Overall Well-being in the same group. In the low self-efficacy group, Role Ambiguity and Role Conflict emerged as the best predictors of Positive Well-being. Overall, Intensity and Purpose of Performance Monitoring also significantly predicted Positive Well-being in the low self-efficacy group. The

above results partially supported the hypothesis 4E (ii) proposed in the chapter 1.

Specifically, Purpose of Performance Monitoring was strongly associated with Overall well-being in both the groups- high and low self-efficacy, indicating that if employees perceive that monitoring is done with good purpose, and for their benefits, this will have a positive impact on their overall well-being.

Thus the results of the dimensions of positive well-being suggest that self-efficacy played role of a significant moderator between relationships of work demand factors and positive well-being. This finding is supported by some of the previous research. Self-efficacy was found as a stress moderator in some of the stressor and work well-being relationships (Siu, Spector, Cooper, & Lu, 2005).

The results of the present study revealed that intense performance monitoring will have more detrimental effect on perceived stress in the employees who receive high supervisory support. Supporting the above finding Kaufman and Beehr (1986) found that social support strengthened the positive relationship between stressors and strains. However, this finding contradicts most theories and models of job stress and social support.

The correlation and stepwise multiple regression analysis results indicated that supervisory support may decrease the negative effects of intense performance monitoring on emotional exhaustion. This results supported the hypothesis 7B (i) proposed in the chapter 1. This result is in line with previous

research findings. A number of studies have found that social support moderate or “buffer” the impact of psychosocial stress on physical and mental health (e.g., Casell, 1976; Cobb, 1976; Caplan, 1979). A good relationship with one's supervisor and coworkers may make work situations less stressful. A study by House (1981) found that social support had positive effects on the physical and mental health of factory workers.

Results of the present study showed that high role ambiguity increases emotional exhaustion in the employees with low self-efficacy, but not in the high self-efficacy employees. The above results partially supported the hypothesis 9B proposed in the chapter 1. The above results are in line with previous finding. Brisette, Scheier and Carver (2002) in a sample of university students found that higher levels of optimism were prospectively associated with smaller increases in stress and depression, with social support serving as a mediator.

Results of the study demonstrated that Intensity of Performance Monitoring may determine job satisfaction in the low supervisory support group, but not in the high supervisory support group. Thus intense performance monitoring will decrease job satisfaction among employees with low supervisory support. The above results partially supported the hypothesis 7C (i) proposed in the chapter 1. Cummins (1989) found that supervisory support was directly related to job satisfaction for external individuals. Therefore results suggest that intense performance monitoring will result in low job satisfaction in the employees who receive low supervisory support but this was not the case with the high supervisory support group.

It was found from results that Intensity of Performance Monitoring had significant negative correlation with Overall Well-being in the high supervisory support but not in the low supervisory support. Further Intensity of Performance Monitoring also significantly and negatively predicted Overall Well-being in the group with high supervisory support only.

Results of this study indicated that intense performance monitoring will have negative impact on Overall Well-being of the employees with high coworker support. This result did not support the hypothesis 7E (i) proposed in the chapter 1. However Holman, Chissick, and Totterdell (2002) found similar results in their study. In their study supervisory support did not mediate the relationship between monitoring and well-being.

Results of the present study showed that Purpose of Performance Monitoring will have positive impact on Overall Well-being of the employees in both the group, high supervisory support and low supervisory support group. However the positive impact of purpose of performance monitoring on overall well-being was found to be stronger in the case of high supervisory support group. This finding partially supported the hypothesis 7E (ii) proposed in the chapter 1. The above result was in line with the earlier finding that social support is found to be related to subjective well-being (Kahn, Hessling & Russell, 2003).

Overall, Intensity of Performance Monitoring and Role Ambiguity were key predictors/determinants of positive well-being in employees with low supervisory support. In the case of high supervisory support key determinants of positive well-being were Role Ambiguity and Role Conflict, Purpose of

Performance Monitoring and Intensity of Performance Monitoring. Role Ambiguity emerged as the best predictor of Overall Well-being for both the groups of employees, i.e., high supervisory support and low supervisory support.

Thus overall results suggest that supervisory support plays a significant moderating role between the determinants and criterion variables of the study. However, moderating effect of supervisory support between work stressors and strain of the present study revealed that mixed results were obtained. In some cases supervisory support has decreased the impact of stressors on strain, and in some cases it has increased the detrimental effect of the particular stressor on strain. Kaufman and Beehr (1986) also found mixed results regarding moderating role of social support. However this sort of findings is in line with previous research on social support as a moderating variable.

Notably social support has been also measured in form of supervisory and coworker support in the previous studies. Research literatures suggest that the moderator hypothesis of social support has received mixed results (Peters, 1994; Repetti, 1993). Some studies have shown buffer effects of social support (House & Wells, 1978; Ros & Cohen 1987; Winnubst, Marcelissen, & Kleber, 1982), whereas other studies do not (Ganster, Fusilier, & Mayes, 1986; LaRocco & Jones, 1978; Turner, 1981).

Results of the present study showed that Intensity of Performance Monitoring increases perceived stress among employees who receive high coworker support. Further, results suggests that in the case of intense performance monitoring, employees with high coworker support will be more

prone to emotional exhaustion in comparison to low coworker support employees.

Further, results of this study revealed that Purpose of monitoring decrease emotional exhaustion in the employees who receive high coworker support, but this is not the case with low coworker support employees. This result was in line with the previous findings. Oehler and Davidson (1992) found that coworker support may help in reducing the burnout (emotional exhaustion) particularly in the less experienced nurses.

Overall results of the present study regarding role of coworker support between independent variables and emotional exhaustion did not support the view that coworker support plays a buffer role (decreasing the negative effects of stressors on strain) between the stressors and strain. However these findings of the present study are consistent with the previous research (Frese, 1999). The moderating hypothesis of social support (coworker support) has received mixed confirmations consistently (Peeters, 1994; Repetti, 1993).

On the whole, it was observed from results that Intensity of Performance Monitoring emerged as the strongest predictor of overall job satisfaction in the high coworker support group, but Intensity of Performance Monitoring did not predict job satisfaction in the group receiving low coworker support group. Moreover, Surface Acting also predicted overall job satisfaction in the group with high coworker support, but not in the low coworker support group. The above results did not support the hypothesis 11C proposed in the chapter 1.

Intense performance monitoring will decrease the level of Overall Well-being among employees with high coworker support. It seems that impact of performance monitoring is detrimental for the well-being of employees even if they receive coworker support. Contrarily, Purpose (feedback and welfare) of monitoring increases the Overall Well-being in both- employees with high coworker support and employees with low coworker support. Holman, Chissick, and Totterdell (2002) found similar results in their study on call centre agents.

Considering all the dimensions of positive well-being together, overall results reveal that Intensity of Performance Monitoring and Role Ambiguity emerged as the strongest predictors of positive well-being in the employees who receive low coworker support. In the group with high coworker support, Intensity of Performance Monitoring, Purpose of Performance Monitoring, Surface acting, and Role Ambiguity emerged as the strongest predictors of Purpose and Positive Relationship.

Results of correlations and stepwise multiple regression analysis prove that coworker support proved to be a significant moderator on the relationship between work factors and criterion variables of the study.

Research literature on social support suggests that supervisory support and coworker support have been significant moderators between stressors and strain. There are a number of studies showing the buffering effects between stressors and strain relationships in the previous literature (House & Wells, 1978; Ros & Cohen 1987; Winnubst, Marcelissen, & Kleber, 1982). However

there are also considerable numbers of studies that reported a reverse buffering effect of supervisory support and Coworker support (Beehr, 1995).

As evident from the results of the present study, in some cases social support (supervisory and coworker support) decreases the detrimental effects of stressors on strain, but in most of the cases it increases the adverse effects of stressors on strain. Therefore, most of the results of the present study (regarding moderating effects of supervisory and coworker support) seem to support the Beehr's (1995) notion of reverse buffering.

As discussed above, on the whole results on moderating effects of self-efficacy, supervisory support and coworker support have shown that most of the moderating effects did not appear in form of proposed hypotheses of this study. However these factors played roles of significant moderators on the relationships between relationships of work factors and stress and well-being.

A general discussion of the findings of the qualitative study is provided below. As reported earlier, qualitative study was carried out to augment the findings of the quantitative study. The findings of the qualitative study supported some of the findings of the quantitative study. However there were various issues on which findings of the qualitative study do not go along with findings of the quantitative study.

The findings of the quantitative study revealed that even though call centre employees now work in new age (advanced) call centres, they face various work demands and their detrimental consequences. On the other hand findings of the qualitative study does not support the traditional view of call

centres as “electronic sweatshops” (Ferne and Metcalfe, 1998) and “assembly lines in the head” (Taylor and Bain, 1999). Although employees revealed that they face daily hassles related to the call centre job, it is evident that most of the new age call centres no more sustain a taylorized work environment.

Findings of both studies suggest that call centre employees receive support from their supervisors, team leader and coworkers. Moreover findings of both the studies suggested that supervisory (team leader) support was more significant and helpful in comparison to support from the coworkers.

Results of the quantitative study reveal that surface acting may lead to perceived stress and it decreases job satisfaction among employees, however results of the qualitative study suggest that call centre agents agree that they do emotional labor and have low job control, but they consider it as part of their job and not as a major problem.

The results of the quantitative study consistently showed that Intensity of Performance Monitoring is the major determinants of stress and emotional exhaustion in call centre agents. Further it decreases job satisfaction among call centre employees. Surprisingly qualitative study suggests that most of the agents do not perceive performance monitoring as an intrusive or stressful process rather they perceive it as a performance feedback mechanism, which they consider that it is in best of their interest. However it is noteworthy here that findings of the quantitative study also reveal the positive effects of purpose of monitoring on job satisfaction and well-being of the call centre employees.

The results of quantitative analysis regarding performance monitoring contradicts the findings of the qualitative study, most likely indicating to social desirability effect. However it should be noted that some agents also revealed that some parameters (evaluation measures and automatic call distribution or ACD statistics) of performance monitoring should change.

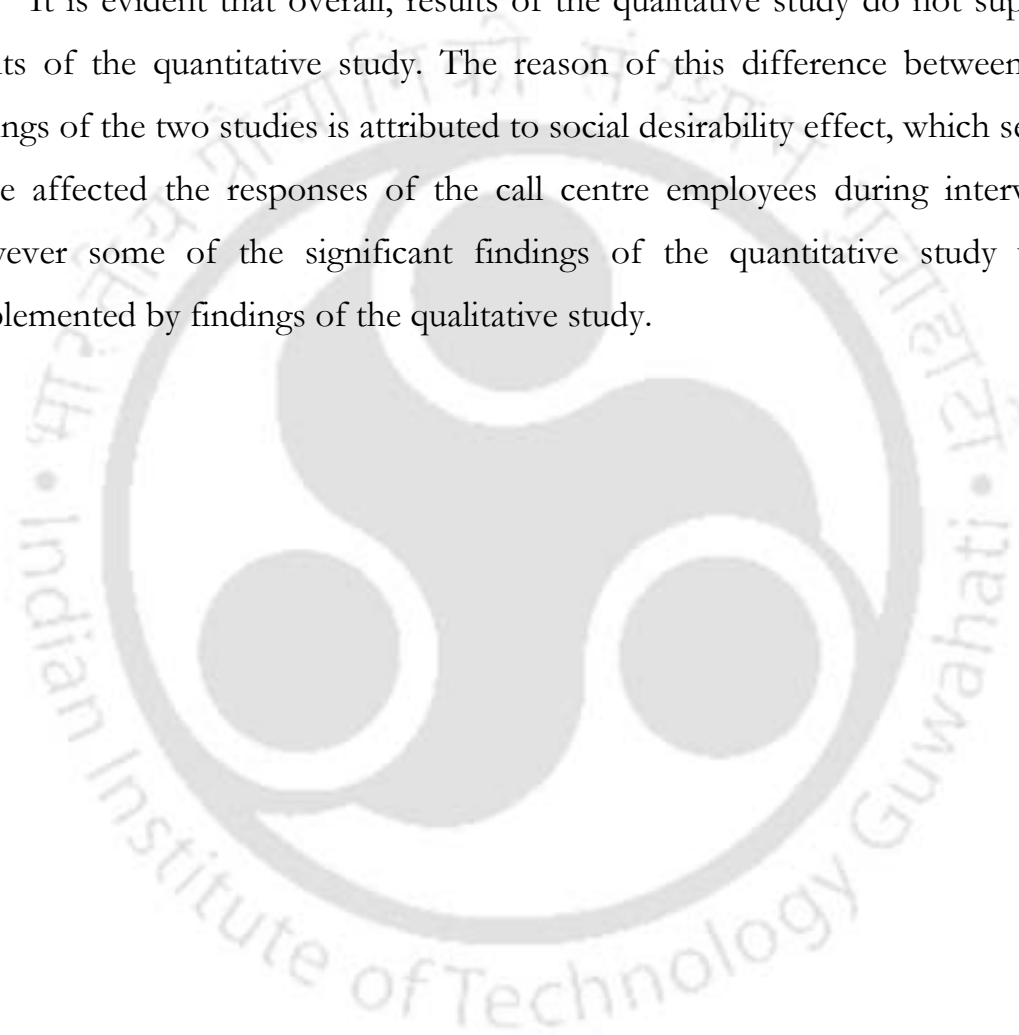
The results of the quantitative study show that high levels of Role Ambiguity increases perceived stress, and Resource and Intra-role conflict increases perceived stress and emotional exhaustion among call centre employees. However qualitative study reveals that employees do not face much role conflict in call centre job. Thus qualitative study results find low level of role conflict in call centre job.

The findings of the quantitative analysis show that employees hold some purpose to achieve in their life, however it may decrease due to high levels of performance monitoring, role ambiguity and role conflict at workplace. Supplementing to this result the findings of the qualitative study reveal that most of the call centre agents shared that they would like to reach up to the manager level in 5-10 years.

With some exceptions, result of the qualitative study support the view that call centres are better off with regard to most job stressors compared to workers in other human services (Zapf, et al., 2003), and may not differ too much from other human service professions in respect to health consequences. This study overall revealed that in call centres, employees' has to do repetitive and routine work, with low complexity and low task control (Knights and McCabe, 1998; Taylor and Bain, 1999) but they receive high co-worker and

supervisory support. In addition, findings of the quantitative study suggest that the supervisory and coworker support may not be very effective in dealing with work stressors. The overall results of qualitative study suggest that working conditions in call centres could have substantially improved in the recent times.

It is evident that overall, results of the qualitative study do not support results of the quantitative study. The reason of this difference between the findings of the two studies is attributed to social desirability effect, which seems to be affected the responses of the call centre employees during interview. However some of the significant findings of the quantitative study were supplemented by findings of the qualitative study.



Chapter 5

Summary, Conclusion, and Implications

In the previous chapters introduction, methodology, results, and discussion of the present study have been presented. In this chapter, summary of all the steps of the study and conclusions are drawn which is based on the results and discussion reported in previous chapters. Implications of the study at level of theoretical and methodological contribution are discussed. Moreover, implications of the findings of the study for human resource management in call centre are also intended to be discussed. Finally, limitations of the study and future research in this area would be discussed.

A convergence of economic, socio-cultural and political forces in the present globalize world are in the process of affecting our contemporary work arrangements at a larger extent. These forces are changing the nature of the existing work settings and moreover they are creating new advanced work settings as well.

One of the new industry created by technological innovation (especially computer based innovation) and information technology is call centres. Call centre is one of the complex work places resulted by technological changes in organizations. Call centres also resulted because of increasing need for information of 21st century individual. The new complex workplace is no doubt a source of high economy in developing countries but it is also claimed to be a source of many physical and psychological problems of employees. One more antecedent of call centre industry is the emergence of the global marketplace.

Globalization of trade has had several significant effects on organizations and workplace arrangements (Cooper et al., 2001).

The literature review on the effect of work demands on stress and well-being of the employees in various occupations, particularly in call centre occupations, have shown that there are various factors which affect stress and well-being of the employees. Depending on the research literature, some of the most prominent work factors from call centre settings were identified, which are considered to force demands on the call centre agents. These factors were emotional labor, performance monitoring, and role Ambiguity and role conflict.

The demands at workplaces and their detrimental consequences led to the development of some of the models of strain-stress relationships. Two models of stress, namely, demand-control-support model and job-demand resources model were adopted for the framework of the present study.

Demand-control-support model has proposed three main dimensions: job demands, job decision latitude and social support. Karasek et. al. (1981) argued that in this model 'strain results from the joint effects of the demands of the work situation (stressors) and environmental moderators of stress, particularly the range of decision making freedom (control) available to the worker facing those demands'. Johnson and Hall (1988) included an important aspect of the work environment, which is social support and extended the model. According to the Demand-control-support model, workers with jobs characterized by high demands, low decision latitude and low social support have a higher risk of poor psychological well-being and cardiovascular diseases.

Job demands-resources model makes the assumption that while every occupation may have its own specific risk factors associated with job stress, these factors can be classified into two general categories, i.e., job demands and job resources. Job demands refer to those physical, social, or organizational aspects of job that require sustained physical or mental effort and are therefore associated with certain physiological or psychological costs (Demerouti et al., 2001). Job resources refer to those physical, psychological, social or organizational aspects of the job that may do any of the these: a) to reduce job demands directly or indirectly (i.e., either avoiding or combating demands and the associated physiological, psychological and social costs b) to achieve personal and/or work goals; c) stimulate personal growth and skill development. Taking que from the above models, the framework of the present study was prepared.

The literature review revealed that there was no extensive study addressing the issue of work demands and its effects on stress and well-being of the employees in the call centre occupation. In other words, there were only few attempts to identify major determinants of stress and well-being of call centre employees. Moreover, there were also lack of studies on the possible role of intervening variables such as self-efficacy and social support between relationships of work demands and their effect on stress and well-being of call centre employees.

There is considerable number of studies which have reported the impact of emotional labor on employee's mental and physical health in many human service occupations, mostly in the nursing occupation, but no systematic attempts have been made to study emotional labor in a call centre setting. Further, findings of the studies on work factors and their impact from many

human service occupations have supported the above described models. This study is interested to investigate whether the above models are competent to explain the dynamic of work factors and their consequences in a call centre setting.

The present study has therefore focused on the work factors or possible determinants, i.e., emotional labor, performance monitoring, and role ambiguity and role conflict and their impact on stress and positive well-being of call centre employees. Moreover, moderating role of self-efficacy and social support (supervisory and coworker support) on the relationship between work factors and stress and well-being were also under investigation of this study. The model of the expected relationship for the study is presented in Chapter 1.

Following research questions were framed considering the above described gaps in call centre research for the present study.

Research Questions

1. How monitoring of calls induces or increases stress and emotional exhaustion in call center employees and how it affects their job satisfaction, home adjustment and positive well-being?
2. How emotional labor affects (increases) employee stress and emotional exhaustion and (decreases) job satisfaction, home adjustment and positive-well-being?

3. How role ambiguity and role conflict affects (increases) stress and emotional exhaustion in employees and how it affects their job satisfaction, home adjustment and positive well-being?
4. Whether self-efficacy belief plays a moderating role between relationships of work demands and stress and well-being of call centre employees?
5. What role social support (supervisory and coworker support) play among relationships of the work demands with stress and well-being in call centre employees?
6. How unusual working condition in the call center affects employees' adjustment (home) and job satisfaction and how it increases stress and burnout experiences?

Data for the present study were collected from a sample of call centre employees. The sample comprised of call centre agents from 7 different call centre organizations. The total sample comprised of 269 call centre agents. The 269 respondents were composed of 195 male (72.5%) and 74 female (27.5%), and the mean age of the sample was 23.55 (range = 18-37, S.D. = 3.26). The qualification level of most of the employees was graduation. The marital status of most of the call centre employees was single.

In order to answer the above stated questions two studies were carried out. First study was a quantitative study which was conducted on a sample (N=269) to identify the major determinants of stress and well-being among call centre agents. The second study was qualitative in nature, and was carried out

on a sample (N=50) to supplement the findings of the first study. The second study was carried out by interview method.

To execute quantitative study, factor analyses on items of all variables (leaving uni-dimensional variables) were carried out by using principle component with varimax rotation method. Several factors emerged from each variable of the present study. Details of the factors emerged from the factor analysis are as follows. Emotional labor (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface Acting), Performance monitoring (2 factors: Intensity and purpose) and Role Ambiguity and Role Conflict (4 factors: Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload). The factors of dependent variables are as follows, job satisfaction (2 factors: Social-Intrinsic Satisfaction, Extrinsic-Intrinsic Satisfaction), and positive well-being (6 factors: Overall Well-being, Personal Stagnation, Dissatisfaction with Self, Social Isolation and Lack of Purpose, Lack of Mastery and Relations, Purpose and Positive Relationship).

In the quantitative study, correlations and stepwise multiple regression analysis were carried out to see the relationships between independent variables and dependent variables. Correlations and stepwise multiple regression analysis were also carried out to investigate the moderating effects of three variables, namely, self-efficacy, supervisory support, and coworker support on the relationship between independent and dependent variables.

To analyze the moderating effects of the above mentioned variables, the data was divided into two samples (high-low) by median-split method. Further analyses were conducted considering dimensions (factors obtained from factor

analyses) of independent and dependent variables. All the results based on the analysis of data have been reported in Chapter 3.

Summary of Major Findings

Summary of the results have been reported below to collate outcomes of the analyses.

The correlation results of the data (N=269) showed significant relationships between many dimensions of independent variables (emotional labor, performance monitoring, and role ambiguity and role conflict) and dimensions of dependent variables (job satisfaction and positive well-being) and including uni-dimensional variables (stress, emotional exhaustion, and home adjustment). Overall, it was found from the quantitative study that emotional labor, performance monitoring, and role ambiguity and role conflict had significant effect on the stress, emotional exhaustion and well-being of call centre agents. Moreover, self-efficacy, supervisory support, and coworker support played significant moderating roles on the relationships of independent and dependent variables.

Correlation and stepwise multiple analyses results revealed that high Intensity of Performance Monitoring will determine perceived stress among call centre employees. Moreover, high levels of Role Ambiguity and Resource and Intra-role Conflict also increases the levels of perceived stress among employees. The result that performance monitoring induces or increases perceived stress among employees has been supported by a number of findings (Aiello et al., 1991; Aiello & Kolb; 1995, David & Handerson, 2000; Smith, Carayon, Sanders, Lim & LeGrande, 1992).

The correlation and stepwise multiple regression analysis results indicated that intense performance monitoring may lead to occurrence of emotional exhaustion in the employees. Conflict related with resources and intra-role at workplace also determines the level of emotional exhaustion among employees. Similar finding was reported by Holman, Chissick, and Totterdell (2002), that perception of intensity of monitoring was positively associated with emotional exhaustion. Holman's (2004) study found that level (intensity) of monitoring was positively correlated with anxiety and depression.

Result suggested that expressing intense and a variety of deep emotions towards customers may increase the likelihood of emotional exhaustion among call centre employees. This finding of the present study supported the proposed hypothesis 1B. Supporting the present finding, Mann and Cowburn (2005) found that the deeper the intensity of interactions, the more variety of emotions experienced, and the more emotional labor was reported. Moreover, expressing deep emotions repeatedly may decrease the strength of the exhaustion.

Considering the both dimensions of job satisfaction (Social-Intrinsic Satisfaction and Extrinsic-Intrinsic Satisfaction) together, stepwise multiple regression analysis results reveal that, Overall Intensity of Performance Monitoring significantly and negatively predicted job satisfaction. Moreover Role Ambiguity, and Resources and Intra-role Conflict also emerged as significant predictors of Job satisfaction. Thus intense monitoring and high role ambiguity in call centre organizations certainly decreases job satisfaction of call centre agents. These findings fully supported hypothesis 1E, and partially supported hypothesis 3C proposed in the chapter 1. Thus results suggest that high level of Intensity of Performance Monitoring may lead to low levels of job

satisfaction. Similar results were found by Holman, (2002). Results also reveal that high levels of role ambiguity and resource and intra-role conflict may decrease the job satisfaction among employees. Tarrant and Sabo (2010) found that Role Ambiguity and role conflict was negatively related with job satisfaction in a sample of nurse executives. Yosef (2000) also found that role conflict and Role Ambiguity independently and negatively affect job satisfaction.

The correlation analyses results revealed that Intensity of Performance Monitoring, Role Ambiguity, Incompatible Policies and Role Overload, Resource and Intra-role Conflict, and Intensity with Variety had significant positive correlations with home adjustment. Moreover stepwise multiple regression analyses suggest that these all factors also positively predicted home adjustment. These results showed unexpected findings that high levels of performance monitoring, Role Ambiguity, incompatible policies, role overload, and Resource and Intra-role Conflict will determine a better adjustment at home. Moreover, frequent expressions of intense and variety of emotions will also lead to better home adjustment.

Purpose of Performance Monitoring correlated negatively with home adjustment. Results also reveal that all the dimensions of Role Ambiguity and Role Conflict correlated significantly and positively with home adjustment. These results indicated that a high level of purpose of monitoring will decrease home adjustment in employees. Further, result suggests that high levels of Role Ambiguity and Role Conflict may lead to better home adjustment of the employees. Therefore the above finding of the present study does not supported hypothesis 3D proposed in the chapter 1. It is considered that social desirability effect may be a cause for these unexpected results. Appropriate

justifications of these unexpected findings have been provided in the previous chapter.

Purpose of Performance Monitoring had significant positive correlations with Overall Well-being and Purpose and Positive Relationship. It also significantly and positively predicted both Overall Well-being and Purpose and Positive Relationship. These results suggested that knowledge about the beneficial purpose of monitoring have positive impact on the Overall Well-being of the employees. Further if employees know that monitoring is done for their welfare; this motivates them for searching purpose in life and developing new relationships. Holman, Chissick, and Totterdell (2001) found that beneficial purpose of monitoring was positively related to well-being. These findings partially supported Hypothesis 1J proposed in the chapter 1.

Frequency with Deep Acting dimension of emotional labor had significant positive correlations with Overall Well-being, and Purpose and Positive Relationship. Further, it also significantly and positively predicted the Overall Well-being, and Purpose and Positive Relationship. Results suggest that expression of deep (true) emotions frequently have positive impact on the Overall Well-being of the employees. Expression of emotions to others also helps employees to build new relationships.

Role Ambiguity had significant negative correlations with Overall Well-being, and Purpose and Positive Relationship. Further it also significantly and negatively predicted Overall Well-being, and Purpose and Positive Relationship. These results pointed out that Role Ambiguity at workplace have negative impact in the Overall Well-being of call centre agents. Further, it also hinders developing new relationships and purpose in life.

Intensity of Performance Monitoring had high significant negative correlations with all the dimensions of positive well-being except Overall Well-being. These results revealed that overall Intensity of Performance Monitoring is an important factor which affects positive well-being of the call centre employees. This finding partially supported hypothesis 1I.

Intensity of Performance Monitoring emerged as the best predictor of positive well-being. It predicted all the dimensions of positive well-being except, Overall Well-being.

The summary of major significant findings regarding moderating effects of self-efficacy, supervisory support, and coworker support on the relationship between independent and dependent variables has been presented below.

The Moderating Effect of Self-Efficacy

In order to study the moderating effect of self efficacy on the relationship between independent and dependent variables of the study, correlations and stepwise multiple analysis were carried out.

To investigate the moderating effect of self-efficacy the median split method was adopted. Based on median value the individual scores on self efficacy was divided into two groups, namely, 'group with high scores on self-efficacy' (N=134), and 'group with low scores on self-efficacy' (N=117). Further, stepwise multiple regression analysis was carried out considering all the factors of independent variables, i.e., emotional labor, (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface

Acting), Performance monitoring (2 factors: Intensity and purpose) and Role Ambiguity and Role Conflict (4 factors: Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload) together, and taking factors of dependent variables, i.e., Perceived stress, emotional exhaustion, home adjustment, job satisfaction (2 factors: Social-Intrinsic Satisfaction, Extrinsic-Intrinsic Satisfaction), positive well-being (6 factors: Overall Well-being, Personal Stagnation, Dissatisfaction with Self, Social Isolation and Lack of Purpose, Lack of Mastery and Relations, Purpose and Positive Relationship) one by one.

Results from correlations and stepwise multiple regression analyses suggested that Self-efficacy played a moderating role between the relationships of Predictors and Perceived stress. Intensity of Performance Monitoring significantly and positively predicted Perceived stress more strongly in High self efficacy group in comparison to low self-efficacy group. Self-efficacy as a moderator enhanced the effect of Intensity of Performance Monitoring on perceived stress in the high self-efficacy group. Thus intense performance monitoring will have more detrimental effect on Perceived stress of high self-efficacy employees in comparison to low self-efficacy employees.

Result showed that Surface Acting predicted perceived stress in case of high self-efficacy group but not in the low self efficacy group. This result revealed that performing Surface Acting (strongest indicator of emotional labor) may be stressful for high self-efficacious employees but not for low self-efficacious employees in call centres. Similar result has been reported by Grandey (2003) and Pugliesi (1999).

Moreover, in high self-efficacy group, Role Ambiguity also predicted Perceived stress, whereas in low self-efficacy group, Resource and Intra-role Conflict emerged as the strongest predictor. Thus Role Ambiguity may be a cause for stress among high self-efficacious call centre employees, while for low self efficacy employees' role conflict determines Perceived stress.

The two groups (high and low self-efficacy) also differ regarding effects of independent variables on emotional exhaustion. Purpose of Performance Monitoring was an important factor for employees with high self-efficacy but it was not important to employees with low self-efficacy. The results of correlation and stepwise multiple regression analysis revealed that a clear and beneficial purpose of monitoring decreases the level of emotional exhaustion, that is, the higher the clarity and benefits of Purpose of Performance Monitoring, the lower the emotional exhaustion. This finding fully supported the hypothesis 4B (ii) proposed in the chapter 1. Holman, Chissick, and Totterdell (2002) found that purpose of performance monitoring was negatively correlated with emotional exhaustion.

Moreover stepwise multiple regression analysis suggested that self-efficacy as a moderator enhanced the negative effect of Intensity of Performance Monitoring on emotional exhaustion in the high self-efficacy group. Therefore this result revealed that Intensity of Performance Monitoring have more detrimental effect on emotional exhaustion for high self-efficacious employees; whereas for low self efficacious employees it has comparatively less negative effects on emotional exhaustion. This finding seems to support Beehr's (1995) notion of reverse buffering.

In high self efficacy group, Resource and Intra-role Conflict positively predicted emotional exhaustion, whereas in the low self efficacy group, Conflicting Organizational Demands and Resources was the significant predictor. Thus, for high self-efficacious employees, Resource conflict and Intra-role conflict will have negative effect on emotional exhaustion whereas for low self-efficacious employees, Conflicting organizational demands and conflicting resources will show negative effect on emotional exhaustion.

Overall, Intensity of Performance Monitoring negatively predicted Social-Intrinsic Satisfaction in both the groups, i.e., high and low self-efficacy groups. Further, self-efficacy as a moderator neutralized the negative effect of Intensity of Performance Monitoring on Social-Intrinsic Satisfaction in the group with high self-efficacy. Thus the impact of Intensity of Performance Monitoring on Social-Intrinsic Satisfaction was more detrimental in case of low self-efficacious employees. The results also reveal that, Role Ambiguity predicted Social-Intrinsic Satisfaction more strongly for low self-efficacy group than for high self-efficacy group. Thus for employees with low self-efficacy, Role Ambiguity has more negative effect on social-intrinsic job satisfaction than for employees with high self-efficacy. Thus result shows that self-efficacy decreases the effect of role ambiguity on employees' social and intrinsic satisfaction. This result partially support hypothesis 6C proposed in chapter 1.

Intensity of Performance Monitoring significantly and negatively predicted Extrinsic-Intrinsic Satisfaction for the employees with low self-efficacy, but not for the high self-efficacy employees. These results suggest that intense performance monitoring will have detrimental effect on the Extrinsic-Intrinsic Satisfaction of the call centre employees with low self-efficacy, but it may not have any effect on high self-efficacy group.

Surface Acting and Role Ambiguity significantly and negatively predicted Extrinsic-Intrinsic Satisfaction in the group with high self-efficacy, but not in the low self-efficacy group. Thus performing Surface Acting (faking emotions) to customers will have detrimental effect on Extrinsic-Intrinsic Satisfaction of the high self-efficacy employees, but Surface Acting may not be detrimental to employees with low self-efficacy. Moreover, Role Ambiguity will also have negative impact on Extrinsic-Intrinsic Satisfaction of the employees with high self-efficacy, but not in case of low self-efficacy employees. Overall results suggest that self-efficacy played significant moderating role for both dimensions of job satisfaction (Social-Intrinsic Satisfaction and Extrinsic-Intrinsic Satisfaction).

The results revealed that Self-efficacy moderated the relationships of some of the dimensions of independent variables and home adjustment. Resource and Intra-role Conflict and Incompatible Policies and Role Overload positively predicted home adjustment for high self-efficacy group but not for low self-efficacy group. Intensity of Performance Monitoring and Role Ambiguity were the common predictors of home adjustment for both groups-high self-efficacy and low self-efficacy. However, Intensity of Performance Monitoring emerged as the strongest predictor of Home adjustment in case of low self-efficacy group. These results were unexpected because the directions of all the relationships were positive.

The results from the stepwise multiple regression analysis reveal that overall Intensity of Performance Monitoring emerged as the strongest predictor of positive well-being in the high self-efficacy group, while in the low self-efficacy group Role Ambiguity and Role Conflict emerged as the strongest predictors.

Purpose of Performance Monitoring significantly and positively predicted Overall Well-being dimension of positive well-being in both the groups. However the positive impact of Purpose of Performance Monitoring on positive well-being was stronger in the case of low self-efficacy group.

Frequency with Deep Acting positively predicted Overall Well-being more strongly in the low self-efficacy group in comparison to high self-efficacy group. Thus performing deep acting (expressing true emotions) frequency will have positive impact on Overall Well-being of both the group of employees. However this positive impact may be more intense for the employees with low self-efficacy.

Role Ambiguity and Intensity with Variety of emotional labor significantly and negatively predicted Overall Well-being in the low self-efficacy group, but not in the high self-efficacy group. Thus the results clearly indicate that Role Ambiguity will have negative impact on the Overall Well-being of employees with low self-efficacy, but not for high self-efficacy employees. Moreover expressing intense and a variety of emotions as emotional labor will have detrimental effect on the Overall Well-being of low self-efficacy employees, but not for high self-efficacy employees.

Overall, Intensity of Performance Monitoring significantly predicted all the dimensions of positive well-being, except Overall Well-being in the high self-efficacy group. The directions of all the relationships were negative. Therefore, Intensity of Performance Monitoring emerged as the best predictor of positive well-being in the high self-efficacy group. Overall, in the low self-efficacy group, Role Ambiguity and Role Conflict emerged as the best

predictors of positive well-being. Therefore results indicate that self-efficacy played a significant moderating role between predictors and criterion variables.

Moderating Effect of Supervisory Support

In order to study the moderating effect of supervisory support on the relationship among the independent and dependent variables of the study median-split method was adopted. Based on the median value, the individual scores on supervisory support was divided into two groups namely, Group with high scores on supervisory support (N=126), and Group with low scores on supervisory support (N=127). Further, stepwise multiple regression analysis was carried out considering all the factors of independent variables, i.e., emotional labor, (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface Acting), Performance monitoring (2 factors: Intensity and purpose) and Role Ambiguity and Role Conflict (4 factors: Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload) together, and taking factors of dependent variables, i.e., Perceived stress, emotional exhaustion, home adjustment, job satisfaction (2 factors: Social-Intrinsic Satisfaction, Extrinsic-Intrinsic Satisfaction), positive well-being (6 factors: Overall Well-being, Personal Stagnation, Dissatisfaction with Self, Social Isolation and Lack of Purpose, Lack of Mastery and Relations, Purpose and Positive Relationship) one by one.

The results from stepwise multiple regression analysis revealed that Intensity of Performance Monitoring predicted perceived stress strongly and positively in employees with high supervisory support but not in case of employees receiving low supervisory support. Thus results suggest that

Intensity of Performance Monitoring may lead to Perceived stress among employees who receive high supervisory support, but not in the employees with low supervisory support.

Resource and Intra-role Conflict significantly and positively predicted perceived stress in both the groups. Thus results revealed that conflict associated with resources and intra-role conflict will result in stress for both the groups- high supervisory support and low supervisory support. However the impact of Resource and Intra-role Conflict on perceived stress was comparatively low in the group with high supervisory support. This result partially supported the hypothesis 9A. Further, results suggest that Incompatible policies of the organization and role overload will negatively determine perceived stress in the group having low supervisory support, but not in the group with high supervisory support.

Stepwise multiple regression analysis results revealed that Intensity of Performance Monitoring and Role Ambiguity significantly and positively predicted emotional exhaustion for the low supervisory support group but not for the high supervisory support group. The results suggest that employees who receive low supervisory support may experience emotional exhaustion due to intense performance monitoring and Role Ambiguity at the workplace; but this will not be in the case of employees with high supervisory support.

Resource and Intra-role Conflict and Variety with Deep Acting significantly and positively predicted emotional exhaustion in the high supervisory support but not in the low supervisory support. However conflict related to resources and intra-role conflict, and expressing emotions frequently towards customers may result in emotional exhaustion for employees who

receive high supervisory support. Thus it is evident that supervisory support has played a clear moderating role between the relationships of independent variables and emotional exhaustion.

The results reveal that Purpose of Performance Monitoring significantly and positively predicted Social-Intrinsic Satisfaction in the group receiving high supervisory support, while in the low supervisory support group, Intensity of Performance Monitoring negatively predicted Social-Intrinsic Satisfaction. Thus, these results indicate that high levels of Purpose of Performance Monitoring will determine high level of Social-Intrinsic Satisfaction among call centre employees with high supervisory support, while with increasing Intensity of Performance Monitoring Social-Intrinsic Satisfaction will decrease in the low supervisory support group. This result partially supported the hypotheses 7C (i) and 7C (ii) proposed in the chapter 1.

Frequency with Deep Acting and Variety with Deep Acting significantly predicted Social-Intrinsic Satisfaction in the group with high supervisory support ($\beta = .31, p < .01, \beta = -.19, p < .05$, respectively), but not in the low supervisory support group. These results suggest that performing deep emotions frequently will increase social-intrinsic job satisfaction among employees with high supervisory support, while expressing a variety of true (deep) emotions will decrease job satisfaction among employees with high supervisory support. This was not the case with low supervisory group.

Further Intensity of Performance Monitoring and Incompatible Policies and Role Overload significantly predicted Extrinsic-Intrinsic Satisfaction in the low supervisory support group. No dimension of 3 independent variables predicted extrinsic satisfaction in the high supervisory support group. The

above results showed that supervisory support played significant moderating role on the relationships between independent variables and dimensions of job satisfaction.

The results revealed that Intensity of Performance Monitoring and Resource and Intra-role Conflict significantly and positively predicted home adjustment for the group receiving high supervisory support but not for the low supervisory support group. Surprisingly, these results suggest that Intensity of Performance Monitoring and conflict related to resources and intra-role may determine home adjustment in the employees who receive high supervisory support but not in the low supervisory support group. It seems from result that supervisory support helps employee in their adjustment at home.

Further, Intensity with Variety of emotional labor significantly and positively predicted home adjustment in the low supervisory support group, but not in the high supervisory support group. Thus expressing intense and a variety of emotions may help employees in a better home adjustment only for the employees with low supervisory support. It is evident from results that supervisory support played a moderating effect between independent variables and home adjustment.

Results revealed that Intensity of Performance Monitoring significantly and negatively predicted Overall Well-being in the group with high supervisory support, but not in the group receiving low supervisory support. Thus results suggest that intense performance monitoring will have negative impact on the Overall Well-being of the employees with high supervisory support, but not in the employees with low supervisory support.

Further, Frequency with Deep Acting, and Intensity with Variety of emotional labor significantly predicted Overall Well-being ($\beta = .30, p < .00$; $\beta = -.26, p < .00$, respectively) in the low supervisory support group, but not in the high supervisory support. Further, Surface Acting significantly and negatively predicted Overall Well-being in the high supervisory support group, but not in the low supervisory support group. Therefore, performing Surface Acting as emotional labor will have negative impact on the Overall Well-being of the employees with high supervisory support.

Overall, Intensity of Performance Monitoring significantly and negatively predicted most of the dimensions of positive well-being in both the groups, i.e., high supervisory support and low supervisory support group. Role Ambiguity was strongest predictor of Overall Well-being for both groups of employees. The other key predictors of positive well-being in the high supervisory support group were Role Ambiguity and Role Conflict, Purpose of Performance Monitoring. The relationship of Role Ambiguity and Role Conflict with positive well-being was found negative, while relationship of Purpose of Performance Monitoring with positive well-being was positive.

Thus, the above results and discussions proved that supervisory support plays a significant moderating role between the determinants and criterion variables.

The Moderating role of Coworker Support

In order to study the moderating effect of coworker support on the relationship among the independent and dependent variables of the study, the total individual scores on coworker support was divided into two groups

namely, Group with high scores on coworker support (N=101), and group with low scores on coworker support (N=131). Further, stepwise multiple regression analysis was carried out considering all the factors of independent variables, i.e., emotional labor, (4 factors: Intensity with Variety, Frequency with Deep Acting, Variety with Deep Acting and Surface Acting), Performance monitoring (2 factors: Intensity and purpose) and Role Ambiguity and Role Conflict (4 factors: Role Ambiguity, Resource and Intra-role Conflict, Conflicting Organizational Demands and Resources, and Incompatible Policies and Role Overload) together, and taking factors of dependent variables, i.e., perceived stress, emotional exhaustion, home adjustment, job satisfaction (2 factors: Social-Intrinsic Satisfaction, Extrinsic-Intrinsic Satisfaction), positive well-being (6 factors: Overall Well-being, Personal Stagnation, Dissatisfaction with Self, Social Isolation and Lack of Purpose, Lack of Mastery and Relations, Purpose and Positive Relationship) one by one.

Intensity of Performance Monitoring and Purpose of Performance Monitoring significantly predicted perceived stress ($\beta = .29, p < .00$; $\beta = -.20, p < .05$, respectively) in the group with high coworker support, but not in the low coworker support group. This finding did not support hypothesis 10A (i), but fully supported the hypothesis 10A (ii) proposed in the chapter 1. The finding that Purpose of Performance Monitoring decreases perceived stress of the employees who receive high coworker support is in line with previous findings (Holman, Chissick, and Totterdell, 2002). These researchers found negative relationships between purpose of monitoring and job related anxiety and job related depression.

Intensity with Variety of emotional labor also significantly and negatively predicted perceived stress in the high coworker support group, but not in the

low coworker support group. Therefore results suggest that a high level of Purpose of Performance Monitoring will decrease Perceived stress among employees who receive high coworker support. This is not the case with employees with low coworker support.

Results also revealed that Role Ambiguity significantly and positively predicted perceived stress in the group with high coworker support, while in the low coworker support group only Resource and Intra-role Conflict positively predicted perceived stress.

The above results clearly revealed that Coworker support has played a significant moderating role on the relationships between independent variables and perceived stress.

The results suggested that Purpose of Performance Monitoring significantly and negatively predicted emotional exhaustion only in the group receiving high coworker support. Result suggests that high level of Purpose of Performance Monitoring will decrease emotional exhaustion in the employees who receive high coworker support. Further, Intensity with Variety of emotional labor also significantly and positively predicted emotional exhaustion in the group receiving high coworker support, but not in the low coworker support group. Therefore, expressing intense and a variety of emotions as emotional labor will increase emotional exhaustion among employees with high coworker support.

Intensity of Performance Monitoring emerged as the strongest predictor of emotional exhaustion in both the groups- high coworker support group and low coworker support group ($\beta = .25, p < .01$; $\beta = .20, p < .05$, respectively).

However the impact of Intensity of Performance Monitoring on emotional exhaustion was comparatively intense in the high coworker support group. Further, Resource and Intra-role Conflict also significantly predicted emotional exhaustion for both the groups.

Overall results suggest that, Intensity of Performance Monitoring emerged as the best predictor of overall job satisfaction, i.e., Social-Intrinsic Satisfaction and Extrinsic-Intrinsic Satisfaction ($\beta = -.32, p < .00$; $\beta = -.30, p < .00$, respectively) in the high coworker support group only. Moreover, Surface Acting also significantly and negatively predicted overall job satisfaction-Social-Intrinsic Satisfaction and Extrinsic-Intrinsic Satisfaction ($\beta = -.21, p < .05$; $\beta = -.27, p < .00$, respectively) in the group with high coworker support, but not in the low coworker support group. Therefore Intensity of Performance Monitoring at workplace and/or performing Surface Acting will decrease the overall job satisfaction in the employees with high coworker support, while in the group receiving low coworker support, it is Resource and Intra-role Conflict which decreases overall job satisfaction.

Further, Resource and Intra-role Conflict emerged as the best predictor of overall job satisfaction, i.e., Social-Intrinsic Satisfaction and Extrinsic-Intrinsic Satisfaction ($\beta = -.25, p < .00$; $\beta = -.17, p < .05$, respectively) in the group receiving low coworker support but not in the group with high coworker support. Thus results suggest that Resource and Intra-role Conflict at workplace will decrease overall job satisfaction among employees who receive low coworker support. This is not the case with employees with high coworker support.

The results revealed that Role Ambiguity, and Incompatible Policies and Role Overload significantly and positively predicted home adjustment in the group with high coworker support, but not in the low coworker support group. Moreover, Intensity with Variety of emotional labor significantly and positively predicted home adjustment, only in the group which receives low coworker support. These results suggest that expression of intense and a variety of emotions may help employees with low coworker support in their home adjustment. Results also reveal that Intensity of Performance Monitoring significantly and positively predicted home adjustment in both the groups- high coworker support and low coworker support group.

The stepwise multiple regression analysis results suggest that Intensity of Performance Monitoring emerged as the best predictor of Overall Well-being ($\beta = -.25, p < .01$) in the group with high coworker support, but not in the group with low supervisory support. Purpose of monitoring significantly and positively predicted Overall Well-being in both the groups, i.e., high coworker support group and low coworker support group ($\beta = .21, p < .05$; $\beta = .22, p < .01$, respectively). However the positive impact of Purpose of Performance Monitoring on Overall Well-being was comparatively strong in the low coworker support group.

Role Ambiguity also significantly predicted Overall Well-being in both the groups- high coworker support group and low coworker support group ($\beta = -.24, p < .01$; $\beta = -.48, p < .00$, respectively) . However the negative impact of Role Ambiguity on Overall Well-being was more intense in the group receiving low coworker support.

Overall, results reveal that Intensity of Performance Monitoring significantly and negatively predicted most of the dimensions of positive well-being in the low coworker support group. Role Ambiguity also significantly predicted most of the dimensions of positive well-being in the group who receive low coworker support. Role ambiguity significantly and negatively predicted Overall Well-being and Purpose and Positive Relationship, while positively predicted Personal Stagnation and Dissatisfaction with Self dimensions of positive well-being in the low coworker support group. However, in the group with high coworker support, Intensity of Performance Monitoring, Surface Acing, and Role Ambiguity negatively predicted most of the dimensions of positive well-being. Thus Intensity of Performance Monitoring, Surface Acing, and Role Ambiguity emerged as key predictors of positive well-being for the employees those receive high coworker support.

Therefore results from analyses showed that coworker support played a significant moderating role between the determinants and criterion variables of the present study. Thus, coworker support emerged as an important factor for stress and well-being among call centre employees.

Overall results suggest that self-efficacy, supervisory support, and coworker support played roles of significant moderators on the relationships between some of the dimensions of performance monitoring, emotional labor, and Role Ambiguity and Role Conflict and some of the dimensions of the criterion variables.

As mentioned earlier in this chapter, apart from the quantitative method which investigates the answers of the questions raised in the present study, a qualitative study by interview method was also carried out to augment the findings of the quantitative study. For this purpose, call centre agents (N=50)

were interviewed based on an interview schedule. A 17-questions open-ended interview schedule (Appendix-B) was prepared for this purpose of getting responses of the employees. The questions were systematically arranged. The questions of the interview schedules begin with getting information about employee background, education, native place and their family to make them comfortable and for building rapport to get right information. The following questions were about various work demands, night shifts, stress, emotional labor, coping, performance monitoring, role conflict and social support etc.

The qualitative study was conducted to augment the findings of the quantitative study. This study tried to search answers of the questions such as, whether call centre employees face various job demands (for example, emotional labor, performance monitoring, role conflict, night shifts etc.)?, and if this is so, what strategies they use to cope with these job demands? Further, do they receive support from their colleagues? The concluding questions of the interview schedule were about employee's personal control at workplace, and their future plans in their career.

It was observed from the results of the qualitative study that despite working in unusual and complex work settings, call centre employees tried to perceive the positive aspects of their job. It was also evident that personality of the employees also affected their response regarding job demands and coping strategies. Many employees admitted that they have to face daily hassles of the job, such as headache, irritation, nervousness and stress. Some of the employees shared that sometimes job demands are too intense. As one of them shared, "...I am not sure about any kind of positive impact...I get frustrated when the call flow is too high". Among those employees who had experience of night shifts, reported that night shifts had affected their daily life routine for

various reasons, such as social isolation (separation from family and friends). Moreover, call centre agents agreed that they do emotional labor and have low job control, but they consider it as part of their job.

Surprisingly most of the employees do not perceive performance monitoring as an intrusive or stressful process rather they perceive it as a performance feedback mechanism, which they consider in best of their interest. The result of quantitative analysis about performance monitoring contradicts this qualitative result, most likely indicating to social desirability effect. However it should be noted that some agents also revealed that some parameters of performance monitoring should change. The qualitative study results find low role conflict in call centre job supporting recent empirical findings. There were individual differences in coping style of the call centre agents to cope with stress but most of them do it at cognitive level or by listening music. Most of the call centre agents revealed that they would like to reach up to the managerial level in 5-10 years.

It is evident that findings of the qualitative study were mixed. These findings revealed that some of the employees reported that they face job demands problems and their apparent detrimental consequences. However irrespective of the above reported daily hassles, most of the call centre agents gave the impression that they were not facing any major problems with their call centre job and they are overall happy.

With some exceptions, result of this study did not go along with the findings of the quantitative study. Social desirability effect may have played a major role regarding the results of qualitative study. Moreover call centre agents might be apprehensive that results of the study may be shared with their seniors or supervisors thus they may have reported their best face regarding

their job, hiding the problematic issues. Finally, results of this study also suggest that working conditions in call centres might have substantially improved in recent times.

Conclusions

Some of the conclusions which can be drawn from the results and discussions at various levels in this study are given below:

1. Among all the dimensions of independent variables, Intensity of Performance Monitoring emerged as the strongest negative predictor of stress, emotional exhaustion, job satisfaction and positive well-being in the present study.
2. Intensity of Performance Monitoring, Resource and Intra-role Conflict, Role Ambiguity, and Surface Acting correlated positively with perceived stress, clearly showing that with increasing levels of these factors, perceived stress among call centre agents is likely to increase.
3. Emotional labor (Intense and Variety, and Variety with Deep Acting) is most likely to increase emotional exhaustion among call centre employees. Moreover Intensity of Performance Monitoring significantly and positively correlated with emotional exhaustion revealing that intense performance monitoring may increase levels of emotional exhaustion among frontline call centre employees. Further, Role conflict also significantly and positively correlated with emotional exhaustion. Thus high role ambiguity at workplace will increase emotional exhaustion of the employees in call centres.

4. Intensity of Performance Monitoring, Role Ambiguity, and Role conflict strongly and negatively correlated with overall job satisfaction. This result shows that intense performance monitoring, high level of Role Ambiguity and/or role conflict will decrease job satisfaction (social, extrinsic, and intrinsic) among call centre employees.
5. Surprisingly, emotional labor, Intensity of Performance Monitoring, Role Ambiguity, and role conflict correlated positive with home adjustment. Contrary to proposed hypotheses this result reveal that with increasing level of above factors, employees will be able to adjust in home environment. Most likely, the result is strongly affected by social desirability effect.
6. Frequency with Deep Acting of emotional labor, and Purpose of Performance Monitoring correlated strongly and positively with Overall Well-being while Role Ambiguity correlated negatively with Overall Well-being. The results show that expression of true emotions (deep acting) towards customer as a function of emotional labor will increase the level of Overall Well-being among call centre employees. Moreover, 'good' Purpose of Performance Monitoring, i.e., feedback and welfare for the employees will facilitate Overall Well-being among call centre agents.

7. Moderating role of Self-Efficacy

The results of correlations and stepwise multiple regression analysis clearly show that self-efficacy among call centre agents played a moderating role on the relationships between predictor variables and criterion variables. Self-efficacy made a difference between relationships of independent variables (emotional labor, performance monitoring, and Role Ambiguity and role conflict) and dependent variables (stress, emotional exhaustion, job satisfaction, and positive well-being).

Intensity of Performance Monitoring predicted the Perceived stress and emotional exhaustion more strongly in the case of high self efficacy group in comparison to low self-efficacy group. It reveals an important finding that employees with high self-efficacy are more prone to experience stress and emotional exhaustion in comparison to low self-efficacy employees when there is intense performance monitoring.

Role Ambiguity and Surface Acting significantly and positively predicted perceived stress among employees with high self-efficacy but not in low self-efficacy employees, while Resource and Intra-role Conflict significantly and positively predicted perceived stress only in the low self-efficacy group. These results have implication value and are highly useful for recruiters of call centres agents.

In the case of emotional exhaustion as dependent variable against dimensions of independent variables, the stepwise multiple regression analysis results reveal that Purpose of Performance Monitoring significantly and negatively predicted emotional exhaustion in the high self-efficacious

employees but not in the low self-efficacy employees. Further, Resource and Intra-role Conflict also significantly and positively predicted emotional exhaustion.

Therefore, Purpose of Performance Monitoring reduces emotional exhaustion in the high self-efficacy employees but not in the low self-efficacious employees. Thus Purpose of Performance Monitoring seems to be an important factor for high self-efficacious employees but not for the employees with low self-efficacy.

It was revealed from stepwise multiple regression analyses results that overall, Role Ambiguity predicted Social-Intrinsic Satisfaction more strongly for the low self-efficacy group than for high self-efficacy group. This result reveals that the impact of Role Ambiguity on social and intrinsic job satisfaction was more intense in the low self-efficacy group than the high self-efficacy group. Further, Role Ambiguity significantly and negatively predicted Extrinsic-Intrinsic Satisfaction in the high self-efficacy group, but it did not predict Extrinsic-Intrinsic Satisfaction in the low self-efficacy group.

Overall, Intensity of Performance Monitoring predicted job satisfaction in both the groups, i.e., high and low self-efficacy groups. However, the impact of Intensity of Performance Monitoring on job satisfaction was stronger in the low self-efficacious employees than employees with high self-efficacy. Clearly, self-efficacy decreases the effect of intensity of performance monitoring on job satisfaction.

Overall role conflict significantly and positively predicted home adjustment in the employees with high self-efficacy but not in the case of

employees with low self-efficacy. Moreover, Intensity of Performance Monitoring significantly and positively predicted home adjustment more strongly in the low self efficacy employees than employees with high self-efficacy. Therefore, above unexpected results reveal that high level of role conflict and intense monitoring at workplace will determine employees' adjustment at home.

Overall Intensity of Performance Monitoring emerged as best predictor of positive well-being in the employees with high self-efficacy but not in the case of low self-efficacy employees. The directions of all the relationships between Intensity of Performance Monitoring and dimensions of positive well-being were negative. Thus intense performance monitoring will have negative impact on the well-being of the high self-efficacy employees.

Results also reveal that Role Ambiguity and Intensity with Variety dimension of emotional labor significantly and negatively predicted Overall Well-being in the employees with low self-efficacy but not in the case of high self-efficacy employees.

Results show that Purpose of Performance Monitoring was strongly associated with Overall Well-being in both the groups- high and low self-efficacy, indicating that if employees perceive that monitoring is done for their welfare and feedback, this will increase their Overall Well-being.

Overall, results of the study proved that self-efficacy played a moderating role between relationships of the most of the predictors and criterions. Performance monitoring emerged a key determinant of stress and well-being in employees with high self-efficacy. In employees with low self-

efficacy, Resource and Intra-role conflict emerged as key determinant of perceived stress among employees. Further, Role Ambiguity and Role conflict emerged as best predictors of well-being of call centre employees in the group with low self-efficacy.

8. Moderating role of Supervisory Support

The correlations and stepwise multiple regression analyses show that supervisory support plays a significant moderating role on the relationships between some of the determinant variables and criterion variables. Supervisory support proved to be an important factor in respect to well-being of call centre employees.

Intensity of Performance Monitoring emerged as best predictor of perceived stress ($\beta = .28, p < .00$) in the group with high supervisory support but it did not predicted perceived stress in the low supervisory support group. Result suggests that even if employees receive high supervisory support, Intensity of Performance Monitoring increases their perceived stress.

Results show that Intensity of Performance Monitoring and Role Ambiguity significantly and positively predicted emotional exhaustion in the group with low supervisory support, but not in the high supervisory support group. Therefore result suggests that an intense performance monitoring and a high level of Role Ambiguity at workplace may lead to emotional exhaustion in the employees who receive low supervisory support.

Moreover, Resource and Intra-role Conflict and Variety with Deep Acting of emotional labor significantly and positively predicted emotional

exhaustion in the high supervisory support group, but not in the low supervisory support group.

Overall it was Intensity of Performance Monitoring which significantly and negatively predicted job satisfaction in the low supervisory support group, but not in the high supervisory support group. Thus intense performance monitoring will result in low overall job satisfaction in the employees who receive low supervisory support but this was not the case with the high supervisory support group.

Thus results clearly show that supervisory support strongly plays a moderating role between the relationships of some of the predictors and extrinsic-intrinsic satisfaction. Therefore the above results reveal that Supervisory support played a strong moderating role between the relationships of independent variables and job satisfaction.

Role Ambiguity significantly and positively predicted home adjustment in both the groups, i.e., high supervisory support group and low supervisory support group. However the positive impact of Role Ambiguity on home adjustment was stronger in the case of employees who receive high supervisory support. This results show that supervisory support moderated the relationship of Role Ambiguity and home adjustment.

The stepwise multiple regression analysis results revealed that Intensity of Performance Monitoring and Resource and Intra-role conflict significantly and positively predicted home adjustment in the group receiving high supervisory support, but nit in the low supervisory support group.

Surprisingly, in case of home adjustment, obtained results did not support the proposed hypotheses. However it was evident that supervisory support played a moderating role between independent variables and home adjustment.

Overall, it was found from the results that Intensity of Performance Monitoring and Role Ambiguity emerged as key determinants (negative relationship) of positive well-being in employees with low supervisory support. In the group with high supervisory support key determinants of Positive well-being were Role Ambiguity and Role Conflict and Intensity of Performance Monitoring and (negative relationship) and Purpose of Performance Monitoring and Intensity of Performance Monitoring (positive relationship).

It is also found that pretending emotions (Surface Acting) towards customers to achieve organizations goals decreases Overall Well-being of employees with high supervisory support. However, expressing true emotions (deep acting) frequently towards customer increases Overall Well-being among employees who receive low supervisory support.

Moreover, Role Ambiguity emerged as strongest predictor of Overall Well-being for employees of both groups- high supervisory support and low supervisory support.

Therefore it is clear from results that supervisory support plays a significant moderating role between the determinants and criterion variables of the study.

9. Moderating role of Coworker Support

The correlations and stepwise multiple regression analyses show that coworker support plays a moderating role on the relationships between some of the predictor variables and criterion variables in this study.

The stepwise multiple regression analysis results suggested that coworker support played a significant moderating role between performance monitoring, Role Ambiguity, Intensity with Variety of emotional labor and perceived stress.

Intensity of Performance Monitoring significantly and positively predicted perceived stress in the group with high coworker support. Moreover Purpose of Performance Monitoring significantly and negatively predicted perceived stress in the high coworker support group. Both the dimensions of performance monitoring did not predicted perceived stress in the employees with low coworker support. Therefore above results suggest that intense performance monitoring will increase the perceived stress among call centre agents who receive high coworker support. Further Purpose of Performance Monitoring will decrease the perceived stress in the same group. The results that intensity of monitoring will have negative effect, and purpose of performance monitoring will have positive effect on stress has been supported by Holman, Chissick, and Totterdell, (2002). This result partially support the hypothesis 10A proposed in the chapter 1.

Role Ambiguity significantly and positively predicted perceived stress only for agents who receive high coworker support. Role Ambiguity is found as a major work factor which induces or increases stress among agents with high coworker support. Results also suggest that expression of intense and a variety

of emotions will reduce stress only among call centre employees who receive high coworker support.

Resource and intra-role conflict significantly and positively predicted perceived stress, only in the employees who receive low supervisory support.

The results from analyses reveal that Purpose of Performance Monitoring and Intensity with Variety of emotional labor significantly predicted emotional exhaustion in the high coworker support group only.

Therefore result suggests that when call centre employees are aware that Purpose of Performance Monitoring is for their welfare, the effect of performance monitoring on emotional exhaustion decreases in the employees who receive high coworker support.

Moreover performing intense and a variety of emotional labor will have negative impact on emotional exhaustion in the employees who receive high coworker support.

As results reveal, intense performance monitoring had shown strongest impact on emotional exhaustion in both- high coworker support employees and low coworker support employees. Similarly Resource and intra-role conflict was found to have negative impact on emotional exhaustion for the employees of both groups.

Overall, it was revealed from results that among the dimensions of all independent variables, Intensity of Performance Monitoring emerged as the strongest predictor of overall job satisfaction in the high coworker support group, but not in the low coworker support group.

Thus results suggest that intense performance monitoring will decrease overall job satisfaction among agents who receive high coworker support; whereas, it is Resource and Intra-role Conflict which decreases overall job satisfaction in the employees with low coworker support. Furthermore, Surface Acting also predicted overall job satisfaction in the group with high coworker support, but not in the low coworker support group.

Thus performing Surface Acting or pretending emotions towards customers to achieve organization's goal may have negative impact on job satisfaction of the employees who receive high coworker support.

It was observed from results that unexpectedly Role Ambiguity and Incompatible Policies and Role Overload determine home adjustment in the agents who receive high coworker support. This was not applicable to employees who receive low coworker support.

Results also reveal that expressing intense and a variety of emotions towards customer may lead to a better home adjustment for the call centre agents who receive low coworker support. Intensity of Performance Monitoring determines home adjustment in both the group of employees- high coworker support and low coworker support.

Stepwise multiple regression analyses results suggest that intense performance monitoring will have negative impact on Overall Well-being of the employees with high coworker support.

Contrarily, Purpose (feedback and welfare) of monitoring have positive impact on the Overall Well-being of both group of employees. However, the

positive effect of purpose of monitoring on Overall Well-being was stronger in employees who receive high coworker support in comparison to employees with low coworker support.

Results also reveal that Role Ambiguity of a high level may decrease Overall Well-being in both group of employees- high coworker support employees and low coworker support employees. Though, the negative effect of Role Ambiguity on Overall Well-being will be more intense in employees who receive low coworker support.

On the whole, results reveal that Intensity of Performance Monitoring, and Role Ambiguity emerged as the strongest predictors of positive well-being in the employees who receive low coworker support. Intensity of Performance Monitoring, Purpose of Performance Monitoring, Surface Acting, and Role Ambiguity emerged as the strongest predictors in the group with high coworker support.

Hence overall it was found that coworker support played a moderating role between the determinants and criterion variables of the present study.

Thus, like other human service occupations, in the call centre occupation also, coworker support emerged as an important factor related to stress and well-being of the call centre employees.

In conclusion, overall results reveal that work factors taken in this study do have impact on stress and well-being of call centre employees. The results of the present also proved that three variables self-efficacy, supervisory support, and coworker support played significant moderating roles between

relationships of work factors and their consequences. However the intensity of moderating effects of the above three moderators varied significantly.

Contributions and Implications

The objective of the present research was to identify the determinants of stress and well-being among call centre agents. Moreover how these determinants affect the stress and well-being of the call centre agents. Moreover, moderating roles of self-efficacy, supervisory support, and coworker support on the relationship between independent and dependent variables were also investigated in the present study. The present research work tried to accomplish the above objectives of the study, and it has served the intended purpose to a certain extent. Contributions and implications of the present research work have been divided in three parts- (1) theoretical contributions (2) methodological contributions, and (3) practical implications. These are presented below:

Theoretical Contribution

This work is one among the few systematic attempts made to study work factors and stress in the Indian call centre setting. The present study investigated the most prominent work factors and their impact on stress and well-being among Indian call centre agents from various perspectives. Moreover, this investigation has incorporated a number of variables (emotional labor, performance monitoring, role ambiguity and role conflict, perceived stress, and positive well-being) of the call centre setting which are highly significant to study.

The results of the present study supported some of the previous findings (Holman, 2002) on job satisfaction of call centre agents. The present study also revealed some new findings which are highly applicable in the call centre occupation.

The findings of the study reveal that Intensity of Performance Monitoring is a key factor which determines stress, emotional exhaustion, and positive well-being among call centre agents. Resource and Intra-role Conflict also emerged as a major factor which increases stress and emotional exhaustion in the call centre employees.

The study has found that intense performance monitoring increases perceived stress and emotional exhaustion among call centre agents. Intensity of Performance Monitoring was found to decrease the level of overall job satisfaction of the employees. Moreover Intensity of Performance Monitoring had negative impact on Overall Well-being of the call centre employees; however it had also shown beneficial effects on many dimensions of positive well-being, for example, performance monitoring decreases lack of mastery and Personal Stagnation of call centre employees.

Purpose of Performance Monitoring emerged as important factor which increases Overall Well-being of call centre agents.

Emotional labor was found to be associated with emotional exhaustion. The study suggests that the dynamics of emotional labor may be significantly different in call centres in compare to other human service occupations. Intensity and variety of emotional labor increases emotional exhaustion among

call centre agents. Surface Acting or pretending emotions increases perceived stress among agents.

The study reveals that Surface Acting had negative correlations with extrinsic-intrinsic job satisfaction, however Frequency with Deep Acting had significant positive correlations with social-intrinsic satisfaction. Emotional labor failed to predict job satisfaction. Expressing deep emotions (felt emotions) frequently will increase social and intrinsic job satisfaction, however performing Surface Acting (false emotions) may lead to decrease in extrinsic-intrinsic job satisfaction. These findings partially support the earlier finding by Holman (2002). The result also shows that performing deep acting or expressing felt emotions towards customers will enhance Overall Well-being of the call centre employees.

Resource and intra-role conflict also emerged as one of the strongest predictors of perceived stress, emotional exhaustion, job satisfaction, and positive well-being. Resource and Intra-role Conflict significantly and positively associated with perceived stress and emotional exhaustion among call centre agents.

Role ambiguity correlated positively with perceived stress and home adjustment, and negatively with job satisfaction and Overall Well-being. Role ambiguity emerged as the strongest predictor of Overall Well-being, and significantly predicted job satisfaction.

Above findings are applicable and useful for human resource management in call centre occupations.

As reported earlier, the possible moderating roles of self-efficacy, supervisory support, and coworker support on the relationship between independent and dependent variables have been also investigated in the present study.

Various models of stress research suggest that it is of utmost importance to study the moderating or mediating roles of the related variables in the study of work demands and their outcome. The correlations and stepwise multiple regression analyses results showed that self-efficacy, supervisory support and coworker support played significant moderating roles on the relationship between predictor variables and the criterion variables.

Methodological Contribution

Contribution at the methodological level for this study was that the researcher developed an interview schedule for call centre employees for the purpose of qualitative study. The interview schedule contains relevant questions, including issues of stress, performance monitoring, emotional labor, home adjustment, night shift, and well-being, etc. The interview schedule may be used in future research in the area of call centres research.

Practical Implications

The present study has revealed many findings but some of these may be highly useful and applicable for a better human resource management in call centre occupation.

The most prominent work factors (emotional labor, performance monitoring, and role ambiguity and role conflict) and their dimensions taken in the present study has shown significant effect on stress and well-being of the call centre agents. Thus study suggests that the aforementioned factors should be handled with utmost care in call centre organizations.

As the results reveal that Intensity of Performance Monitoring was the key determinant of stress and well-being among call centre employees. Managers, supervisors, and team leaders should be aware of the fact that it is performance monitoring at workplace that affects the call centre agents at most. So the top management should decide a moderate level of Intensity of Performance Monitoring for call centre agents. Too much stretching of monitoring may have negative consequences for Overall Well-being of the employees.

Intense performance monitoring may induce or increase the emotional exhaustion among employees. The results also revealed that Intensity of Performance Monitoring is a major determinant of job satisfaction in call centre agents.

Thus top management in call centres should be cautious regarding the maximum Intensity of Performance Monitoring for employees. It should not be stretched too much to lead unwanted consequences or to effect the job satisfaction of the call centre employees.

Another point which is significant to be mentioned here is that, monitoring should not be done only for achieving the organization's goal (in

most cases, attending high number of calls) rather it should also nurture the skills and talents of the call centre agents.

The quantitative analysis as well as qualitative analysis results clearly mentioned that if employees are aware that monitoring is also done for their feedback and welfare, than having an eye on their performance, then it has positive impact on their Overall Well-being.

Another important result was that the employees with high self-efficacy perceive more stress due to intense performance monitoring, role ambiguity, and Surface Acting in comparison to low self-efficacy employees.

This findings of the present study suggest that top management should be cautious in managing the employees with high self-efficacy, because it is high self-efficacious employees who are comparatively more prone to stress in case of intense performance monitoring, high level of role ambiguity, and Surface Acting in a call centre setting, as results of this study revealed.

Emotional labor has been considered one of the major factors in human service occupations which lead to emotional exhaustion among employees. This study provides empirical support that emotional labor (in form of expressing intense and a variety of emotions or expressing a variety of deep emotions via phone) will increase emotional exhaustion among employees in call centre occupation. The results of this study suggest that the issue of emotional labor in call centre should also be handled with cautious.

The result that expressing true or deep emotions towards customers will increase Overall Well-being of the call centre agents, suggests that managers

and team leaders should motivate employees to try to actually feel the emotions which agents have to express down the phone to customers. Performing deep emotions will increase Overall Well-being of the call centre employees.

Managers of call centres should act to minimize the role ambiguity and role conflict (specially, Resource and Intra-role Conflict), at the workplace; because these factors increase stress of the call centre agents.

As results suggest role ambiguity and role conflict strongly and negatively associated with overall job satisfaction. Thus managers in the call centre occupations are suggested to act to decrease or prevent role ambiguity and role conflict at workplace.

Role Ambiguity in particular was strongly and negatively associated with Overall Well-being of the employees. Thus call centre managers must handle any role ambiguity taking place among employees, because it may affect well-being of the particular agent and thus overall performance of the employee.

Results also suggest that purpose of monitoring was an important factor for employees with high self-efficacy but it was not important to employees with low self-efficacy. Thus supervisor, manager, and team leaders in call centres should make sure that purpose of monitoring should also include performance feedback system for employees and finally it should also be for welfare of employees. Most importantly, as results suggest, the positive purpose of the monitoring should be clearly communicated to the call centre employees, particularly to the high self-efficacy employees. Good purpose of Performance Monitoring decreases the level of emotional exhaustion among employees with high self-efficacy.

It's a common practice of hiring high self-efficacious individuals to achieve organization's goals. This research puts a question mark that, whether hiring high self-efficacy individuals for call centre work is more rational than hiring average self-efficacy individuals. This study suggests that recruiting individuals with average self-efficacy may be more beneficial for the call centre organizations than recruiting high self-efficacious individuals. The rationale of the aforesaid suggestion comes from the results of this study that employees with high self-efficacy perceive more stress and experience high level of emotional exhaustion due to intense performance monitoring, role ambiguity, and Surface Acting in comparison to low self-efficacy employees.

Further the present study suggests that having special observation for low self-efficacy employees, top management should be cautious while managing the employees with high self-efficacy, because it is high self-efficacy employees who are comparatively more prone to stress and emotional exhaustion in case of intense performance monitoring, role ambiguity, and Surface Acting in a call centre setting, as this results of this study revealed.

Results reveal that role ambiguity may be a detrimental factor for overall job satisfaction of the high self-efficacious call centre employees. Thus results suggest that call centre management should try to reduce or end role ambiguity at the workplace, especially for the high self-efficacious employees.

Results of the present study reveal that Intensity of Performance Monitoring had impact on Overall Well-being of the call centre agents with high self-efficacy, but not in case of low self-efficacious employees. The results of the present study indicate that intensity of monitoring in call centres should decrease to a moderate level particularly for the well-being of high self-

efficacious employees. The results also show that role ambiguity and intense emotional labor determine Overall Well-being in agents with low self-efficacy. Therefore role ambiguity and emotional labor should be managed adequately for the well-being of low self-efficacious employees.

Results suggest that Purpose of Performance Monitoring is an important determining factor for the well-being of the call centre employees of both groups- high self-efficacy group and low self-efficacy group. Thus monitoring in call centres must include feedback system (feedback to agent about their performance), skill development, and overall welfare of the employees, so that it leads to positive outcome and Overall Well-being for the call centre employees.

On the whole results suggest that since individual self-efficacy plays a significant moderating role between work demands/factors and their criterion variables, high-self efficacious agents and low self-efficacious agents should be supervised and handled differently and cautiously for various issues.

Results suggest that employees who receive low supervisory support are more likely to experience emotional exhaustion due to intense performance monitoring and role ambiguity than employees with high supervisory support. Thus supervisors, managers, and team leaders in the call centres are suggested to provide their support to employees so that they can avoid the occurrence of emotional exhaustion.

The results show that Intensity of Performance Monitoring will have more detrimental effect on job satisfaction and overall positive well-being of call centre employees who receive low supervisory support than employees

with high supervisory support. Results suggest that managers, supervisors and team leaders should extend their support to employees with low supervisory support to get them satisfy with their job. It seems that supervisory support is an important correlate of job satisfaction among employees who receive low supervisory support.

The results of the study reveal that negative effect of role ambiguity on Overall Well-being was found to be more intense in call centre agents who receive low coworker support than agents who receive high coworker support. Thus it seems that coworker support helped employees to deal with role ambiguity at workplace in a better way.

It was also found that positive effects of purpose of monitoring on Overall Well-being was stronger in employees who receive high coworker support in comparison to employees with low coworker support.

The study suggests that managers and supervisors should facilitate and motivate workers interaction with each other to deal with negative effects of role ambiguity on well-being, and to nurture positive effects of purpose of monitoring on employees' well-being.

However the results also reveal that different factors determine stress, emotional exhaustion, job satisfaction, and well-being, etc., in the two different groups- group with high coworker support and group with low coworker support. Thus top management should be aware of the fact that these two groups should be handled cautiously for their better functioning.

The results of the present study contributed significantly in the existing literature of the call centre research. This study contributed vital knowledge that can be used by top management of the call centres in particular, and by top management of human service occupations in general.

Overall, it is evident from above discussion that the results of the present study are insightful and highly applicable to the managers, supervisors, and team leaders for better human resource management in call centre occupations.

Limitations of the study

Researchers of any scientific study try their best to avoid limitations of the study, yet every scientific study carries its own limitations. Limitations of the present study are as follows:

1. Since this study have used method of survey research, i.e. use of questionnaire, and interview, for its data collection, the usual limitations of the survey methods might creep in the present research work. Social desirability bias, negative affectivity, and acquiescence are some of the usual limitations of the survey methods. Social desirability bias is the tendency of respondents to reply in a manner that will be viewed favorably by others. Negative affectivity is defined by Watson and Clark (1984) as “a mood-dispositional dimension that reflects pervasive individual differences in negative emotionality and self-concept”. Acquiescence is the tendency to agree with the items independent of content (Spector, 2006).

2. As mentioned, this study used self reporting methods- questionnaire and interview to investigate issues related to call centre employees. Therefore study might be affected by the social desirability effect on the respondents. It is evident that the sample taken in this study was comprised of young call centre agents. The need for social desirability may be high in these Indian call centre agents probably due to their hyped and glorified life style. It seems that social desirability effect played a major role and it has affected the results of qualitative study. However attempts have been made to control the effects of social desirability by giving instructions to the respondents in the questionnaire- “There is no right and wrong answer. Your answer is the best answer. Therefore please feel free to indicate your own choice. All the information provided by the participants will be kept confidential. Moreover, we will not be focusing on individual data rather we are interested in the collective data for analysis. At no stage we will disclose the identity of the organization or people. The research is purely for academic purpose (Appendix - A).” Furthermore, quantitative data was further verified by using qualitative study.
3. In the qualitative study, interview was conducted only on 50 call centre agents. This number would be small for generalization of the results on the large call centre industry. However qualitative study was carried out to validate the findings of the quantitative study, so the potential error of small sample size of qualitative study was controlled to an extent. Moreover it has been considered strength of any investigation to carryout both methods- quantitative and qualitative.

4. Further, present research work did not include the views of top management (supervisors, managers, and team leaders) on issues of investigation in this study and collected data only from frontline employees or call centre agents. The responses of call centre agents may result from their subjective biases towards work demands and top management, and therefore study results might be less objective in this regard. A 360-degree feedback (multisource feedback) on vital issues would be more useful for research purposes. However, taking 360-degree feedback was out of the scope of the present study.
5. While most of the variables in the present study have received reliability estimates above .70, few of them have relatively or very low reliability estimates. The results concerning these variables should be reported or used cautiously.
6. Another limitation of the present research work is that distribution of the sample taken from various call centres differ (Max N=120, Min N=10) to a great extent. This also imposes a limitation on the generalization of the study results in diverse call centres. However this may not be an issue of concern because most of the call centres taken in this study had similar work practices and services.
7. The present study has collected data from seven call centres which were located around Indian national capital region. So it carries its own limitations in generalizing the results of this study for call centre industry in India as well as for call centre industry in abroad.

Directions for Future Research

This study is among few major attempts carried out to study the effect of various work factors on stress and well-being of the call centres employees. Thus, while providing answers about the effects of some prominent variables on stress and well-being in call centre employees, this study also provides a platform for future research for better understanding of the issues of call centres in India.

1. The study revealed that intensity of performance monitoring was one of the key determinants of stress and well-being in call centre agents. Further study might be carried out on performance monitoring to see the effects of its duration and quality on various criterion variables, such as stress and job satisfaction.
2. While answering some of the relevant questions raised in this study, the present study puts some interesting questions forward which would further be topic of investigation. Interestingly, findings reveal that high self efficacious employees perceive more stress in call centres than employees with low self-efficacy. Further attempts should be made to confirm these findings. It seems that nature of call centre work (repetitive nature of work, unchallenging tasks, and performing emotional labor) increases stress, especially in employees who carry high self-efficacy.
3. Therefore, this study puts a question forward that, whether it is practically useful for the call centres to recruit individuals with high self-efficacy, or its wiser to recruit individuals with average self-efficacy as

call centre agents? In other words, whether high self-efficacy employees or employees with average self-efficacy will perform better on call centre works?

4. As mentioned in the limitation section of this chapter, the present study did not incorporate the views of top management on the issues raised in this study. Future research should take responses from the front row employees as well as from supervisors/managers of the call centres.
5. Unexpectedly, the obtained relationships of home adjustment with most of the dimensions of independent variables did not support proposed hypotheses. It seems that social desirability factor played a major role in affecting the results in this regard. Thus another attempt can be made to see the relationships of home adjustment with work factors in call centre employees.
6. The present study has incorporated a number of variables relevant to call centre occupation, and investigated them in detail. Results of this study supported some of the hypotheses; however some unexpected results were also obtained. Future research may investigate the unexpected findings of the present study, such as, effects of emotional labor and performance monitoring on home adjustment of the call centre employees and moderating effects of the self-efficacy and social support.

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APPENDIX - A

Instructions

Dear Sir/ Madam,

I'm a research scholar working at the Department of Humanities & Social Sciences, Indian Institute of Technology Guwahati under the guidance of Dr. Nachiketa Tripathi, Associate Professor. The area of my research is Organizational behavior. I would request you to kindly participate in this study and go through following pages to answer certain questions on work demands, coping styles, well-being and job satisfaction etc.

There is no right or wrong answer. Your answer is the best answer. Therefore, please feel free to indicate your own choice. All the information provided by the participants will be kept confidential. Moreover, we will not be focusing on individual data rather we are interested in the collective data for analysis. At no stage, we will disclose the identity of the organization or people. This research is purely for academic purpose. However, we will be happy to provide analyzed result of your organization, if you require.

As you would realize that without the help of the organizations, it would not be possible for me to carry out my research work. We understand your time constraint; at the same time sparing few minutes for this research work will go a long way in helping the advancement of knowledge in the field of stress and its impacts on employees. Therefore, I request you to kindly extend your cooperation.

Thanking you in anticipation.

Yours sincerely,

Narsingh Kumar
Research Scholar

E-mail: narsingh@iitg.ernet.in
nkumar321@hotmail.com

Personal Information

Name (Optional): _____ Age _____ (in years)

Gender: (M/ F) _____ Marital status:[Married / Single] _____

Designation: _____

Qualification: _____

Tenure in the present job: _____ (in years)

Total work experience: _____ (in years)

Present Salary: Please indicate your choice by putting a tick mark [✓].

[] Rs. 5,000-10,000

[] Rs. 10,001- 15,000

[] Rs. 15,001-20,000

[] Rs. 20,001 and above

Section I

[RA & RC]

Everyday in office environment you must be encountering different situations. The questions given below are about those situations.

Please circle **One** response for each item that best indicates how you feel on an average in your work environment by using 7-point rating scale given below. [For example, (2)].

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Moderately Disagree	Neither Agree nor Disagree	Moderately Agree	Agree	Strongly Agree

1. I feel certain about how much authority I have	1	2	3	4	5	6	7
2. Clear planned goals and objectives for my job	1	2	3	4	5	6	7
3. I know that I have divided my time properly	1	2	3	4	5	6	7
4. I know what my responsibilities are	1	2	3	4	5	6	7
5. I know exactly what is expected of me	1	2	3	4	5	6	7
6. Explanation is clear of what has to be done	1	2	3	4	5	6	7
7. I have to do things that should be done differently	1	2	3	4	5	6	7
8. I receive an assignment without the manpower to complete it	1	2	3	4	5	6	7
9. I have to buck a rule or policy in order to carry out an assignment	1	2	3	4	5	6	7
10. I work with two or more groups who operate quite differently	1	2	3	4	5	6	7
11. I receive incompatible requests from two or more people	1	2	3	4	5	6	7
12. I do things that are apt to be accepted by one person and not accepted by others	1	2	3	4	5	6	7
13. I receive an assignment without adequate resources and materials to execute it	1	2	3	4	5	6	7
14. I work on unnecessary things	1	2	3	4	5	6	7

[EL]

We understand that in office environment, on certain occasions while dealing with customers or otherwise, you come across situations, which are quite demanding. Following questions are about those situations.

On a typical day I have ____ (no.) customers.

Duration

A typical interaction I have with a customer takes about ____ minutes.

On an average day at work, how frequently do you do each of the following when interacting with customers? Please tick [✓] **One** response for each item.

	Never	Rarely	Some Time	Often	Always
1. Interact with customers	1	2	3	4	5
2. Adopt certain emotions as part of your job	1	2	3	4	5
3. Express particular emotions needed for your job	1	2	3	4	5
4. Express intense emotions	1	2	3	4	5
5. Show some strong emotions	1	2	3	4	5
6. Display many different kinds of emotions	1	2	3	4	5
7. Express many different emotions	1	2	3	4	5
8. Display many different emotions when interacting with others	1	2	3	4	5
9. Make an effort to actually feel the emotions that I need to display to others	1	2	3	4	5
10. Try to actually experience the emotions that I must show	1	2	3	4	5
11. Really try to feel the emotions I have to show as part of my job	1	2	3	4	5
12. Resist expressing my true feelings	1	2	3	4	5
13. Pretend to have emotions that I don't really have	1	2	3	4	5
14. Hide my true feelings about a situation	1	2	3	4	5

Every organization has certain mechanisms to assess the performance of its employees. Your organization also must be having such mechanisms to improve your performance and provide feedback to you on your performance. The questions given below are about such mechanisms. [PM]

Following items are also about the feedback mechanisms used in your organization. Please check [✓] **One** response for each item that best indicates to what extent you agree or disagree with these feedback mechanisms.

1	2	3	4	5
Strongly disagree	Disagree to some extent	Uncertain	Agree to some extent	Strongly agree

1. Monitoring provide me with feedback on my performance	1	2	3	4	5
2. Monitoring ensure I provide the correct level of customer service	1	2	3	4	5
3. Monitoring punish me rather than develop me	1	2	3	4	5
4. Call monitoring increases the pressure I feel under	1	2	3	4	5
5. Call monitoring (e.g., remote, side by side) at work is too intense	1	2	3	4	5

1	2	3	4	5
Strongly disagree	Disagree to some extent	Uncertain	Agree to some extent	Strongly agree

6. I am monitored too much at work	1	2	3	4	5
7. Monitoring of ACD (automatic call distribution) statistics increases the pressure I feel under	1	2	3	4	5
8. The monitoring of ACD statistics is too intense	1	2	3	4	5

Section II

[PSS]

The questions in this scale ask you about your feelings and thoughts **during the last month**.

Please indicate *how often* you felt or thought a certain way by encircling the options given below [for example, 2].

1	2	3	4	5
Never	Almost Never	Some times	Fairly Often	Very Often

1. In the last month, how often have you been upset because of something that happened unexpectedly?	1	2	3	4	5
2. In the last month, how often have you felt that you were unable to control the important things in your life?	1	2	3	4	5
3. In the last month, how often have you felt nervous and “stressed”?	1	2	3	4	5
4. In the last month, how often have you felt confident about your ability to handle your personal problems?	1	2	3	4	5
5. In the last month, how often have you felt that things were going your way?	1	2	3	4	5
6. In the last month, how often have you found that you could not cope with all the things that you had to do?	1	2	3	4	5
7. In the last month, how often have you been able to control irritations in your life?	1	2	3	4	5
8. In the last month, how often have you felt that you were on top of things?	1	2	3	4	5
9. In the last month, how often have you been angered because of things that were outside of your control?	1	2	3	4	5
10. In the last month, how often have you felt difficulties were piling up so high that you could not overcome them?	1	2	3	4	5

[EE]

Below are the questions about your emotions towards your work.

Please circle **One** number that indicates how often you experience each of the followings

[for example, 2].

1	2	3	4	5	6	7
Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

1. I feel emotionally drained at work	1	2	3	4	5	6	7
2. I feel used up at the end of the day	1	2	3	4	5	6	7
3. I feel fatigued when I get up in the morning and have to face another day on the job	1	2	3	4	5	6	7
4. Working with people is really a strain on me	1	2	3	4	5	6	7
5. I feel burned out from my work	1	2	3	4	5	6	7
6. I feel frustrated on my job	1	2	3	4	5	6	7
7. I feel I am working too hard on my job	1	2	3	4	5	6	7
8. Working with people directly puts too much stress on me	1	2	3	4	5	6	7
9. I feel like I am at the end of my rope	1	2	3	4	5	6	7

[JS]

Please indicate how satisfied you are on a 7- point scale with each of the following aspects of your job. Tick [✓] **One** response for each item that best indicates your choice.

1	2	3	4	5	6	7
Very satisfied	Satisfied	Slightly satisfied	Neutral	Slightly dis-satisfied	Dissatisfied	Very dissatisfied

1. The fringe benefits you receive	1	2	3	4	5	6	7
2. The friendliness of the people you work with	1	2	3	4	5	6	7
3. The amount of freedom you have on your job	1	2	3	4	5	6	7
4. The chances you have to learn new things	1	2	3	4	5	6	7
5. The respect you receive from the people you work with	1	2	3	4	5	6	7
6. The chances you have to accomplish something worthwhile	1	2	3	4	5	6	7
7. The amount of pay you get	1	2	3	4	5	6	7
8. The chances you have to do something that makes you feel good about yourself as person	1	2	3	4	5	6	7

1	2	3	4	5	6	7
Very satisfied	Satisfied	Slightly satisfied	Neutral	Slightly dis-satisfied	Dissatisfied	Very dissatisfied

9. The way you are treated by the people you work with	1	2	3	4	5	6	7
10. The chances you have to take part in making decisions	1	2	3	4	5	6	7
11. The amount of job security you have	1	2	3	4	5	6	7

[PWBS]

The following set of questions deal with how you feel about yourself and your life. Please remember that there are no right or wrong answers and your response is the best answer.

Please tick [✓] **One** number that best describes your present agreement or disagreement with each statement.

1	2	3	4	5	6	7
Strongly disagree	Disagree somewhat	Disagree slightly	Neither agree nor disagree	Agree slightly	Agree somewhat	Strongly agree

1. I am not afraid to voice my opinions, even when they are in opposition to the opinions of most people	1	2	3	4	5	6	7
2. My decisions are not usually influenced by what everyone else is doing	1	2	3	4	5	6	7
3. I tend to worry about what other people think of me	1	2	3	4	5	6	7
4. Being happy with myself is more important to me than having others approve of me	1	2	3	4	5	6	7
5. I tend to be influenced by people with strong opinions	1	2	3	4	5	6	7
6. I have confidence in my opinions, even if they are contrary to the general consensus	1	2	3	4	5	6	7
7. It's difficult for me to voice my own opinions on controversial matters	1	2	3	4	5	6	7
8. I often change my mind about decisions if my friends or family disagree	1	2	3	4	5	6	7
9. I judge myself by what I think is important, not by the values of what others think is important	1	2	3	4	5	6	7
10. In general, I feel I am in charge of the situation in which I live	1	2	3	4	5	6	7
11. The demands of everyday life often get me down	1	2	3	4	5	6	7
12. I do not fit very well with the people and the community around me	1	2	3	4	5	6	7
13. I am quite good at managing the many responsibilities of my daily life	1	2	3	4	5	6	7
14. I often feel overwhelmed by my responsibilities	1	2	3	4	5	6	7
15. I generally do a good job of taking care of my personal finances and affairs	1	2	3	4	5	6	7
16. I am good at juggling my time so that I can fit everything in that needs to get done	1	2	3	4	5	6	7

1	2	3	4	5	6	7
Strongly disagree	Disagree somewhat	Disagree slightly	Neither agree nor disagree	Agree slightly	Agree somewhat	Strongly agree

17. I have difficulty arranging my life in a way that is satisfying to me	1	2	3	4	5	6	7
18. I have been able to build a home and a lifestyle for myself that is much to my liking	1	2	3	4	5	6	7
19. I am not interested in activities that will expand my horizons	1	2	3	4	5	6	7
20. I don't want to try new ways of doing things--my life is fine the way it is	1	2	3	4	5	6	7
21. I think it is important to have new experiences that challenge how you think about yourself and the world	1	2	3	4	5	6	7
22. When I think about it, I haven't really improved much as a person over the years	1	2	3	4	5	6	7
23. I have the sense that I have developed a lot as a person over time	1	2	3	4	5	6	7
24. I do not enjoy being in new situations that require me to change my old familiar ways of doing things	1	2	3	4	5	6	7
25. For me, life has been a continuous process of learning, changing, and growth	1	2	3	4	5	6	7
26. I gave up trying to make big improvements or changes in my life a long time ago	1	2	3	4	5	6	7
27. There is truth to the saying you can't teach an old dog new tricks	1	2	3	4	5	6	7
28. Most people see me as loving and affectionate	1	2	3	4	5	6	7
29. Maintaining close relationships has been difficult and frustrating for me	1	2	3	4	5	6	7
30. I often feel lonely because I have few close friends with whom to share my concerns	1	2	3	4	5	6	7
31. I enjoy personal and mutual conversations with family members or friends	1	2	3	4	5	6	7
32. I don't have many people who want to listen when I need to talk	1	2	3	4	5	6	7
33. It seems to me that most other people have more friends than I do	1	2	3	4	5	6	7
34. People would describe me as a giving person, willing to share my time with others	1	2	3	4	5	6	7
35. I have not experienced many warm and trusting relationships with others	1	2	3	4	5	6	7
36. I know that I can trust my friends, and they know they can trust me	1	2	3	4	5	6	7
37. I live life one day at a time and don't really think about the future	1	2	3	4	5	6	7
38. I tend to focus on the present, because the future nearly always brings me problems	1	2	3	4	5	6	7
39. My daily activities often seem trivial and unimportant to me	1	2	3	4	5	6	7
40. I don't have a good sense of what it is I'm trying to accomplish in life	1	2	3	4	5	6	7

1	2	3	4	5	6	7
Strongly disagree	Disagree somewhat	Disagree slightly	Neither agree nor disagree	Agree slightly	Agree somewhat	Strongly agree

41. I used to set goals for myself, but that now seems like a waste of time	1	2	3	4	5	6	7
42. I enjoy making plans for the future and working to make them a reality	1	2	3	4	5	6	7
43. I am an active person in carrying out the plans I set for myself	1	2	3	4	5	6	7
44. Some people wander aimlessly through life, but I am not one of them	1	2	3	4	5	6	7
45. I sometimes feel as if I've done all there is to do in life	1	2	3	4	5	6	7
46. When I look at the story of my life, I am pleased with how things have turned out	1	2	3	4	5	6	7
47. In general, I feel confident and positive about myself	1	2	3	4	5	6	7
48. I feel like many of the people I know have gotten more out of life than I have	1	2	3	4	5	6	7
49. I like most aspects of my personality	1	2	3	4	5	6	7
50. I made some mistakes in the past, but I feel that all in all everything has worked out for the best	1	2	3	4	5	6	7
51. In many ways, I feel disappointed about my achievements in life	1	2	3	4	5	6	7
52. My attitude about myself is probably not as positive as most people feel about themselves	1	2	3	4	5	6	7
53. The past had its ups and downs, but in general, I wouldn't want to change it	1	2	3	4	5	6	7
54. When I compare myself to friends and acquaintances, it makes me feel good about who I am	1	2	3	4	5	6	7

[BHA]

These questions are about your adjustment in your home environment and your relationship with your family members.

Indicate your answer to each question by putting a tick mark [✓] on the **Yes/ No / ?**.

Choose the question mark (?) only when you are certain that you cannot answer in "Yes" or "No".

1	Yes	No	?	Does the place in which you live now in any way interfere with your obtaining the social life, which you would like to enjoy?
2	Yes	No	?	Do you feel that your present home environment allows you enough opportunity to develop your own personality?
3	Yes	No	?	Is any member of your present home very nervous?
4	Yes	No	?	Did you disagree with your parents about the type of occupation you should enter?
5	Yes	No	?	Have you had unpleasant disagreements over such matters as religion, politics, or sex with the person or persons you live?
6	Yes	No	?	Has there ever been a divorce among any members of your immediate family?

7	Yes	No	?	Have any members of your present home made you unhappy by criticizing your personal appearance?
8	Yes	No	?	Are you happy and contented in your present home environment?
9	Yes	No	?	Do you feel a lack of affection and love in your present home?
10	Yes	No	?	Do the person or persons with whom you now live understand you and sympathize with you?
11	Yes	No	?	Do you feel that your friends have happier home environment than you?
12	Yes	No	?	Does any person with whom you live now become angry at you very easily?
13	Yes	No	?	Are the members of your present home congenial and wellsuited to each other?
14	Yes	No	?	Do you dislike intensely certain people with whom you live now?
15	Yes	No	?	Do you occasionally have conflicting moods of love and hate for members of your immediate family?
16	Yes	No	?	Have the actions of any person with whom you now live frequently caused you to feel blue and depressed?
17	Yes	No	?	Is the home where you live now often in a state of turmoil and dissension?
18	Yes	No	?	Did either of your parents frequently find fault with your conduct when you lived with them?
19	Yes	No	?	Do the personal habits of some of the people with whom you now live irritate you?
20	Yes	No	?	Does any member of your present home try to dominate you?
21	Yes	No	?	Did your parents tend to supervise you too closely when you lived with them?
22	Yes	No	?	Do you find it easy to get along with the person or persons with whom you live now?
23	Yes	No	?	Do you have frequent disagreements with the individual or individuals where you live now concerning the way things are to be done about the house?
24	Yes	No	?	Does any person in the place you live now live frequently object to the companion and friends with whom you like to associate?
25	Yes	No	?	Are any of the members of your present household very easily irritated?
26	Yes	No	?	At home did your parents frequently object to the kind of companions you went around with?
27	Yes	No	?	Would you like very much to move from the place where you now live so that you might have more personal independence?
28	Yes	No	?	Does the lack of money tend to make your present home life unhappy?
29	Yes	No	?	When you lived with your parents did either of them frequently criticize you unjustly?
30	Yes	No	?	Is there anyone at the place where you live now who insists on your obeying him or her regardless of whether or not the request is reasonable?
31	Yes	No	?	As a youth did you ever have a strong desire to run away from your home?
32	Yes	No	?	Do you sometimes feel that you have been a disappointment to your parents?

Section III

[SES]

The questions in this scale are about your belief in your abilities to complete certain tasks including office work. Please check [✓] **One** response for each item to indicate how true it is in your case.

	1	2	3	4
	Not at all true	Hardly true	Moderately true	Exactly true
1. I can always manage to solve difficult problems if I try hard enough	1	2	3	4
2. If someone opposes me, I can find the means and ways to get what I want	1	2	3	4
3. It is easy for me to stick to my aims and accomplish my goals	1	2	3	4
4. I am confident that I could deal efficiently with unexpected events	1	2	3	4
5. Thanks to my resourcefulness, I know how to handle unforeseen situations	1	2	3	4
6. I can solve most problems if I invest the necessary effort	1	2	3	4
7. I can remain calm when facing difficulties because I can rely on my coping abilities	1	2	3	4
8. When I am confronted with a problem, I can usually find several solutions	1	2	3	4
9. If I am in trouble, I can usually think of a solution	1	2	3	4
10. I can usually handle whatever comes my way	1	2	3	4

[SuS]

We would like to know what you feel about support you get from your supervisor or boss.

Please check [✓] **One** response for each item to indicate your choice.

	1	2	3	4	5
	Strongly agree	Agree to some extent	Uncertain	Disagree to some extent	Strongly disagree
1. My supervisor takes the time to learn about my career goals and aspirations	1	2	3	4	5
2. My supervisor cares about whether or not I achieve my goals	1	2	3	4	5
3. My supervisor keeps me informed about different career opportunities for me in the organization	1	2	3	4	5
4. My supervisor makes sure I get the credit when I accomplish something substantial on the job	1	2	3	4	5
5. My supervisor gives me helpful feedback about my performance	1	2	3	4	5
6. My supervisor gives me helpful advice about improving my performance when I need it	1	2	3	4	5
7. My supervisor supports my attempts to acquire additional training or education to further my career	1	2	3	4	5
8. My supervisor provides assignments that give me the opportunity to develop and strengthen new skills	1	2	3	4	5
9. My supervisor assigns me special projects that increase my visibility in the organization	1	2	3	4	5

[CoS]

These items are about your interaction with your coworkers. Please indicate only **One** choice for each question that comes closest to reflecting your opinion about it.

[For example, (2)].

1	2	3	4
Not at all	A little	Some what	Very much

1. How much do your coworkers go out of their way to things to make your work life easier for you?	1	2	3	4
2. How easy is it to talk with your coworkers?	1	2	3	4
3. How much can your coworkers be relied on when things get tough at work?	1	2	3	4
4. How much are your coworkers willing to listen to your personal problems?	1	2	3	4

Thank you.

Appendix B (Qualitative Study)

Interview Schedule *For Call Centre Employees (Agents)*

1. Please tell us about your background, your education, native place and family etc.
2. We understand that you work for call center. However, we would like to know from you more about your job and the nature of work.
3. How did you feel at the beginning when you joined the present job and how do you feel now? [stress]
4. Do you think your work, over a period of time, has started showing some impact on your behaviour? If yes, please let us know more about it. [stress]
5. Are you required to work in the night shift? If yes, how does unusual working hours affect your daily routine, e.g., bank work, seeing doctor and shopping etc.? [stress]
6. Do you think your unusual working hours have some impact on your social life, e.g., in your interaction with your immediate family, your friends and relatives? [stress and its impact on social relationship]
7. While dealing with customers, there might be some occasions when you are required to pretend (that means you are required to show emotions which may not be real). Do you encounter such type of situations? If yes, how do you feel about this as a person? [emotional labour]
8. Sometimes, on certain situations while dealing with customers do you get emotionally charged? If yes, how do you handle such situations? [emotional labour and coping]
9. We understand that your job is quite demanding. How do you cope with work demand of your job? [coping]
10. What do you usually do after having a bad interaction with a customer? [coping]

11. What is your opinion about call monitoring system at your work place? Does it become too intrusive on certain occasions? [performance monitoring]
12. Do you think you can bring some changes/modifications in your place of work, e.g., you may decide you own breaks, targets to be achieved etc.? [personal control]
13. Do you share your feelings/emotions, triggered by a customer interaction, with your colleagues at work place? [social support]
14. How would you describe your relationship with your colleagues at your work place? [social support]
15. Do you have some fictitious name for your interaction with customers from abroad? [role conflict]
If yes, how do you feel about this?
16. We understand that you are briefed beforehand about 'standard answers to standard queries'. However, on certain occasions you might feel these 'standard answers to standard queries' are not good enough. What do you under such circumstances? [role conflict]
17. Where do you see yourself after 5-10 years down the line?

Items descriptions:

SN	Variables	Item No.	No of items
I	Stress	3,4,5	03
II	Social Support	6,13,14	03
III	Emotional Labour	7, 8	02
IV	Personal Control	12	01
V	Performance Monitoring	11	01
VI	Coping	9,10	02
VII	Role Conflicting	15,16	02
VIII	Purpose in Life	17	01
IX	Rapport Building	1,2	02
	Total		17