The Moderating Effects of Judicial Thinking Style and Internal Locus of Control on the Relationship between Emotional Dissonance and Job Satisfaction
<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Dalia L. Diab, Ph.D.</td>
<td>Assistant Professor of Psychology</td>
</tr>
<tr>
<td>Member</td>
<td>Morell E. Mullins, Ph.D.</td>
<td>Associate Professor of Psychology</td>
</tr>
<tr>
<td>Member</td>
<td>Mark S. Nagy, Ph.D.</td>
<td>Associate Professor of Psychology</td>
</tr>
</tbody>
</table>
Acknowledgements

First and foremost, I would like to thank my thesis advisor, Dr. Dalia Diab. Without her guidance and wisdom, the successful completion of this thesis project would not have been possible. I would also like to thank Dr. Morell Mullins and Dr. Mark Nagy for generously donating their time and expertise as members of my thesis committee. Finally, I would like to thank my wife, Amy, for her support and understanding throughout this lengthy and sometimes stressful process.
Table of Contents

Acknowledgements ............................................................................................................. i
Table of Contents ............................................................................................................... ii
List of Tables .................................................................................................................... iii
List of Figures ................................................................................................................... iv
List of Appendices ............................................................................................................. v
Abstract ............................................................................................................................ vi

Chapter

I. Review of the Literature ................................................................................................. 1
II. Rationale and Hypotheses ............................................................................................ 13
III. Method .......................................................................................................................... 18
IV. Results .......................................................................................................................... 24
V. Discussion ...................................................................................................................... 37
VI. Summary ...................................................................................................................... 50
References ......................................................................................................................... 63
Appendices ......................................................................................................................... 69
### List of Tables

<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Intercorrelations, Means, Standard Deviations, and Cronbach’s Alphas</td>
<td>26</td>
</tr>
<tr>
<td>2.</td>
<td>Hierarchical Linear Regression for Overall Job Satisfaction, Emotional Dissonance, and Judicial Thinking Style, Controlling for Emotional Exhaustion</td>
<td>27</td>
</tr>
<tr>
<td>3.</td>
<td>Hierarchical Linear Regression for Overall Job Satisfaction, Emotional Dissonance, and Internal Locus of Control, Controlling for Emotional Exhaustion</td>
<td>28</td>
</tr>
<tr>
<td>4.</td>
<td>Hierarchical Linear Regression for Satisfaction with Promotion Opportunities, Emotional Dissonance, and Judicial Thinking Style, Controlling for Emotional Exhaustion</td>
<td>30</td>
</tr>
<tr>
<td>5.</td>
<td>Hierarchical Linear Regression for Satisfaction with Promotion Opportunities, Emotional Dissonance, and Internal Locus of Control, Controlling for Emotional Exhaustion</td>
<td>36</td>
</tr>
<tr>
<td>Figure</td>
<td>Description</td>
<td>Page</td>
</tr>
<tr>
<td>--------</td>
<td>-------------</td>
<td>------</td>
</tr>
<tr>
<td>1.</td>
<td>Moderating Effect of Judicial Thinking Style on the Relationship between Emotional Dissonance and Satisfaction with Promotion Opportunities, Controlling for Emotional Exhaustion</td>
<td>31</td>
</tr>
<tr>
<td>2.</td>
<td>Moderating Effect of Internal Locus of Control on the Relationship between Emotional Dissonance and Overall Job Satisfaction, without Controlling for Emotional Exhaustion</td>
<td>33</td>
</tr>
<tr>
<td>3.</td>
<td>Moderating Effect of Judicial Thinking Style on the Relationship between Emotional Dissonance and Satisfaction with Promotion Opportunities, without Controlling for Emotional Exhaustion</td>
<td>35</td>
</tr>
</tbody>
</table>
List of Appendices

<table>
<thead>
<tr>
<th>Appendix</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A.</td>
<td>Emotional Dissonance Scale</td>
<td>69</td>
</tr>
<tr>
<td>B.</td>
<td>Thinking Styles Inventory-Revised: Judicial Thinking Style Subscale</td>
<td>70</td>
</tr>
<tr>
<td>C.</td>
<td>Internal Locus of Control Measure</td>
<td>71</td>
</tr>
<tr>
<td>D.</td>
<td>Abridged Job Descriptive Index</td>
<td>72</td>
</tr>
<tr>
<td>E.</td>
<td>Maslach Burnout Inventory-Human Services Survey</td>
<td>73</td>
</tr>
<tr>
<td>F.</td>
<td>Demographic Items</td>
<td>74</td>
</tr>
<tr>
<td>G.</td>
<td>Xavier University’s Institutional Review Board Approval Letter</td>
<td>75</td>
</tr>
<tr>
<td>H.</td>
<td>Informed Consent Form</td>
<td>76</td>
</tr>
<tr>
<td>I.</td>
<td>Debriefing Form</td>
<td>77</td>
</tr>
</tbody>
</table>
Abstract

The primary purpose of the present study was to investigate the moderating effects of judicial thinking style and internal locus of control on the relation between emotional dissonance and overall job satisfaction. This study also sought to replicate past findings that stated emotional dissonance is negatively related to job satisfaction, and to explore the relations between emotional dissonance and specific facets of job satisfaction. Although analyses were completed both controlling and not controlling for the influence of emotional exhaustion, the focus of this study were the analyses controlling for emotional exhaustion. Ninety-one nursing professionals participated in this study. Results showed that the relationship between emotional dissonance and overall job satisfaction became non-significant after controlling for emotional exhaustion. This suggests that emotional exhaustion may be more important or a more proximal predictor of job satisfaction than emotional dissonance. Although judicial thinking style and internal locus of control did not moderate the emotional dissonance-overall job satisfaction relationship, judicial thinking style did moderate the relationship between emotional dissonance and satisfaction with promotion opportunities. Specifically, the negative relationship between emotional dissonance and satisfaction with promotion opportunities became stronger at higher levels of judicial thinking style. Economic factors, specifically the diminished opportunity for promotions, may explain this finding. Due to lessened promotion opportunities, this facet may have been more salient to participants than the others, explaining its significant relationship with emotional dissonance.
Chapter I

Review of the Literature

Many organizations require employees to express particular emotions as part of the job. For example, restaurant servers are expected to be friendly, bill collectors are expected to be surly, nurses are expected to be caring, and so on. The expression of organizationally required emotions by employees is called "emotional labor" (Morris & Feldman, 1996). Emotional labor may lead to emotional dissonance, which is defined as the conflict between organizationally endorsed emotions and the employee’s genuine affective states (Abraham, 1999a). As the United States moves toward a service industry-based economy, employees may face increased demands for emotional labor. It is, therefore, important for researchers and organizations to understand the effect that emotional dissonance may have in the workplace, as it may impact organizational outcomes (such as employee turnover) as well as employee well-being (such as increased feelings of emotional exhaustion).

Emotional dissonance has been found to relate to a variety of work outcomes such as exhaustion, intentions to leave the organization, and lower job satisfaction (Abraham, 1998; Abraham, 1999b). Although researchers have proposed a number of factors that could influence how emotional dissonance is related to several job outcomes, there is still a significant gap in the literature concerning how individual differences may affect the emotional dissonance-job outcomes relations. While some individual differences have been explored (e.g., self-esteem, trait negative affectivity; Abraham, 1999b, 1999c), others have been understudied. Judicial thinking style and internal locus of control are two such understudied constructs that may be
relevant to the emotional dissonance-work outcomes relationships. Individuals characterized by a judicial thinking style approach problem solving in an analytical manner (Sternberg, 1990), and individuals who have an internal locus of control believe that life outcomes are under their direct control (Rotter, 1966). It has been theorized that judicial thinking style and internal locus of control may moderate the emotional dissonance-job outcomes relationships, but there have been no published empirical studies examining these propositions (Abraham, 1998). The purpose of this study, therefore, is to investigate the moderating effects of both judicial thinking style and internal locus of control on the relationship between emotional dissonance and one specific job outcome, namely job satisfaction.

A review of the emotional dissonance literature is offered below. It starts off by presenting a conceptual model of emotional dissonance, followed by a discussion of how emotional dissonance is related to various job outcomes and how different variables could moderate these relations. Following the review of the literature, the rationale and hypotheses of this study will be offered. Finally, the methods and proposed analyses will be described.

A Model of Emotional Dissonance

Abraham (1999a) proposed a conceptual framework for emotional dissonance that incorporated job tension and self-esteem. Job tension is defined as feelings of stress caused by work demands. Self-esteem, in terms of its role in the workplace, is defined as "an employee's self-appraisal of competence denoting capability, potential for success, and personal worth" (Abraham, 1999a, p. 19). This definition of self-esteem departs somewhat from the traditional meaning of self-esteem, stated simply by Baumeister, Campbell, Krueger, and Vohs (2003) as "how much value people place on themselves" (p. 2). In other words, the traditional view of self-esteem is that it is a global evaluation of one's entire self, not specific facets or features.
Abraham's (1999a) definition of self-esteem seems similar to the definition of self-efficacy, which is "an individual's perceived capability in performing necessary tasks to achieve goals" (Choi, 2005, p. 197). The definitions are similar in that they both involve a person's assessment of their own capability or competence. Thus, when considering Abraham's (1999a) results, it is important to keep in mind how the construct of self-esteem was conceptualized and defined.

According to the model, emotional dissonance induces job tension, which then leads to emotional exhaustion (operationally defined as feelings of anger, tenseness, anxiety, and futility). Possessing low self-esteem increases emotional dissonance, which leads to emotional exhaustion. Experiencing higher emotional dissonance is a stressful experience that causes a reduction in self-esteem in both individuals with high and low self-esteem, which contributes to lower job satisfaction; Abraham refers to the relationship between emotional dissonance and self-esteem as "a self-perpetuating vicious cycle" (p. 22). Reduced job satisfaction, in turn, can lead to poorer performance, higher rates of absenteeism, and higher intentions to leave the organization.

Other researchers have proposed additional models of emotional dissonance. For example, Cheung and Tang (2007) found that the posting of display rules—organizational standards for expressing emotions on the job—were positively related to emotional dissonance. They further found that emotional dissonance was positively related to emotional exhaustion and negatively related to job satisfaction. Finally, Cheung and Tang's results indicated that the relationship between emotional dissonance and emotional exhaustion was partially mediated by job satisfaction.

Karatepe, Yorganci, and Haktanir (2009) identified additional antecedents of emotional dissonance. In a sample of Turkish hotel workers, the researchers found that customer verbal
aggression contributed to both emotional dissonance and emotional exhaustion. Additionally, it was found that emotional dissonance led to increased emotional exhaustion, which then led to lower job satisfaction and increased intent to leave the organization.

**Outcomes of Emotional Dissonance**

Emotional dissonance has been found to relate to several outcomes, ranging from job outcomes to physiological responses. For example, Abraham (1999b) found that emotional dissonance reduces organizational commitment. Karatepe et al. (2009) found that it increased intentions to leave the organization.

Bakker and Heuven (2006) investigated the effect of emotional dissonance on in-role performance in a sample of Dutch police officers and nurses. These participants were selected based on the high degree of burnout experienced by individuals in these occupations. In-role performance was defined as the emotional demands of a job, essentially equivalent to the definition of emotional labor. The authors found that emotional dissonance was negatively related to in-role performance, suggesting that workers experiencing emotional dissonance exhibited less organizationally required emotions.

Researchers have also examined the effect of emotional dissonance on psychological detachment. Psychological detachment “refers to a state of mind during non-work time characterized by the absence of job-related activities and thoughts” (Sonnenstag, Kuttler, & Fritz, 2010, p. 356). In a sample of Swiss pastors, it was found that emotional dissonance was negatively related to psychological detachment from work. In addition, the authors found that psychological detachment was negatively related to emotional exhaustion and the need for emotional recovery (Sonnenstag et al., 2010).
In her review of the existing literature, Abraham (1998) found that emotional dissonance is a cause of emotional exhaustion, such that higher emotional dissonance resulted in more emotional exhaustion. Lewig and Dollard (2003) examined emotional dissonance in Australian call center workers, confirming Abraham's (1998) findings that emotional dissonance contributes to greater emotional exhaustion. Additionally, emotional dissonance was found to further increase emotional exhaustion in employees with high psychosocial demands (e.g., pressure, stress). The authors concluded that the way to reduce emotional exhaustion due to dissonance is to increase rewards, support, and control over work and reduce other psychosocial demands.

In a study of Swiss call center workers, emotional dissonance was found to relate to employee psychosomatic complaints (Greber et al., 2003). Hopp, Rohrmann, Zapf, and Hodapp (2010) also investigated the physiological outcomes of emotional dissonance in an experimental study, where participants were instructed to role play as a service worker dealing with a belligerent customer. Participants were randomly assigned to one of two conditions: acting friendly toward the customer (presence of emotional dissonance), or conveying genuine feelings toward the customer (absence of emotional dissonance). Compared to participants in the lack of emotional dissonance condition, participants in the emotional dissonance condition showed higher systolic and diastolic blood pressure, demonstrating that emotional dissonance can result in negative physiological responses.

**Emotional dissonance and job satisfaction.** The relationship between emotional dissonance and overall job satisfaction has been one of the more consistent findings in emotional dissonance research. The negative relationship between emotional dissonance and overall job satisfaction has been found across a variety of positions and cultures, including American
workers (Abraham, 1998; Pugliesi, 1999; Rutner, Hardgrave, & McKnight, 2008), Chinese human service workers (Cheung & Tang, 2007), Turkish hotel workers (Karatepe et al., 2009), and Australian call center workers (Lewig & Dollard, 2003). In general, these studies asked employees to describe their level of emotional dissonance as well as their present level of overall job satisfaction. For example, Karatepe et al. (2009) provided questionnaires assessing emotional dissonance and job satisfaction to 204 “frontline” employees (i.e., employees who interact directly with customers) in 13 different hotels in Turkey. Similarly, Lewig and Dollard (2003) administered emotional dissonance and job satisfaction surveys to 98 call center agents from nine different Australian call centers. As stated above, the results of these studies showed that emotional dissonance and overall job satisfaction were significantly negatively related to each other.

Although most studies have investigated the emotional dissonance-overall job satisfaction relationship, Tewksbury and Higgins (2006) examined the relation between emotional dissonance and satisfaction with supervisors, a specific facet of job satisfaction, in a sample of correctional staff from two American prisons. The control of emotional displays is an organizationally desirable trait in correctional facility workers, and this required emotional restriction may lead to emotional dissonance. The authors found that emotional dissonance contributed to job tension in these employees, which then reduced satisfaction with their supervisors.

**Moderators of Emotional Dissonance-Job Outcomes Relations**

In her review of the emotional dissonance literature, Abraham (1998) identified a number of factors as moderators of the emotional dissonance-job outcome relations. One such factor was self-monitoring, defined as “the ability to control expressive behavior to match the expression
and self-presentation of others in social situations” (Abraham, 1998, p. 138). Abraham’s (1998) study focused on the affective component of self-monitoring, which is only part of the entire self-monitoring construct. The affective aspect of self-monitoring is akin to emotional regulation, which is defined as “the extrinsic and intrinsic processes responsible for monitoring, evaluating, and modifying emotional reactions” (Thompson, 1991, p. 269). These constructs are similar in that they both emphasize how individuals monitor and alter their emotions. When considering the findings of this study, it is important to be cognizant of how Abraham’s (1998) conceptualization of self-monitoring overlaps with emotional regulation. It was found that those who monitor their emotions more experienced more overall job satisfaction than those who monitor their emotions less. Similarly, Abraham (1999b) identified self-monitoring as a moderator of the specific relationship between emotional dissonance and organizational commitment, such that those who monitor their emotions more experienced higher organizational commitment than those who monitor their emotions less.

Abraham (1999b) also identified social support as a moderator of the relation between emotional dissonance and organizational commitment; those with high social support (e.g., those who have family and friends) expressed higher organizational commitment than those with low social support. Finally, self-esteem was found to be a moderator, such that those low in self-esteem experienced lower satisfaction and emotional exhaustion as a result of emotional dissonance, as compared to those with high self-esteem (Abraham, 1999b). Abraham (1999c) also delineated the relation between trait negative affectivity (NA) and emotional dissonance. Trait NA is a personality dimension characterized by viewing life in negative terms and experiencing discomfort and anxiety even in non-stressful scenarios. Trait NA was found to be a
moderator of the relationship between emotional dissonance and job satisfaction, such that individuals high in NA exhibited less job satisfaction compared to individuals low in NA.

Abraham (1998) stated that judicial thinking style and internal locus of control are two potential moderators of the emotional dissonance-job satisfaction relationship that have not been researched yet. Abraham stated that judicial thinking style may be relevant because it allows individuals to evaluate situations and determine the best response, whereas internal locus of control may be relevant because individuals with an internal locus of control may be better equipped to cope with stressful work conditions. This study will therefore examine the potential moderating effects of these two individual differences, which are discussed in more detail below.

Judicial thinking style. Sternberg’s (1990) theory of mental self-government proposes that individuals possess certain thinking styles. The successful completion of a given task is contingent on the degree of congruence of thinking style with the task. Sternberg identified eight thinking styles: legislative, executive, judicial, hierarchic, oligarchic, monarchical, global, and local. Individuals who possess a legislative style like to create, formulate, and plan solutions. Conversely, individuals with an executive style prefer to utilize already existing procedures to solve problems. People with a judicial style approach problems in a judgmental and evaluative approach; they also prefer problems that are analytical and comparative in nature and activities such as writing critiques and delivering opinions. Individuals possessing a hierarchic style take a systematic approach to solving problems and prioritize goals in terms of importance. Individuals with an oligarchic style view all goals as possessing equal importance, and thus experience trouble when faced with multiple problems and potential solutions. Monarchic stylists focus on one problem at a time. Individuals with a global style tend to favor broad, abstract problems and
focus more on the generation of new ideas rather than specific details. Finally, people with a local style prefer problems that are concrete and have definitive, unambiguous solutions.

Although these styles were originally formulated based on students and the academic problems they faced, the theory of mental self-government has been tested and validated in organizational settings. Zhang (2005) administered Sternberg’s Thinking Styles Inventory-Revised (TSI-R) to 333 Chinese workers from various industries (e.g., real estate, sales, manufacturing). Alpha coefficients for the TSI-R subscales ranged from .55 (anarchic) to .82 (liberal). The judicial thinking style subscale had an alpha coefficient of .71. Zhang and Higgins (2008) administered the TSI-R to managers in England and found evidence of predictive validity. Alpha coefficients for the TSI-R subscales ranged from .32 (anarchic) to .87 (conservative). The alpha coefficient for judicial thinking style was .74. Socialization factors (e.g., self-rated analytic ability, view of one’s own salary, autonomy) predicted 10 out of 13 thinking styles. For example, higher levels of job autonomy and higher analytic ability predicted judicial thinking style.

Despite the wide ranges in alphas between the various subscales, these two studies demonstrate that the TSI-R – and the judicial thinking style subscale in particular – is a reliable and valid measure across cultures and is appropriate for use in professional, non-academic populations.

Abraham (1997) investigated the moderating effect of thinking style on the role stressor-overall job satisfaction relationship. Abraham studied judicial thinking style because she believed that the evaluative, analytical approach to problem solving favored by judicial stylists would allow them to better reconcile and prioritize incompatible tasks, compared to non-judicial stylists. Employees from the telecommunications, entertainment, food service, and clothing retail industries were administered questionnaires to assess thinking style, role overload, role ambiguity, job characteristics, and overall job satisfaction. Thinking style was found to moderate
the relationship between role overload and overall job satisfaction, such that judicial stylists had
higher job satisfaction when faced with role overload, compared to non-judicial stylists. Based
on the results of this study, Abraham (1998) suggested that judicial thinking style may be an
effective coping strategy when faced with emotional dissonance because it enables people to
better evaluate situations to determine the most appropriate response. However, no research has
been conducted investigating the potential moderating effect of judicial thinking style on any of
the relations between emotional dissonance and different job outcomes. This study therefore
examined this potential moderating role of judicial thinking style, focusing on the emotional
dissonance-job satisfaction relationship.

**Internal locus of control.** Internal locus of control is the belief that life outcomes are the
result of actions under the control of the individual (Rotter, 1966). Internal locus of control has
been studied within employment settings across a diverse range of cultures. In a study of Thai
accounting professionals, Chen and Silverthorne (2008) found that locus of control predicted job
satisfaction, stress, and job performance, such that individuals high on internal locus of control
were more likely to exhibit higher levels of job satisfaction and performance and lower levels of
investigated internal locus of control in a sample of Israeli school principals. The principals were
categorized by supervisor ratings as “highly successful,” “moderately successful,” and
“unsuccessful;” they were then assessed to determine their preferred locus of control. Successful
managers were found to be more oriented toward an internal locus of control, compared to their
less successful counterparts. Similarly, Linz and Semykina (2008) studied the effect of locus of
control on job performance in 1500 Russian workers and found that people high on internal locus
of control exhibited higher levels of overall job performance compared to people low on internal locus of control.

Internal locus of control has also been found to moderate the relationship between job stress and strain, such that in the presence of stress, people high on internal locus of control experienced lower strain than those low on internal locus of control (Rahim, 1996, 1997). Additionally, Rahim (1996) found that internal locus of control moderated the relation between role conflict and overall job satisfaction, such that for people experiencing role conflict, those with a high internal locus of control had higher overall job satisfaction, compared to people low on internal locus of control. Rahim's (1996, 1997) findings imply that individuals who possess an internal locus of control are better able to manage the various challenges and pressures of work, including emotional dissonance than people low on internal locus of control. Based on the above findings, Abraham (1998) suggested that future research should investigate the possible moderating effect of internal locus of control on the emotional dissonance-job outcomes relations. Despite this recommendation, no research has been conducted exploring this potential effect. This study, therefore, also investigated the moderating effect of internal locus of control on the emotional dissonance-job satisfaction relationship.

In summary, emotional dissonance may lead to a variety of negative work outcomes. These include lower overall job satisfaction, lower satisfaction with supervisors, emotional exhaustion, higher intentions to leave the organization, lower organizational commitment, increased reports of psychosomatic complaints, higher physiological distress, diminished psychological detachment outside of work, and increased need for recovery. Therefore, gaining a better understanding of emotional dissonance is crucial.
This research focused on the emotional dissonance-overall job satisfaction relation, investigating how two variables might moderate this relationship. Specifically, the current research focused on two moderators of the emotional dissonance-overall job satisfaction relation that have not been previously investigated, namely judicial thinking style and internal locus of control. However, this study also explored how emotional dissonance is related to specific facets of job satisfaction in order to better understand how emotional dissonance relates to different dimensions of the job satisfaction construct, and explored how judicial thinking style and internal locus of control moderated these relations. The following section presents the specific hypotheses of the current study.
Chapter II

Rationale and Hypotheses

The current study investigated the moderating effects of judicial thinking style and internal locus of control on the relationship between emotional dissonance and overall job satisfaction. Emotional dissonance occurs when there is an incongruity between workers' true emotions and affective states required by organizations (Abraham, 1999a). Emotional dissonance may lead to a number of negative work outcomes, such as decreased job satisfaction and higher intentions to leave the organization (Abraham, 1998; 1999b). The first purpose of this study was to replicate the negative relation found between emotional dissonance and overall job satisfaction. It was therefore hypothesized that there would be a significant negative relationship between emotional dissonance and overall job satisfaction, such that when emotional dissonance is high, overall job satisfaction is low. Therefore, the following hypothesis was developed:

*Hypothesis 1*: There will be a significant negative relationship between emotional dissonance and overall job satisfaction, such that when emotional dissonance is high, overall job satisfaction is low.

Several studies have examined the role of emotional exhaustion in the emotional dissonance-job satisfaction relationship, but findings have not been consistent. For example, although Abraham (1999a) and Karatepe, Yorganci, and Haktanir (2009) found that emotional dissonance led to emotional exhaustion, Cheung and Tang's (2007) results indicated that job satisfaction partially mediated the relationship between emotional dissonance and emotional exhaustion. Given the importance of this construct, this study investigated if the significant
negative relationship between emotional dissonance and overall job satisfaction would still be present after statistically controlling for emotional exhaustion. Although no specific hypotheses were offered, it was expected that the significant negative relationship between emotional dissonance and job satisfaction would remain after controlling for emotional exhaustion.

Examining potential moderators of the emotional dissonance-job satisfaction relationship is important for several reasons. As previously stated, emotional dissonance has been found to be negatively correlated with job satisfaction (Abraham, 1998; Cheung & Tang, 2007; Lewig & Dollard, 2003). Lower job satisfaction, in turn, has been found to be related to higher absenteeism, lower performance, and higher intent to leave the organization (Saari & Judge, 2004). Thus, emotional dissonance may lead to several negative organizational outcomes. Hence, organizations should be interested in selecting and recruiting applicants who are less prone to experiencing emotional dissonance. Judicial thinking style and internal locus of control are two potentially beneficial individual differences for which organizations can screen, if they are shown to moderate the effect of emotional dissonance on job satisfaction (Abraham, 1997). The second and main purpose of this study, therefore, was to investigate the potential moderating effects of judicial thinking style and internal locus of control on the emotional dissonance-job satisfaction relation.

Although most research on thinking styles has been conducted within academic populations, thinking styles are also relevant in work environments (Abraham, 1997). In a sample of workers from a diverse range of industries (e.g., telecommunications, entertainment), judicial thinking style was identified as a moderator of the relationship between role overload and overall job satisfaction. Specifically, it was found that individuals with a judicial thinking style had higher job satisfaction when faced with role overload, relative to non-judicial stylists.
Abraham (1998) stated that possessing judicial thinking style may reduce the effect of emotional dissonance, based on the idea that judicial stylist are more adept at assessing situations and identifying the best response. However, there is no empirical evidence yet to support Abraham’s proposition. This study, therefore, investigated the moderating effect of judicial thinking style on the emotional dissonance-job satisfaction relation. It is hypothesized that judicial thinking style would moderate the relationship between emotional dissonance and overall job satisfaction, such that individuals experiencing emotional dissonance and who are high in judicial thinking style would have higher overall job satisfaction than individuals experiencing emotional dissonance but who are low in judicial thinking style. Specifically, the following hypothesis was developed:

*Hypothesis 2*: Judicial thinking style will moderate the relationship between emotional dissonance and overall job satisfaction, such that for individuals experiencing emotional dissonance, those who are high on judicial thinking style will have higher overall job satisfaction than those who are low on judicial thinking style.

In two separate studies, Rahim (1996, 1997) found that internal locus of control moderated the relation between job stress and job strain, such that individuals who possessed a high level of internal locus of control experienced lower levels of job strain in the presence of job stress, compared to individuals who possessed a low level of internal locus of control. Rahim (1996) also found that internal locus of control moderated the relation between role conflict and overall job satisfaction, such that individuals who were high on internal locus of control experienced higher overall job satisfaction when faced with role conflict, compared to individuals who were low on internal locus of control facing role conflict. Abraham (1998) argued that emotional dissonance is a form of role conflict because, as defined by Rahim (1996), role conflict is when an individual experiences incongruent role demands; one such demand may
be to display emotions that are dissonant with one’s true feelings. Given this reasoning, Abraham (1998) suggested that the work outcomes of individuals with an internal locus of control would be less affected by emotional dissonance. As with judicial thinking style, no research has been conducted to investigate Abraham’s proposition. This study, therefore, examined the moderating effect of internal locus of control on the emotional dissonance-job satisfaction relation. It was hypothesized that internal locus of control would moderate the relationship between emotional dissonance and overall job satisfaction, such that individuals experiencing emotional dissonance with a high internal locus of control would have higher overall job satisfaction than individuals experiencing emotional dissonance with a low internal locus of control. Therefore, the following hypothesis was developed:

*Hypothesis 3*: Internal locus of control will moderate the relation between emotional dissonance and overall job satisfaction, such that for individuals experiencing emotional dissonance, those with a high internal locus of control will have higher overall job satisfaction than those with a low internal locus of control.

This study also had an exploratory purpose. Few studies have investigated how emotional dissonance is related to specific facets of job satisfaction. For example, Tewksbury and Higgins (2006) examined how emotional dissonance was related to satisfaction with supervisors among correctional facility guards, and found that emotional dissonance had a significant negative relationship with satisfaction with supervision. Cheung and Tang (2007) studied emotional dissonance and satisfaction with coworkers, supervisors, promotion, and salary (although all of these facets were collapsed into “work relations and job rewards”), finding that emotional dissonance was negatively associated with satisfaction. Due to the dearth of research in this area, the current study explored how emotional dissonance is related to specific
facets of job satisfaction, namely work on present job, present pay, promotion opportunities, supervision, and coworkers, as assessed by the Abridged Job Descriptive Index (AJDI).

Moreover, this study used the AJDI, whereas Tewksbury and Higgins (2006) used the Satisfaction with Supervisor scale, and Cheung and Tang (2007) used the Minnesota Satisfaction Scale. This study also explored how judicial thinking style and internal locus of control might moderate the relations between emotional dissonance and these specific job satisfaction facets.

Although no hypotheses related to these specific facets were developed, it was expected that emotional dissonance would also be negatively related to every facet of job satisfaction. It was also expected that both judicial thinking style and internal locus of control would have similar moderating effects on these relations, as stated in Hypotheses 2 and 3.
Chapter III

Method

Participants

Past research has identified health care workers as one category of employees who are affected by emotional dissonance (Bakker & Heuven, 2006); as a result, this study focused on health care workers. Participants for this study came from three online sources:

www.allnurses.com, an online community for nursing students and professionals, the Facebook fan page “Nursing,” and www.nurse.com, an online forum for individuals in the nursing field. At the time of data collection, allnurses.com had nearly 500,000 registered members, the “Nursing” Facebook page had over 2,000 “likes,” and nurse.com had over 680,000 registered members. Initially, allnurses.com was the only source of data, but both the “Nursing” Facebook page and nurse.com were later added as data collection sites. A power analysis performed using Cohen’s (1992) table with a medium effect size, and power and alpha level set at .80 and .05, respectively, resulted in a sample size of 76 participants. Due to the possibility that there could be confounding variables present, which would be entered into regression equation as predictors, 91 participants were ultimately recruited (the sample required if there were five predictors present). All primary study items were required, with the exception of the demographic items. However, although the demographic items were optional, they were completed by all participants. Therefore, there were no missing data. Eighty-eight percent of the participants were female. The racial demographics were as follows: 90% White, 6% Hispanic/Latino, 2% African American, 1% Asian, and 1% other. The mean age of participants was 37.89 years old (SD =
10.34). The mean time in their current position was 5.01 years ($SD = 5.08$), and their mean tenure as a nurse was 13.99 years ($SD = 10.90$).

Measures

**Emotional dissonance.** Emotional dissonance was measured using Morris and Feldman’s (1997) Emotional Dissonance Scale. The scale consists of three items measured on a 5-point *Strongly Disagree* to *Strongly Agree* scale. The scale was validated on 75 military recruiters, 75 debt collection agency employees, and 412 members of a state nursing association. The measure has a Cronbach’s alpha of .79 (Morris & Feldman, 1997). The Cronbach’s alpha from this study was .81. The measure was scored by first reverse scoring one item, then summing the responses. This measure can be found in Appendix A.

**Judicial thinking style.** The Thinking Styles Inventory-Revised (TSI-R) is a 65-item self-report inventory composed of 13 scales, each corresponding to a thinking style in Sternberg’s (1990) theory. Each scale is composed of five items. For this study, only the judicial thinking style scale was used. The measure’s psychometric properties were assessed using a sample of 75 undergraduate students. Coefficient alpha for the judicial thinking style subscale was .73 (Sternberg & Grigorenko, 1993). Additional studies have found that coefficient alphas for the judicial thinking style subscale were .71 and .74 (Zhang, 2005; Zhang & Higgins, 2008). Evidence for convergent validity was established through correlations with two existing personality tests: the Myers-Briggs Type Indicator, which assesses individuals’ preferences on four variables—extraversion vs. introversion, sensing vs. intuition, thinking vs. feeling, and judging vs. perceiving (Kummerow & Maguire, 2010), and the Gregoree Measure of Mind Styles, a personality test that measures individuals’ preferences on two variables—perceptual quality and ordering ability (Sternberg & Grigorenko, 1993). For the former, 30 of 128
correlations were significant; for the latter, 22 of 52 correlations were significant. These significant correlations demonstrate that the TSI-R measures some of the same domains as similar scales that are designed to measure personality characteristics and cognitive styles, but also measures unique domains not tapped by other scales. The measure is on a 7-point Likert scale, such that a response of "1" indicates that the statement does not at all describe the manner in which they normally perform their tasks, and "7" indicates that the statement characterizes extremely well the manner in which they normally perform tasks. In the current study, the final score was computed by summing the five judicial thinking scale item numerical responses, with higher scores indicating higher endorsement of a judicial thinking style. The Cronbach's alpha for the judicial thinking style subscale was .91 in this study. The measure was scored by summing all items. The judicial thinking style subscale of the TSI-R can be found in Appendix B.

**Internal locus of control.** Internal locus of control was assessed using the internal locus of control subscale from Levenson's (1973) locus of control measure. This subscale has eight items measured on a 5-point *Strongly Disagree* to *Strongly Agree* scale. The validation sample consisted of 96 non-clinical participants and 165 individuals admitted to a psychiatric hospital who were diagnosed by a psychiatrist with either psychosis or neuroticism. The final sample was composed of patients diagnosed predominantly as either schizophrenic or paranoid. Coefficient alpha for the internal locus of control subscale was found to be .67 (Levenson, 1973). Moreover, Rahim (1996, 1997) used this subscale and reported coefficient alphas of .77 and .71, respectively. A high score indicates a high internal locus of control, whereas a low score indicates a low internal locus of control. The Cronbach's alpha from this study was .71. The measure was scored by summing the responses. This measure can be found in Appendix C.
Job satisfaction. Overall job satisfaction was assessed using a single-item measure asking, “Overall, how satisfied are you with your job?” It was measured on a 5-point *Strongly Dissatisfied* to *Strongly Satisfied* response scale. Both Wanous, Reichers, and Hudy (1997) and Nagy (2002) have demonstrated that single-item measures of job satisfaction correlate highly with existing multi-item measures (ranging from $r = .60$ to $r = .72$), providing evidence that single-item measures assess overall job satisfaction as well as multi-item measures. As previously mentioned, facets of job satisfaction were measured using the AJDI. In contrast to the full Job Descriptive Index (JDI), which consists of 72 items, the AJDI contains 25 items. It taps five domains of job satisfaction (*Work on Present Job, Present Pay, Opportunities for Promotion, Supervision, and Coworkers*) with five items per facet. Despite being shortened, the AJDI’s psychometrics were comparable to those of the full JDI. Stanton et al. (2001) reported the following Cronbach’s alphas for each facet: .84 for *Work on Present Job*, .75 for *Present Pay*, .82 for *Opportunities for Promotion*, .83 for *Supervision*, and .76 for *Coworkers*. The Cronbach’s alphas for these subscales in this study were as follows: .83 for *Work on Present Job*, .74 for *Present Pay*, .84 for *Opportunities for Promotion*, .86 for *Supervision*, and .79 for *Coworkers*. Possible responses on the AJDI are “Y,” “N,” and “?”; these responses were transformed into numerical scores. For positively-worded items, the responses were given a score of 3 for “Y”, 1 for “?”, and 0 for “N”. For negatively-worded items, the responses were given a score of 0 for “N”, 1 for “?”, and 3 for “Y.” The total score was computed by summing the responses. The AJDI can be found in Appendix D.

Emotional exhaustion. Emotional exhaustion was assessed with the 3rd edition Maslach Burnout Inventory-Human Services Survey (MBI-Human Services Survey; Maslach, Jackson, Leiter, Schaufeli, & Schwab, 1986). The MBI-Human Services Survey is a 22-item measure that
assesses three components of burnout: Personal Accomplishment, Depersonalization, and Emotional Exhaustion. It asks how often individuals experience something, and responses are made on a 7-point scale, where “0” represents “never” and “6” represents “everyday.” Cronbach’s alphas for the subscales were .90 for Emotional Exhaustion, .79 for Depersonalization, and .71 for Personal Accomplishment (Maslach, et al., 1986). The Cronbach’s alpha for the Emotional Exhaustion subscale in this study was .93. Although the entire measure was administered, this study focused on the Emotional Exhaustion subscale. The measure was scored by summing the items of the Emotional Exhaustion subscale. This measure can be found in Appendix E.

Demographics. Demographic items, including age, gender, and job title, were administered (see Appendix F for the complete list of demographic items).

Procedure

This study was approved by Xavier University’s Institutional Review Board (please see Appendix G). The protocol was submitted for exempt review because it involved the administration of surveys and thus posed no more than minimal harm to participants. The survey was administered using SurveyGizmo, a survey software website. The researcher contacted administrators of the site to request permission to conduct the study and registered for the website’s online forum. The researcher obtained documentation of permission from the website administrators. Participants from the aforementioned three online sources were recruited by the researcher. The researcher posted the web link for the survey in the appropriate areas of each website (i.e., a specific forum for research studies at allnurses.com, the wall for the Facebook page “Nursing,” and the “General Discussion” forum of nurse.com) and provided information about the study’s purpose and duration.
When the website was accessed, the informed consent was the first form potential participants saw (see Appendix H). The consent form stated that the purpose of the study was to investigate job satisfaction and the expression of emotions on the job. Participants were also assured that responses would remain confidential, that study data would not be available to their employers, and that only the primary researchers would have access to the study data. Participants were told that by clicking “Next,” they were giving their consent to participate in the study. After clicking “Next,” participants were directed to the main measures of the study. Specifically, they were asked to complete the emotional dissonance, judicial thinking style, internal locus of control, job satisfaction, and emotional exhaustion measures. After completing the main measures, participants were asked to respond to a few optional demographic items, such as tenure with the organization, job title, age, and race (see Appendix F for the complete list of demographic items). Finally, participants were thanked and debriefed for their participation (see Appendix I for the debriefing form).
Chapter IV

Results

Intercorrelations, Cronbach’s alphas, means, and standard deviations can be found in Table 1. To test Hypothesis 1, a simple linear regression was performed to determine if emotional dissonance predicts job satisfaction. Emotional dissonance was found to significantly negatively predict job satisfaction, $\beta = -.39, p < .001$. However, after statistically controlling for the influence of emotional exhaustion, the relationship between emotional dissonance and job satisfaction was found to be non-significant, $\beta = -.01, p = .927$. Because controlling for emotional exhaustion rendered the relationship between emotional dissonance and job satisfaction non-significant, it was decided that the remaining analyses and subsequent discussion would focus on examining the hypotheses while controlling for emotional exhaustion. However, there was also compelling reason to run the analyses without controlling for emotional exhaustion. First, the correlation between emotional exhaustion and overall job satisfaction was $-.77$, an unusually high $r$ that indicates that multicollinearity may be present. Second, Spector and Brannick (2011) stated that the statistical control of variables can muddle rather than clarify relationships between the variables of interest, as controlling variables may obscure the true relationship between constructs and lead to incorrect conclusions. In light of this admonishment, the analyses were also conducted without controlling for emotional exhaustion. As previously mentioned, however, this study’s focus remained on the analyses that controlled for emotional exhaustion.
Although the results of the first analysis that was used to test Hypothesis 1 suggest that no moderating effects will likely be found due to the non-significant relationship of emotional dissonance and job satisfaction, Hypotheses 2 and 3 were still tested. Therefore, Hypothesis 2 was tested by running a hierarchical linear regression (please see Table 2), with judicial thinking style as the moderator of interest. In order to control for the influence of emotional exhaustion, it was entered in the first step of the regression. Emotional dissonance and judicial thinking style were mean centered prior to computing the interaction term and were entered in the second step. Finally, the interaction term (emotional dissonance x judicial thinking style) was entered in the third step. No moderating effect of judicial thinking style was found, $\Delta R^2 = .00, p = .714$.

Hypothesis 3 was also tested by conducting a hierarchical linear regression, with internal locus of control as the moderator of interest (please see Table 3). Internal locus of control was also mean centered prior to running the analysis. Emotional exhaustion was entered in the first step.

Emotional dissonance and internal locus of control were entered in the second step. The interaction term (emotional dissonance x internal locus of control) was entered in the final step. Results also showed that there was no moderating effect of internal locus of control, $\Delta R^2 = .00, p = .385$.

For the exploratory analyses, a number of simple linear regressions were conducted to determine if significant relationships exist between emotional dissonance and the job satisfaction facets from the AJDI (i.e., Coworker, Work Itself, Pay, Promotion Opportunities, and Supervisor). Based on the results of Hypothesis 1, it was deemed appropriate to control for the influence of emotional exhaustion in each regression. The relationships between emotional dissonance and the Coworker, Work Itself, Pay, and Supervisor facets were not significant. Therefore, no moderated regression analyses were run. However, emotional dissonance was
EMOTIONAL DISSONANCE AND INDIVIDUAL DIFFERENCES

Table 1
Intercorrelations, means, standard deviations, and Cronbach's alphas

<table>
<thead>
<tr>
<th>Variables</th>
<th>Means</th>
<th>Standard Deviation</th>
<th>Range</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Emotional Dissonance</td>
<td>9.02</td>
<td>2.65</td>
<td>1-15</td>
<td>(81)</td>
<td>-15</td>
<td>-34***</td>
<td>.49**</td>
<td>-30***</td>
<td>-21*</td>
<td>-21*</td>
<td>-26**</td>
<td>-40***</td>
<td>-20</td>
</tr>
<tr>
<td>2 Judicial Thinking Style</td>
<td>23.34</td>
<td>6.43</td>
<td>1-35</td>
<td>(91)</td>
<td>.27**</td>
<td>-14</td>
<td>.16</td>
<td>.03</td>
<td>-10</td>
<td>18</td>
<td>.13</td>
<td>-9.6</td>
<td></td>
</tr>
<tr>
<td>3 Internal Locus of Control</td>
<td>30.55</td>
<td>4.13</td>
<td>1-40</td>
<td>(71)</td>
<td>-50***</td>
<td>58***</td>
<td>38***</td>
<td>37***</td>
<td>11</td>
<td>40***</td>
<td>33***</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Emotional Exhaustion</td>
<td>26.59</td>
<td>12.99</td>
<td>0-54</td>
<td>(93)</td>
<td>-77***</td>
<td>-21***</td>
<td>-40***</td>
<td>-25*</td>
<td>-47***</td>
<td>-54***</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Overall Job Satisfaction</td>
<td>3.78</td>
<td>1.13</td>
<td>1-5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>61***</td>
</tr>
<tr>
<td>6 AJDI Coworker</td>
<td>12.54</td>
<td>3.86</td>
<td>0-15</td>
<td>(79)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>41***</td>
<td>30**</td>
</tr>
<tr>
<td>7 AJDI Work</td>
<td>12.22</td>
<td>4.44</td>
<td>0-15</td>
<td>(81)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>30**</td>
</tr>
<tr>
<td>8 AJDI Pay</td>
<td>8.35</td>
<td>4.90</td>
<td>0-15</td>
<td>(74)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>24*</td>
</tr>
<tr>
<td>9 AJDI Promotion</td>
<td>7.51</td>
<td>5.43</td>
<td>0-15</td>
<td>(84)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>55***</td>
</tr>
<tr>
<td>10 AJDI Supervisor</td>
<td>9.92</td>
<td>5.45</td>
<td>0-15</td>
<td>(86)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: N = 91

*p < .05  **p < .01  ***p < .001
Table 2

Hierarchical linear regression for overall job satisfaction, emotional dissonance, and judicial thinking style, controlling for emotional exhaustion

<table>
<thead>
<tr>
<th>Variable</th>
<th>$b$</th>
<th>$SE\ b$</th>
<th>$\beta$</th>
<th>$\Delta R^2$</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Step 1</strong></td>
<td></td>
<td></td>
<td></td>
<td>.60***</td>
</tr>
<tr>
<td>Emotional Exhaustion</td>
<td>-.07***</td>
<td>.01***</td>
<td>-.77***</td>
<td></td>
</tr>
<tr>
<td><strong>Step 2</strong></td>
<td></td>
<td></td>
<td></td>
<td>.00</td>
</tr>
<tr>
<td>Emotional Exhaustion</td>
<td>-.07***</td>
<td>.01***</td>
<td>-.77***</td>
<td></td>
</tr>
<tr>
<td>Emotional Dissonance</td>
<td>.00</td>
<td>.03</td>
<td>-.00</td>
<td></td>
</tr>
<tr>
<td>Judicial Thinking Style</td>
<td>.01</td>
<td>.01</td>
<td>.06</td>
<td></td>
</tr>
<tr>
<td><strong>Step 3</strong></td>
<td></td>
<td></td>
<td></td>
<td>.00</td>
</tr>
<tr>
<td>Emotional Exhaustion</td>
<td>-.07***</td>
<td>.01***</td>
<td>-.77***</td>
<td></td>
</tr>
<tr>
<td>Emotional Dissonance</td>
<td>.00</td>
<td>.03</td>
<td>.00</td>
<td></td>
</tr>
<tr>
<td>Judicial Thinking Style</td>
<td>.01</td>
<td>.01</td>
<td>.06</td>
<td></td>
</tr>
<tr>
<td>ED x JTS</td>
<td>.00</td>
<td>.00</td>
<td>.03</td>
<td></td>
</tr>
</tbody>
</table>

Note. $N = 91$.

*** $p < .001$. 

* * *
Table 3

*Hierarchical linear regression for overall job satisfaction, emotional dissonance, and internal locus of control, controlling for emotional exhaustion*

<table>
<thead>
<tr>
<th>Step</th>
<th>Variable</th>
<th>(b)</th>
<th>(SE\ \beta)</th>
<th>(\beta)</th>
<th>(\Delta R^2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 1</td>
<td>Emotional Exhaustion</td>
<td>-.07***</td>
<td>.01***</td>
<td>-.77</td>
<td>.60***</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Step 2</td>
<td>Emotional Exhaustion</td>
<td>-.06***</td>
<td>.01***</td>
<td>-.65***</td>
<td>.05**</td>
</tr>
<tr>
<td></td>
<td>Emotional Dissonance</td>
<td>.01</td>
<td>.03</td>
<td>.02</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Internal Locus of Control</td>
<td>.07***</td>
<td>.02***</td>
<td>.26***</td>
<td></td>
</tr>
<tr>
<td>Step 3</td>
<td>Emotional Exhaustion</td>
<td>-.06***</td>
<td>.01***</td>
<td>-.64***</td>
<td>.00</td>
</tr>
<tr>
<td></td>
<td>Emotional Dissonance</td>
<td>.01</td>
<td>.03</td>
<td>.01</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Internal Locus of Control</td>
<td>.07***</td>
<td>.02***</td>
<td>.26***</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ED x ILC</td>
<td>.01</td>
<td>.06</td>
<td>.06</td>
<td></td>
</tr>
</tbody>
</table>

*Note. N = 91.

** p < .01. *** p < .001.*
was found to significantly predict satisfaction with Promotion Opportunities, $\beta = -.21, p = .049$. Because of this significant relationship, hierarchical linear regressions were performed to investigate if judicial thinking style and internal locus of control moderated this relationship. Both of these analyses followed the procedure outlined in Hypotheses 2 and 3: emotional exhaustion was entered in the first step, emotional dissonance and the hypothesized moderator were entered in the second step, and the interaction term was entered in the last step. Judicial thinking style was found to moderate the relationship between emotional dissonance and satisfaction with Promotion Opportunities, $\Delta R^2 = .04, p = .022$ (please see Table 4). Although a moderating effect was found, results suggested that this effect was contrary to expected, such that the negative relationship between emotional dissonance and satisfaction with Promotion Opportunities became stronger at higher levels of judicial thinking style (please see Figure 1). However, internal locus of control did not moderate the relationship between emotional dissonance and satisfaction with Promotion Opportunities, $\Delta R^2 = .02, p = .113$ (please see Table 5).
Table 4

*Hierarchical linear regression for satisfaction with Promotion Opportunity, emotional dissonance, and judicial thinking style, controlling for emotional exhaustion*

<table>
<thead>
<tr>
<th>Step</th>
<th>Variable</th>
<th>$b$</th>
<th>SE b</th>
<th>$\beta$</th>
<th>$\Delta R^2$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 1</td>
<td>Emotional Exhaustion</td>
<td>-.20***</td>
<td>.04***</td>
<td>-.47***</td>
<td>.22***</td>
</tr>
<tr>
<td>Step 2</td>
<td>Emotional Exhaustion</td>
<td>-.15***</td>
<td>.05***</td>
<td>-.36***</td>
<td>.04</td>
</tr>
<tr>
<td></td>
<td>Emotional Dissonance</td>
<td>-.40</td>
<td>.20</td>
<td>-.21</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Judicial Thinking Style</td>
<td>.04</td>
<td>.08</td>
<td>.05</td>
<td></td>
</tr>
<tr>
<td>Step 3</td>
<td>Emotional Exhaustion</td>
<td>-.15***</td>
<td>.04***</td>
<td>-.36***</td>
<td>.04*</td>
</tr>
<tr>
<td></td>
<td>Emotional Dissonance</td>
<td>-.42*</td>
<td>.20*</td>
<td>-.22*</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Judicial Thinking Style</td>
<td>.04</td>
<td>.08</td>
<td>.04</td>
<td></td>
</tr>
<tr>
<td></td>
<td>ED x JTS</td>
<td>-.06*</td>
<td>.03*</td>
<td>-.21*</td>
<td></td>
</tr>
</tbody>
</table>

*Note. N = 91.*

* $p < .05$.  *** $p < .001$.  ** $p < .01$.  * $p < .05$.  * $p < .01$.  ** $p < .001$.  *** $p < .0001$.  **** $p < .00001$.
Figure 1. Moderating effect of judicial thinking style on the relationship between emotional dissonance and satisfaction with promotion opportunities, controlling for emotional exhaustion.
As previously stated, all of the above analyses were also run without controlling for emotional exhaustion. As described earlier, Hypothesis 2 was tested by running a hierarchical linear regression. Mean centered emotional dissonance and judicial thinking style were entered in the first step, and the interaction term (emotional dissonance x judicial thinking style) was entered in the second and final step. No moderating effect of judicial thinking style was found, $\Delta R^2 = .00, p = .835$. Similarly, Hypothesis 3 was tested via a hierarchical linear regression. Mean centered emotional dissonance and internal locus of control were entered in the first step, and the interaction term (emotional dissonance x internal locus of control) was entered in the second and final step. Results showed that there was a moderating effect of internal locus of control, $\Delta R^2 = .028, p = .044$, such that those high in internal locus of control experienced a smaller drop in job satisfaction in the face of increasing emotional dissonance, compared to those low in internal locus of control (please see Figure 2).

The exploratory analyses, which focused on the job facets measured by the AJDI, were also conducted without controlling for emotional exhaustion. Simple linear regressions were run to determine if the facets were significantly related to emotional dissonance. The following facets were significantly related to emotional dissonance: coworker ($\beta = -.21, p = .046$), work ($\beta = -.21, p = .047$), pay ($\beta = -.26, p = .012$), and promotion ($\beta = -.39, p < .001$). Only satisfaction with supervisor was not significant, $\beta = -.20, p = .062$.

Because of the significant findings, satisfaction with coworker, work, pay, and promotion were further examined to investigate if judicial thinking style and internal locus of control acted as moderators of the emotional dissonance-job satisfaction facet relationships. Judicial thinking style was tested first. Hierarchical linear regressions were conducted in the same manner
Figure 2. Moderating effect of internal locus of control on the relationship between emotional dissonance and overall job satisfaction, without controlling for emotional exhaustion.
as described above. Judicial thinking style acted as a moderator only for satisfaction with promotion opportunities, $\Delta R^2 = .045$, $p = .029$, such that the negative relationship between emotional dissonance and satisfaction with *Promotion Opportunities* became stronger at higher levels of judicial thinking style (please see Figure 3). Hierarchical linear regressions were also performed to examine the potential moderating effects of internal locus of control on the relationships between job satisfaction facets and emotional dissonance. Internal locus of control did not act as a moderator for any of the facets.
Figure 3. Moderating effect of judicial thinking style on the relationship between emotional dissonance and satisfaction with promotion opportunities, without controlling for emotional exhaustion.
Table 5

Hierarchical linear regression for satisfaction with Promotion Opportunity, emotional dissonance, and internal locus of control, controlling for emotional exhaustion

<table>
<thead>
<tr>
<th>Variable</th>
<th>b</th>
<th>SE b</th>
<th>β</th>
<th>ΔR²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 1</td>
<td></td>
<td></td>
<td></td>
<td>.22***</td>
</tr>
<tr>
<td>Emotional Exhaustion</td>
<td>-.20***</td>
<td>.04***</td>
<td>-.47***</td>
<td></td>
</tr>
<tr>
<td>Step 2</td>
<td></td>
<td></td>
<td></td>
<td>.06*</td>
</tr>
<tr>
<td>Emotional Exhaustion</td>
<td>-.12*</td>
<td>.05*</td>
<td>-.28*</td>
<td></td>
</tr>
<tr>
<td>Emotional Dissonance</td>
<td>-.36</td>
<td>.20</td>
<td>-.19</td>
<td></td>
</tr>
<tr>
<td>Internal Locus of Control</td>
<td>.26</td>
<td>.14</td>
<td>.20</td>
<td></td>
</tr>
<tr>
<td>Step 3</td>
<td></td>
<td></td>
<td></td>
<td>.02</td>
</tr>
<tr>
<td>Emotional Exhaustion</td>
<td>-.13**</td>
<td>.05**</td>
<td>-.32**</td>
<td></td>
</tr>
<tr>
<td>Emotional Dissonance</td>
<td>-.31</td>
<td>.20</td>
<td>-.17</td>
<td></td>
</tr>
<tr>
<td>Internal Locus of Control</td>
<td>.28*</td>
<td>.14*</td>
<td>.21*</td>
<td></td>
</tr>
<tr>
<td>ED x ILC</td>
<td>-.07</td>
<td>.04</td>
<td>-.15</td>
<td></td>
</tr>
</tbody>
</table>

* N = 91.
* * p < .05. ** p < .01. *** p < .001.
Chapter V

Discussion

The aim of this study was to expand the research on emotional dissonance by investigating potential moderators between emotional dissonance and job satisfaction. Specifically, this study focused on judicial thinking style and internal locus of control as possible moderators of the emotional dissonance – job satisfaction relationship, as originally suggested by Abraham (1998). This research had a secondary purpose as well, which was to explore the hitherto under-investigated interactions between emotional dissonance and specific facets of job satisfaction, as measured by the Abridged Job Descriptive Index. Surveys assessing emotional dissonance, emotional exhaustion, judicial thinking style, internal locus of control, and job satisfaction (both as an overall construct and as specific facets) were completed online by 91 nursing professionals.

Hypothesis 1 stated that there would be a significant negative relationship between emotional dissonance and job satisfaction, such that when emotional dissonance was high, job satisfaction would be low, and vice versa. Prior research had demonstrated that experiencing emotional dissonance could lead to diminished overall job satisfaction (Abraham, 1998; Cheung & Tang, 2007). A simple linear regression was conducted to test this hypothesis, and it was found that emotional dissonance and job satisfaction did in fact have a significant negative relationship. However, based on prior research that demonstrated the importance of emotional exhaustion in the relationship between emotional dissonance and job satisfaction (Abraham, 1999a; Cheung & Tang, 2007; and Karatepe et al., 2009), this study controlled for emotional
exhaustion. Although the primary focus of the study was on the emotional exhaustion-controlled analyses, analyses were also conducted without controlling for emotional exhaustion. According to Spector and Brannick (2011), the use of control variables is often inappropriate and may contribute to inaccurate interpretation of results. In the interest of providing the most complete and accurate picture possible, the results of the uncontrolled analyses are included in this discussion. Once the effect of emotional exhaustion was statistically removed, the relationship between emotional dissonance and job satisfaction became non-significant. As such, Hypothesis 1 was not supported.

Based on the results of earlier research (Abraham, 1998; Cheung & Tang, 2007; Karatepe et al., 2009; Lewig & Dollard, 2003; Pugliesi, 1999; Rutner, Hardgrave, & McKnight, 2008), a non-significant relationship between emotional dissonance and job satisfaction was highly surprising. A possible explanation for this finding involves the aforementioned statistical control of emotional exhaustion. Abraham (1999a) and Karatepe et al. (2009) suggested that emotional dissonance could predict emotional exhaustion, whereas Cheung and Tang found that job satisfaction partially mediated the relationship between emotional dissonance and emotional exhaustion. It is possible that emotional exhaustion mediates the relationship between emotional dissonance and job satisfaction; as such, emotional dissonance may be too distal to have a direct relationship with job satisfaction, but may act as a predictor of emotional exhaustion. In other words, given the correlational nature of the study, it is unclear which variable might be affecting the other. Another interesting finding of the study that relates to emotional exhaustion is the high correlation between emotional exhaustion and job satisfaction. As can be seen in Table 1, the correlation was -.77, considerably higher than what has been found in prior research (e.g., -.43 in Cheung & Tang, 2007; -.30 in Karatepe et al., 2009). This high correlation indicates that the
emotional exhaustion and job satisfaction measures may have been assessing very similar constructs, and therefore, the measures may have been redundant. However, it is important to note that conceptually, the two constructs should be distinct from one another.

The results of testing Hypothesis 1 led to problems with the theoretical foundations of Hypotheses 2 and 3. The latter hypotheses were predicated on the idea that there would be a significant relationship between emotional dissonance and job satisfaction; because this relationship was not significant, there was nothing for judicial thinking style and internal locus of control to moderate. Nevertheless, hierarchical linear regressions were conducted to test if judicial thinking style and internal locus of control acted as moderators. As expected per the results of Hypothesis 1, neither judicial thinking style nor internal locus of control significantly moderated the (already non-significant) relationship between emotional dissonance and job satisfaction. Thus, both Hypothesis 2 and Hypothesis 3 were not supported. However, in the analyses that did not control for emotional exhaustion, the results were somewhat different. Specifically, although judicial thinking style did not act as a moderator, internal locus of control did moderate the relationship between emotional dissonance and job satisfaction, demonstrating that controlling for emotional exhaustion affected the significance of internal locus of control’s moderating effect. Results suggested that internal locus of control moderated the relationship between emotional dissonance and overall job satisfaction, such that those high in internal locus of control experienced a smaller decline in job satisfaction when faced with increasing emotional dissonance, compared to those low in internal locus of control. This finding was consistent with the findings of Rahim (1996, 1997), which suggested that individuals who possess an internal locus of control are better equipped to manage the various challenges and pressures of work.
In addition to the main study hypotheses, exploratory analyses were conducted, focusing on specific facets of job satisfaction. Simple linear regressions were performed with emotional dissonance and each job satisfaction facet (i.e., Satisfaction with Coworkers, Work Itself, Pay, Promotion Opportunities, and Supervisor), both after controlling for and not controlling for emotional exhaustion. In the uncontrolled analyses, all the job satisfaction facets were significantly related to emotional dissonance, except satisfaction with supervision. In the controlled analyses, the only facet that was found to have a significant relationship with emotional dissonance was Promotion Opportunities; specifically, there was a significant negative relationship between emotional dissonance and satisfaction with promotion opportunities.

The fact that the relationship between emotional dissonance and satisfaction with promotion opportunities endured after controlling for emotional exhaustion was especially interesting. This result indicated that there seems to be something unique about satisfaction with promotion opportunities. A possible explanation for this significant finding may involve the current state of the United States economy. In their study of employee data from Sweden and the United States, Kwon, Milgrom, and Hwang (2011) found that workers who enter the workforce during a recession get promoted more slowly than workers who began their careers during more stable economic circumstances. Due to the lessened opportunities for promotion, satisfaction with this facet may be more salient to workers compared to other facets, thus strengthening the relationship between emotional dissonance and satisfaction with promotion opportunities, which remained significant even after controlling for emotional exhaustion. Although the results of Kwon et al. may not generalize to the field of nursing, for which the job market has traditionally been strong, based on the results of the study, this does not seem to be the case. Specifically, of
EMOTIONAL DISSONANCE AND INDIVIDUAL DIFFERENCES

the five facets of job satisfaction, satisfaction with Promotion Opportunities had the lowest mean score, indicating that respondents were the least satisfied with this facet. Moreover, although the field of nursing may not have a traditional promotional hierarchy, the Promotion Opportunities items used in this study were somewhat “vague” (e.g., Dead End Job, Promotion on Ability), and therefore, these items seem sufficiently “ambiguous” that they allow participants to interpret them in the manner most appropriate for their job.

Because of the significant findings, potential moderators were tested. In the uncontrolled analyses, it was found that judicial thinking style only moderated the relationship between emotional dissonance and satisfaction with promotion opportunities. Similarly, in the controlled analyses, results showed that judicial thinking style did significantly moderate the relationship between emotional dissonance and satisfaction with promotion opportunities. Interestingly, the specific results of both types of analyses ran counter to expectations. It was found that, as the level of judicial thinking style increased, the negative relationship between emotional dissonance and satisfaction with promotion opportunities became stronger, such that as emotional dissonance increased, satisfaction decreased. Again, this finding may be explained by the economic conditions described above. Abraham (1998) suggested that judicial thinking style may moderate the emotional dissonance-job satisfaction relationship by allowing individuals to better evaluate situations and determine the most appropriate response. However, judicial thinking style could have the opposite effect in a promotion-hostile economy; that is, judicial stylists may have more trouble coping with the emotional dissonance and the lack of promotion opportunities than non-judicial stylists. By analyzing and evaluating the circumstances, judicial stylists may realize that, regardless of the quality of their work, they may not receive a promotion because of economic forces, and that their experiencing of emotional dissonance will not result
EMOTIONAL DISSONANCE AND INDIVIDUAL DIFFERENCES

in a better position. Thus, judicial stylists may become even more dissatisfied with promotion opportunities as the level of emotional dissonance increases.

In the uncontrolled analyses, internal locus of control did not act as a moderator for any of the satisfaction facets. This was an interesting finding, given that, in the uncontrolled analyses, internal locus of control did moderate the relationship between emotional dissonance and overall job satisfaction, such that those high in internal locus of control experienced a smaller loss in job satisfaction when faced with increasing emotional dissonance, compared to those low in internal locus of control. The disparity between the overall and facet results indicate that participants viewed each facet as a distinct form of satisfaction separate from overall job satisfaction. Similarly, in the controlled analyses, results showed that internal locus of control did not moderate the relationship between emotional dissonance and satisfaction with promotion opportunities.

Given the findings regarding emotional exhaustion and its high correlation with job satisfaction, further analyses were done. First, a partial correlation was performed to determine if the significant relationship between emotional exhaustion and job satisfaction would remain after controlling for emotional dissonance. This relationship did remain significant, \( r = .73, p < .001 \). Hierarchical linear regressions were performed to determine if judicial thinking style and internal locus of control acted as moderators of the relationship between emotional exhaustion and overall job satisfaction, after controlling for emotional dissonance. Judicial thinking style did not act as a moderator, \( \Delta R^2 = .00, p = .889 \). On the other hand, internal locus of control did moderate the relationship, \( \Delta R^2 = .02, p = .021 \), such that those high in internal locus of control experienced a smaller drop in job satisfaction in the presence of emotional exhaustion, compared to those low in internal locus of control.
Theoretical and Practical Implications

Theoretical implications. The results of this study suggest that emotional dissonance may be a more distal predictor of overall job satisfaction than emotional exhaustion. Emotional dissonance did not account for a significant amount of variance in job satisfaction after the influence of emotional exhaustion was taken into account, indicating that future research should focus more on emotional exhaustion when examining more proximal factors that could affect job satisfaction. Both Abraham (1999a) and Karatepe et al. (2009) proposed models that included the idea that emotional dissonance could lead to lower job satisfaction and emotional exhaustion, and Cheung and Tang (2007) also detected a relationship between emotional dissonance and emotional exhaustion that seemed to be partially mediated by job satisfaction. Although testing these models was outside of the purview of this study, the results indicate that emotional exhaustion may have a more direct effect on job satisfaction than emotional dissonance. However, given the study’s correlational design, no causal claims can be made.

Despite the results of this study, the relationship between emotional dissonance and job satisfaction has been relatively robust in the emotional dissonance literature (Abraham, 1998; Cheung & Tang, 2007; Karatepe et al., 2009; Lewig & Dollard, 2003; Pugliesi, 1999; Rutner, Hardgrave, & McKnight, 2008). It appears that there may be an “untold story” concerning the relationship between emotional dissonance and emotional exhaustion. Although proposed models of emotional dissonance have included emotional exhaustion (Abraham, 1999a; Cheung & Tang, 2007), the importance of emotional exhaustion in predicting job satisfaction has not been adequately discussed in the emotional dissonance literature. It is possible that the models in the literature have been misspecified, and that emotional exhaustion predicts job satisfaction (not the other way around; see Cheung & Tang, 2007).
EMOTIONAL DISSONANCE AND INDIVIDUAL DIFFERENCES

Past research has focused primarily on overall job satisfaction. Whereas most of these facets (*Satisfaction with Coworkers, Work itself, Pay, and Supervisor*) did not have a significant relationship with emotional dissonance, *Promotion Opportunities* did. Furthermore, in the analyses that did not control for emotional exhaustion, internal locus of control acted a significant moderator of the relationship between emotional dissonance and job satisfaction, but did not act as a moderator of any emotional dissonance-job satisfaction facet relationship. Although the reason for this is not entirely known, it is notable because it demonstrates that emotional dissonance has different relationships with job satisfaction, depending on what type of satisfaction is under scrutiny. Future research on emotional dissonance and job satisfaction should include satisfaction facets as well as the overall construct.

**Practical implications.** The results of this research suggest that employers should be cognizant of emotional exhaustion because of its relationship with job satisfaction, as it has been shown that decreased job satisfaction is associated with poorer organizational outcomes, such as higher absenteeism, lower employee performance, and higher intention to leave the organization (Snari & Judge, 2004). By identifying when emotional exhaustion is present among the workforce and implementing techniques to alleviate it, organizations may increase employees' feelings of job satisfaction, which may in turn lead to improved productivity and decreased absenteeism. Findings of this study also indicate that individuals high in judicial thinking style may be particularly dissatisfied with their opportunities for promotion, when experiencing emotional dissonance. Therefore, it may be helpful for organizations to identify judicial stylists in the workforce so that they can proactively communicate with them and explain why opportunities for promotions may be limited.
Limitations

A few limitations were present in this study. One such limitation involved self-reporting. Participants may have been unable to accurately rate their own feelings. Overall, this is a minor concern due to the long history of self-report measures in psychological research. Along similar lines, another limitation concerned the actual measures used. The three-item emotional dissonance scale, for example, may not have been sensitive enough to accurately measure respondents’ true feelings of emotional dissonance at work. However, there are few choices concerning the measurement of emotional dissonance. Similarly, options for assessing other constructs were limited. The Thinking Styles Inventory-Revised is the only extant instrument that measures judicial thinking style. All measures utilized in this study were selected based on their use by authors of the research detailed in the literature review of this thesis. However, both limitations are diminished because the measures used seem to be psychometrically sound and have been used in similar research conducted in the past.

Another limitation concerns the delivery method of the survey. For example, only participants with access to an internet connection were able to participate. Not all potential participants had an equal opportunity to participate, and some differences may exist between nurses with internet access and nurses without it. However, due to the current near-ubiquity of internet access (at home, the workplace, public libraries, etc.), it is not believed that the internet-based administration of the measures significantly affected the results.

Yet another limitation was the study’s correlational design. The correlational nature of this study made it impossible to make causal inferences about the variables being investigated. However, because the variables in this study were based on individual differences and affective
states, it would have been difficult to randomly assign individuals to conditions based on these variables.

The text used to recruit participants may have represented another limitation. The recruitment text stated that the study concerned nurses' feelings toward their jobs. This may have attracted a biased sample of nurses whose feelings do not represent the nursing population at large. However, this possibility seems unlikely. The wording of the recruitment text was sufficiently vague as to not bias the participants. For example, had the text specified that the study was investigating job satisfaction, it may have attracted individuals uncommonly high or low in job satisfaction. Due to the ambiguity of the text, it seems improbable that the sample was significantly different than the overall nursing population.

Another limitation involves the high correlation between emotional exhaustion and overall job satisfaction. This high degree of correlation poses the possibility that the measures assessing emotional exhaustion and job satisfaction were in fact tapping into very similar constructs. However, conceptually speaking, the constructs of emotional exhaustion and job satisfaction should not be similar, so it seems unlikely that the measures were assessing the same thing. Furthermore, this limitation was mitigated by running analyses both controlling and not controlling for emotional exhaustion.

A final potential limitation of this study relates to external economic circumstances. It is possible that, due to the present state of the United States' economy, workers may feel fortunate to have any job at all, which may lessen the impact of emotional dissonance on their ratings of job satisfaction. Ultimately, it is unknown what effect economic forces may or may not have had on this study.
Future Directions for Research

Although the results of this study demonstrated that emotional exhaustion is more predictive of job satisfaction than emotional dissonance, the future of emotional dissonance research is not wholly grim. First off, the relationship between emotional dissonance and job satisfaction may be mediated by emotional exhaustion. Therefore, future research should focus on trying to understand the nature of the relationships among emotional dissonance, emotional exhaustion, and job satisfaction. Specifically, future researchers should focus on determining the exact relationship between emotional exhaustion and emotional dissonance, and how in turn these constructs predict job satisfaction. Although various models of emotional dissonance (Abraham 1999a; Karatepe et al., 2009) proposed that emotional exhaustion predicts emotional dissonance, it is possible that this relationship runs the opposite way, with emotional dissonance predicting emotional exhaustion. This model better fits the findings of this study, namely that the emotional dissonance-job satisfaction relationship became non-significant when the influence of emotional exhaustion was statistically removed. Similarly, future research should further investigate the relationship emotional exhaustion and overall job satisfaction. In this study, the two constructs were found to be highly correlated, to such an extent that multicollinearity may have been present.

Moreover, the exploratory analyses revealed that, even after controlling for emotional exhaustion, the job satisfaction facet of Promotion Opportunities remained significantly negatively related to emotional dissonance. Therefore, the nature of that relationship might differ based on the facet of job satisfaction examined. Furthermore, judicial thinking style significantly moderated the relationship between emotional dissonance and satisfaction with promotion opportunities. However, the moderating effect was the opposite of what was expected. As a
result, future research on emotional dissonance should try to replicate this finding to determine if this effect exists. Additionally, the exploratory analysis should be replicated with other, non-nursing samples in order to investigate if this finding is consistent across different occupations. If this finding is replicated, future researchers should focus on trying to better understand why judicial thinking style moderates the relationship between emotional dissonance and satisfaction with promotion opportunities.

A final avenue of future research pertains to the effect of economic forces on emotional dissonance, specifically on the relationships between emotional dissonance relationship and job satisfaction. This author has speculated upon the possible influences of the economic recession on the results of this study. It seems likely that economic concerns would affect workers' feelings about their jobs in some way, including how they feel about experiencing emotional dissonance. Hence, future researchers should attempt to assess the particular nature of this influence, if it exists.

Conclusions

This research sought to identify moderators of the relationship between emotional dissonance and job satisfaction. Whereas the relationship between emotional dissonance and overall job satisfaction was found to be non-significant, there was a significant negative relationship between emotional dissonance and satisfaction with promotion opportunities. Additionally, judicial thinking style moderated this relationship, such that the negative relationship between emotional dissonance and satisfaction with promotion opportunities became stronger at higher levels of judicial thinking style. Future research should further examine the relationship between emotional dissonance and emotional exhaustion, the role of economic forces on job satisfaction and emotional dissonance, and continue to investigate the relationship
between emotional dissonance and specific job satisfaction facets, and any potential moderators of those relationships.
Chapter VI

Summary

Emotional dissonance is defined as the conflict between organizationally endorsed emotions and the employee's genuine affective states (Abraham, 1999a). Because of the shift toward a service-based economy and the associated increase in emotional labor, it is important for researchers and organizations to understand the effect that emotional dissonance may have in the workplace, as it may impact organizational outcomes as well as employee well-being. The relationship between emotional dissonance and overall job satisfaction has been one of the more consistent findings (e.g., Abraham, 1998; Rutner, Hardgrave, & McKnight, 2008). The first purpose of this study was to replicate the negative relation found between emotional dissonance and overall job satisfaction. Specifically, the following hypothesis was developed:

Hypothesis 1: There will be a significant negative relationship between emotional dissonance and overall job satisfaction, such that when emotional dissonance is high, overall job satisfaction is low.

Cheung and Tang (2007) proposed that emotional dissonance is related to emotional exhaustion (EE) and diminished job satisfaction. This study investigated if the significant negative relationship between emotional dissonance and overall job satisfaction is still present after controlling for EE. Although no hypothesis was offered, it was expected that the significant negative relationship between emotional dissonance and job satisfaction would remain after controlling for EE.
Different moderators of the emotional dissonance-job satisfaction relationship have been identified, such as self-monitoring (e.g., Abraham, 1998; Abraham, 1999b) and trait negative affectivity (Abraham, 1999c). Two potential moderators of this relationship that have not been tested are judicial thinking style and internal locus of control. Therefore, the current study examined the moderating effects of these two individual differences. Sternberg's (1990) theory of mental self-government proposes that individuals possess certain thinking styles. People with a judicial style approach problems in a judgmental and evaluative approach and prefer problems that are analytical in nature.

Abraham (1997) found that thinking style moderated the relationship between role overload and overall job satisfaction, such that judicial stylists had higher job satisfaction when faced with role overload, compared to non-judicial stylists. Abraham (1998) suggested that judicial thinking style may be an effective coping strategy when faced with emotional dissonance because it enables people to better evaluate situations to determine the most appropriate response. This study investigated the moderating effect of judicial thinking style on the emotional dissonance-job satisfaction relation. The following hypothesis was developed:

*Hypothesis 2: Judicial thinking style will moderate the relationship between emotional dissonance and overall job satisfaction, such that for individuals experiencing emotional dissonance, those who are high on judicial thinking style will have higher overall job satisfaction than those who are low on judicial thinking style.*

Internal locus of control is the belief that life outcomes are the result of actions under the control of the individual (Rotter, 1966). Internal locus of control has been found to moderate the relationship between job stress and strain, such that in the presence of stress, people high on internal locus of control experienced lower strain than those low on internal locus of control.
EMOTIONAL DISSONANCE AND INDIVIDUAL DIFFERENCES

(Rahim, 1996, 1997). Additionally, Rahim (1996) found that internal locus of control moderated the relation between role conflict and overall job satisfaction, such that for people experiencing role conflict, those with a high internal locus of control had higher overall job satisfaction, compared to people low on internal locus of control. Based on these findings, Abraham (1998) suggested that future research should investigate the possible moderating effect of internal locus of control on the emotional dissonance-job outcomes relations. This study examined the moderating effect of internal locus of control on the emotional dissonance-job satisfaction relationship. Specifically, the following hypothesis was developed:

*Hypothesis 3*: Internal locus of control will moderate the relation between emotional dissonance and overall job satisfaction, such that for individuals experiencing emotional dissonance, those with a high internal locus of control will have higher overall job satisfaction than those with a low internal locus of control.

This study had an exploratory purpose as well. Tewksbury and Higgins (2006) examined how emotional dissonance was related to satisfaction with supervisors (a specific job satisfaction facet) and found that emotional dissonance had a significant negative relationship with satisfaction with supervision. Due to the lack of research in this area, the current study explored how emotional dissonance is related to specific facets of job satisfaction, namely work on present job, present pay, promotion opportunities, supervision, and coworkers. This study also explored how judicial thinking style and internal locus of control might moderate the relations between emotional dissonance and these specific job satisfaction facets. Although no hypotheses related to these facets were developed, it was expected that emotional dissonance would also be negatively related to every facet of job satisfaction, and that both judicial thinking style and internal locus of control would have similar moderating effects on these relationships.
EMOTIONAL DISSONANCE AND INDIVIDUAL DIFFERENCES

Method

Participants

There were 91 participants in this study. Participants for this study were recruited from www.allnurses.com, an online community for nursing students and professionals, the Facebook fan page “Nursing,” and www.nurse.com, an online forum for individuals in the nursing field. Eighty-eight percent of the sample was female. The racial demographics were as follows: 90% White, 6% Hispanic/Latino, 2% African American, 1% Asian, and 1% other. The mean age was 37.89 years old (SD = 10.34). The mean time in current position was 5.01 years (SD = 5.08), and mean tenure as a nurse was 13.99 years (SD = 10.90).

Measures

**Emotional dissonance.** Emotional dissonance was measured using Morris and Feldman’s (1997) Emotional Dissonance Scale. The scale consists of three items measured on a 5-point *Strongly Disagree* to *Strongly Agree* scale. Cronbach’s alpha was .81 (see Appendix A).

**Judicial thinking style.** The Thinking Styles Inventory-Revised (TSI-R) is a 65-item self-report inventory composed of 13 scales, each corresponding to a thinking style in Sternberg’s (1990) theory. For this study, only the judicial thinking style scale was used (see Appendix B). The measure uses a 7-point Likert scale, such that a response of “1” indicates that the statement does not at all describe the manner in which they normally perform their tasks, and “7” indicates that the statement characterizes extremely well the manner in which they normally perform tasks. Items were summed, with higher scores indicating higher endorsement of a judicial thinking style. Cronbach’s alpha for this subscale was .91.

**Internal locus of control.** Internal locus of control was assessed using the internal locus of control subscale from Levenson’s (1973) locus of control measure (see Appendix C). This
subscale has eight items measured on a 5-point Strongly Disagree to Strongly Agree scale. A high score indicates a high internal locus of control. Cronbach’s alpha was .71.

**Job satisfaction.** Overall job satisfaction was assessed using a single-item measure asking, “Overall, how satisfied are you with your job?” It was measured on a 5-point Strongly Dissatisfied to Strongly Satisfied response scale. As previously mentioned, facets of job satisfaction were measured using the AJDI (see Appendix D). The AJDI contains 25 items, tapping five domains of job satisfaction (Work on Present Job, Present Pay, Opportunities for Promotion, Supervision, and Coworkers) with five items per facet. Despite being shortened, the AJDI’s psychometrics were comparable to those of the full JDI (Stanton et al., 2001). Cronbach’s alphas for these subscales were: .83 for Work on Present Job, .74 for Present Pay, .84 for Opportunities for Promotion, .86 for Supervision, and .79 for Coworkers.

**Emotional exhaustion.** EE was assessed with the 3rd edition Maslach Burnout Inventory-Human Services Survey (MBI-Human Services Survey; Maslach, Jackson, Leiter, Schaufeli, & Schwab, 1986). The MBI-Human Services Survey is a 22-item measure that assesses three components of burnout: Personal Accomplishment, Depersonalization, and EE. It asks how often individuals experience something, and responses are made on a 7-point scale, where “0” represents “never” and “6” represents “everyday.” Cronbach’s alpha for this subscale was .93. Although the entire measure was administered, this study focused on the EE subscale (see Appendix E).

**Procedure**

This study was approved by Xavier University’s Institutional Review Board for exempt review (see Appendix G). The survey was administered using SurveyGizmo, a survey software website. Permission from the website administrators was obtained, and the web link for the
EMOTIONAL DISSONANCE AND INDIVIDUAL DIFFERENCES

survey was posted in the appropriate areas of each website, along with information about the study’s purpose and duration. When the website was accessed, the informed consent was shown (see Appendix H). After agreeing to participate by clicking “Next,” participants were directed to the emotional dissonance, judicial thinking style, internal locus of control, job satisfaction, and EE measures, as well as the demographic items (see Appendix F). Finally, participants were thanked and debriefed for their participation (see Appendix I).

Results

Intercorrelations, Cronbach’s alphas, means, and standard deviations can be found in Table 1. To test Hypothesis 1, a simple linear regression was performed to determine if emotional dissonance predicts job satisfaction. Emotional dissonance was found to significantly negatively predict job satisfaction, $\beta = -.39, p < .001$. However, after statistically controlling for EE, the relationship between emotional dissonance and job satisfaction became non-significant, $\beta = -.01, p = .927$. Due to this finding, the subsequent analyses were performed both controlling for and not controlling for EE. Although both types of analyses were conducted, this study focused on the EE-controlled analyses.

Hypothesis 2 was tested by running a hierarchical linear regression (see Table 2), with judicial thinking style as the moderator of interest. In order to control for EE, it was entered in the first step of the regression. Emotional dissonance and judicial thinking style were mean centered prior to computing the interaction term and were entered in the second step. Finally, the interaction term (emotional dissonance x judicial thinking style) was entered in the third step. No moderating effect of judicial thinking style was found, $\Delta R^2 = .001, p = .714$. Hypothesis 3 was also tested by conducting a hierarchical linear regression in the same manner as above, with
internal locus of control as the moderator of interest (see Table 3). Results also showed that there was no moderating effect of internal locus of control, $\Delta R^2 = .003, p = .385$.

For the exploratory analyses, a number of simple linear regressions were conducted to determine if significant relationships exist between emotional dissonance and the job satisfaction facets from the AJDI (i.e., Coworker, Work Itself, Pay, Promotion Opportunities, and Supervisor). In the analyses that controlled for EE, the relationships between emotional dissonance and the Coworker, Work Itself, Pay, and Supervisor facets were not significant. Therefore, no moderated regression analyses were run. However, emotional dissonance was found to significantly predict satisfaction with Promotion Opportunities, $\beta = -.21, p = .049$. Hierarchical linear regressions were performed to investigate if judicial thinking style and internal locus of control moderated this relationship. Both of these analyses followed the procedure outlined in Hypotheses 2 and 3. Judicial thinking style was found to act as a significant moderator, $\Delta R^2 = .04, p = .022$ (see Table 4). This effect was contrary to expected, such that the negative relationship between emotional dissonance and satisfaction with promotion opportunities became stronger at higher levels of judicial thinking style (see Figure 1). Internal locus of control did not moderate the relationship between emotional dissonance and satisfaction with promotion opportunities, $\Delta R^2 = .02, p = .113$ (see Table 5).

As stated, all of the above analyses were also run without controlling for EE. For Hypothesis 2, no moderating effect of judicial thinking style was found, $\Delta R^2 = .00, p = .835$. For Hypothesis 3, results showed that there was a moderating effect of internal locus of control, $\Delta R^2 = .028, p = .044$, such that those high in internal locus of control experienced a smaller drop in job satisfaction in the face of increasing emotional dissonance, compared to those low in internal locus of control (please see Figure 2).
The exploratory analyses were also conducted without controlling for EE. The following facets were significantly related to emotional dissonance: coworker ($\beta = -.21, p = .046$), work ($\beta = -.21, p = .047$), pay ($\beta = -.26, p = .012$), and promotion ($\beta = -.39, p < .001$). Only satisfaction with supervisor was not significant, $\beta = -.20, p = .062$. Hierarchical linear regressions were conducted on the significant facets to investigate if judicial thinking style and internal locus of control acted as moderators. Judicial thinking style acted as a moderator only for satisfaction with promotion opportunities, $\Delta R^2 = .045, p = .029$, such that the negative relationship between emotional dissonance and satisfaction with Promotion Opportunities became stronger at higher levels of judicial thinking style (please see Figure 3). Internal locus of control did not act as a moderator.

**Discussion**

*Hypothesis 1* stated that there would be a significant negative relationship between emotional dissonance and job satisfaction, such that when emotional dissonance was high, job satisfaction would be low, and vice versa. It was found that emotional dissonance and job satisfaction did in fact have a significant negative relationship. However, once the influence of EE was controlled for, the relationship between emotional dissonance and job satisfaction became non-significant. As such, *Hypothesis 1* was not supported. A possible explanation for this finding involves the aforementioned statistical control of EE. Although Cheung and Tang (2007) found that job satisfaction partially mediated the relationship between emotional dissonance and EE, it is possible that EE mediates the relationship between emotional dissonance and job satisfaction; as such, emotional dissonance may be too distal to have a direct relationship with job satisfaction, but may act as a predictor of EE. In other words, given the correlational nature of the study, it is unclear which variable might be affecting the other.
Hierarchical linear regressions were conducted to test if judicial thinking style and internal locus of control acted as moderators. When EE was controlled for, neither judicial thinking style nor internal locus of control significantly moderated the relationship between emotional dissonance and job satisfaction. Thus, both Hypothesis 2 and Hypothesis 3 were not supported. However, when EE was not controlled for, internal locus of control did act as a moderator, such that those high in internal locus of control experienced a smaller decline in job satisfaction in the face of increasing emotional dissonance, compared to those low in internal locus of control. This demonstrates that, in the case of internal locus of control, controlling for EE affected the results of the moderator analysis.

Exploratory analyses that focused on specific facets of job satisfaction were conducted. Simple linear regressions were performed with emotional dissonance and each job satisfaction facet not controlling for EE and after controlling for it. Not controlling for EE, all facets but satisfaction with supervision were significantly related to EE. With controlling for EE, the only facet that was found to have a significant relationship with emotional dissonance was Promotion Opportunities; specifically, there was a significant negative relationship between emotional dissonance and satisfaction with promotion opportunities. A possible explanation for this significant finding may involve the current state of the United States economy. Kwon, Milgrom, and Hwang (2011) found that workers who enter the workforce during a recession get promoted more slowly than workers who began their careers during more stable economic circumstances. Due to the lessened opportunities for promotion, satisfaction with this facet may be more salient to workers compared to other facets, thus strengthening the relationship between emotional dissonance and satisfaction with promotion opportunities.
Because of this significant relationship, the potential moderators were tested. Results showed that, in both the EE-controlled and uncontrolled analyses, judicial thinking style significantly moderated the relationship between emotional dissonance and satisfaction with promotion opportunities. Specifically, as the level of judicial thinking style increased, the negative relationship between emotional dissonance and satisfaction with promotion opportunities became stronger, such that as emotional dissonance increased, satisfaction decreased. Again, this finding may be explained by the economic conditions described above. Abraham (1998) suggested that judicial thinking style may moderate the emotional dissonance-job satisfaction relationship by allowing individuals to better evaluate situations. However, judicial stylists may actually have more trouble coping with the emotional dissonance and the lack of promotion opportunities than non-judicial stylists. By evaluating the circumstances, judicial stylists may realize that, regardless of the quality of their work, they may not receive a promotion because of economic forces, and that their experiencing of emotional dissonance will not result in a better position. Thus, judicial stylists become even more dissatisfied with promotion opportunities as the level of emotional dissonance increases. Finally, internal locus of control did not moderate the relationship between any of the facets and emotional dissonance regardless if EE was controlled for or not. Interestingly, in the uncontrolled analysis, internal locus of control moderated the relationship between emotional dissonance and overall job satisfaction, which indicates that participants viewed each facet as a distinct form of satisfaction separate from overall job satisfaction.

Theoretical and Practical Implications

Emotional dissonance did not account for a significant amount of variance in job satisfaction after the influence of EE was taken into account, indicating that future research
should focus more on EE when examining factors that affect job satisfaction. Past research has primarily focused on overall job satisfaction, but this study indicates that emotional dissonance has different relationships with different types of job satisfaction. The results suggest that employers should be cognizant of EE because of its relationship with job satisfaction, as it has been shown that decreased job satisfaction is associated with poorer organizational outcomes, such as higher absenteeism, lower employee performance, and higher intention to leave the organization (Saari & Judge, 2004). By identifying when EE is present amongst the workforce and implementing techniques to alleviate it, organizations may increase employees' feelings of job satisfaction, which may in turn lead to improved outcomes. Because findings indicated that judicial stylists are particularly dissatisfied with their opportunities for promotion, it may be helpful for organizations to identify judicial stylists in the workforce so that they can proactively communicate with them and explain why opportunities may be limited.

Limitations

This study had some limitations. Self-reporting was one such limitation, but because of the common usage of such measures in psychological research, this was a minor concern. Another limitation was the limited options for accessing the constructs. For example, there are few emotional dissonance measures available. This concern was lessened by the measures' sound psychometrics and use in past research. The online delivery of the measures was another limitation, as some potential participants may not have had access to the study. Given the widespread availability of the internet, this was a minimal concern. This study was also limited by its correlational design, because causal inferences cannot be made. However, random assignment would have been difficult or impossible in this study, so a correlational design was the most practical option. Another possible limitation was the recruitment text, which stated that
the study concerned nurses’ feelings toward their jobs, and thus may have attracted a biased sample of nurses whose feelings do not represent the nursing population at large. However, this seems unlikely because the wording of the recruitment text was sufficiently vague as to not bias the participants. Another limitation involves the high correlation between EE and overall job satisfaction, which poses the possibility that the measures for EE and job satisfaction were assessing similar constructs. However, this seems unlikely because the constructs of EE and job satisfaction should be conceptually distinct constructs. This limitation was mitigated by running analyses both controlling and not controlling for EE. Finally, economic forces may have affected the results of the study in some unknown way.

**Future Directions for Research**

Future research on emotional dissonance should focus on several avenues. First, researchers should attempt to replicate the finding that judicial thinking style moderates the relationship between emotional dissonance and satisfaction with promotion opportunities to determine if this effect exists. Second, the exploratory analysis should be replicated with other, non-nursing samples in order to investigate if this finding is consistent across different occupations. Third, researchers should focus on trying to better understand why judicial thinking style moderates the relationship between emotional dissonance and satisfaction with promotion opportunities. Fourth, future researchers should determine the precise nature of the relationship between EE and emotional dissonance, and how in turn these constructs predict job satisfaction. Finally, researchers should identify what, if any, effect economic forces have on the relationship between emotional dissonance and job satisfaction.
Conclusions

This research sought to identify moderators of the relationship between emotional dissonance and job satisfaction. Whereas the relationship between emotional dissonance and overall job satisfaction was found to be non-significant, there was a significant negative relationship between emotional dissonance and satisfaction with promotion opportunities. Additionally, judicial thinking style was found to moderate this relationship, such that the negative relationship between emotional dissonance and satisfaction with promotion opportunities became stronger at higher levels of judicial thinking style. Future research should further examine the relationship between emotional dissonance and EE, the role of economic forces on job satisfaction and emotional dissonance, and continue to investigate the relationship between emotional dissonance and specific job satisfaction facets, and any potential moderators of those relationships.
EMOTIONAL DISSONANCE AND INDIVIDUAL DIFFERENCES

References


doi: 10.1348/096317902167658


doi: 10.1023/A:1021329112679


Retrieved from http://www.misq.org/archive/


Appendix A

Emotional Dissonance Scale

The Emotional Dissonance Scale is protected by copyright so it is not reproduced in this document. This measure is available through the Journal of Managerial Issues at http://www.pittstate.edu/department/economics/journal-of-managerial-issues/
Appendix B

Thinking Styles Inventory-Revised: Judicial Thinking Style Subscale

The Thinking Styles Inventory-Revised is protected by copyright so it is not reproduced in this document. This measure is available through Phi Delta Kappa at http://www.pdkintl.org/
Appendix C

Internal Locus of Control Measure

The Internal Locus of Control Measure is protected by copyright so it is not reproduced in this document. This measure is available through the Journal of Consulting and Clinical Psychology at http://www.apa.org/pubs/journals/ccp/index.aspx
Appendix D

Abridged Job Descriptive Index

The Abridged Job Descriptive Index is protected by copyright so it is not reproduced in this document. This measure is available through Bowling Green State University at http://www.bgsu.edu/departments/psych/ro/jdi/index.html
Appendix E

Maslach Burnout Inventory-Human Services Survey

The Maslach Burnout Inventory-Human Services Survey is protected by copyright so it is not reproduced in this document. This measure is available through Mind Garden, Inc. at http://www.mindgarden.com/products/mbi.htm
Appendix F

Demographic Items

What is your age?

What is your gender?

Male
Female

Please select your race/ethnicity:

White
Black or African American
American Indian and Alaska Native
Asian
Native Hawaiian and Other Pacific Islander
Hispanic or Latino
Other

What is your current job title?

How long have you been in your current position?

How long have you worked for your current employer?

How many years of overall work experience do you have (if months, please write the word months)?
Appendix G

Xavier University Institutional Review Board Approval Letter

August 15, 2011

Brett Morgan
702 E. Unaka Ave. Apt. 2
Johnson City, TN 37601

Dear Mr. Morgan:

The IRB has completed the review of your protocol #1108, The Moderating Effects of Judicial Thinking Style and Internal Locus on Control of the Relationship between Emotional Dissonance and Job Satisfaction using expedited review procedures. We appreciate your thorough treatment of the issues raised and your timely response. Your study is approved in the Expedited category under Federal Regulation 45CFR46. Approval expires August 15, 2012. A progress report, available at http://www.xavier.edu/morelli, is due by that date.

If you wish to modify your study, including any changes to the approved Informed Consent form, it will be necessary to obtain IRB approval prior to implementing the modification. If any adverse events occur, please notify the IRB immediately.

We wish you success with your research!

Sincerely,

[Signature]

Morelli E. Mullins, Jr., Ph.D.
Chair, Institutional Review Board
Xavier University

MEM/sb

c: Dalia Diab, advisor
Appendix H
Informed Consent Form

You are being given the opportunity to volunteer to participate in a master’s thesis study at Xavier University. This study will investigate job satisfaction in jobs that require the expression of emotions. You have been selected to participate in this study because nurses have been shown to be affected by the expression of emotions on the job. This study will consist of completing four questionnaires and should take approximately fifteen minutes to complete. There are no known risks associated with this study. While you will receive no direct benefit from this research, it is hoped that the results of this research will help improve job satisfaction in the future. All of the study information will be kept confidential and will be accessible only by the researcher. There will not be any compensation for participants in this study. Refusal to participate in this study will not affect you in any way. You are free to withdraw from the study at any time without penalty.

If you have any questions at any time during the study, you may contact the principal investigator, Brett Morgan at morganb2@xavier.edu, or the faculty advisor, Dr. Dalia Diab, at diabd@xavier.edu. Questions about your rights as a research subject should be directed to the Xavier University’s Institutional Review Board at (513) 745-2870.

By clicking “Next”, you are confirming the following statement:

I have been given information about this research study and its risks and benefits and have had the opportunity to ask questions and to have my questions answered to my satisfaction. I freely give my consent to participate in this research project.
Appendix I

Debriefing Form

Thank you for your participation in this study. The purpose of this study was to investigate how several factors may affect individuals’ satisfaction with their jobs. One factor studied was the expression of emotions on the job that do not match the employee’s true feelings. Another factor studied was how people approach solving problems. A final factor in this study was how responsible people feel for the things that happen in their life. It is expected that expressing untrue emotions on the job will be related to lower satisfaction with work, but that individuals who approach problem-solving in an analytical way and individuals who take responsibility for the things that happen in their lives will have higher satisfaction with their jobs.

If you are interested in the results in the study, or if you have any questions, comments, or concerns, please contact the principal investigator, Brett Morgan at morganb2@xavier.edu, or the faculty advisor, Dr. Dalia Diab at diabd@xavier.edu.