

## CHAPTER 6

### Quantitative Results

This chapter will begin with an overview of the descriptive statistics (demographics of the sample, mean, standard deviations, and correlation between the main constructs). Then structural equation model results, moderator regression analysis and finally the hypotheses testing results are presented. Finally, a post hoc analysis of mediating effects is reported.

#### 6.1 Descriptive statistics

This section describes the demographics of the sample, mean, standard deviations, and correlation among all constructs.

Table 6.1 Demographic of the sample (n = 319)

	Frequency	Percentage
<i>Gender</i>		
Female	231	72.4
Male	88	27.6
Total	319	100.0
<i>Age (year)</i>		
Under 18	10	3.1
18-24	110	34.5
25-34	156	48.9
35-44	41	12.9
45-54	2	0.6
Total	319	100.0
<i>Education</i>		
Secondary school	118	37.0
Certificated or Bachelor	199	62.4
Master	1	0.3
Other	1	0.3
Total	319	100.0

### **6.1.1 Demographic profile of the sample**

As shown in table 6.1, the number of the respondents is 319 comprising 231 females (72.4%) and 88 males (27.6). Respondents ranged in age between under 18 to 54 years, with the majority being between the ages of 18-24 years (34.5%) and 25-34 years (48.9%). One hundred and ninety-nine respondents (62.4%) had certificated or bachelor degree and thirty-seven percent had a secondary school diploma.

### **6.1.2. Correlation among the constructs**

Table 6.2 presents the mean, standard deviations and correlations between constructs in the model. Most correlations are significant at  $p \leq 0.05$ . The associations indicate that two of control variables are significant associated with study constructs. In particular, gender has small but significant correlations with emotional exhaustion ( $r = 0.14$ ), customer aggression ( $r = 0.15$ ), threats to self-esteem ( $r = 0.14$ ), threats to goal at work ( $r = 0.14$ ), need for control ( $r = 0.11$ ) and 'customer is always right' organizational philosophy ( $r = 0.12$ ). All are significant at  $p \leq 0.05$ . Next, frequency of customer aggression has significant correlations with most of study constructs at  $p < 0.1$  level, except with emotional intelligence construct which is significant at  $p < 0.5$ .

## **6.2 Hypotheses testing results**

### **6.2.1 Structural equation model**

The conceptual model for this study was tested by using structural equation model (SEM), with AMOS 18 software with maximum-likelihood estimation. SEM was employed in order to evaluate the fit of the model to the data. Overall, the combination of the independent variables explained 36 % of the variance in front-line employees (FLEs) emotional exhaustion. The fit statistics show that the model fits the data very well, with GFI = 0.903, CFI = 0.947, TLI (NNFI) = 0.929, RMSEA = 0.067,  $\chi^2(143) = 348.4$  ( $\chi^2/df = 2.436$ ). The ratio of  $\chi^2$  over degree of freedom (2.436) is well as it is between the range of 2.0 to 3.0 (Tate, 1998). The CFI value is 0.947 which is in the recommended range with value closes to 1 being indicated of good fit (Hu and Bentler, 1999), indicating that the model fits the data well in the sense that the hypothesized model adequately described the sample data (Byrne, 2010). The factory cut-off recommended of RMSEA is  $\leq 0.07$  (Marsh et al., 2004) with the value in this study being

Table 6.2 Mean, standard deviations and correlation among constructs

	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Gender	1.72	0.44													
2. Age	2.73	0.74	-0.00												
3. Frequency of customer aggression	15.26	15.9	0.16**	0.16**											
4. Emotional exhaustion	2.63	1.32	0.14*	-0.01	0.19**										
5. Customer aggression	10.63	9.73	0.15**	0.04	0.38**	0.40**									
6. Attribution of blame	3.00	1.55	0.07	0.02	0.24**	0.39**	0.41**								
7. Threats to self-esteem	3.04	1.21	0.13*	-0.03	0.20**	0.56**	0.62**	0.46**							
8. Threats to physical well-being	1.70	1.25	0.07	-0.02	0.23**	0.40**	0.55**	0.34**	0.44**						
9. Threats to goals at work	2.81	1.43	0.14**	0.02	0.33**	0.53**	0.47**	0.35**	0.66**	0.43**					
10. Threats to fairness	3.23	1.46	0.07	-0.01	0.33**	0.42**	0.56**	0.48**	0.64**	0.40**	0.54**				
11. Need for control	2.89	1.34	0.11*	-0.04	0.17**	0.49**	0.54**	0.37**	0.60**	0.48**	0.65**	0.55**			
12. Secondary appraisal	3.86	0.81	0.10	0.02	0.27**	0.33**	0.37**	0.23**	0.40**	0.22**	0.31**	0.41**	0.30**		
13. Customer is always right	4.42	0.95	0.12*	0.03	0.15**	0.13*	0.16**	0.06	0.12*	0.07	0.22**	0.14*	0.15**	0.25**	
14. Emotional intelligence	3.73	0.82	-0.02	-0.08	0.11*	0.13*	0.22**	0.13*	0.20**	0.17**	0.22**	0.18**	0.07	0.17**	0.17**

Note: N = 319 Age was measured in six categories. Gender was coded as binary variable (0 = male and 1 = female)

\* $p < 0.5$ , \*\* $p < 0.1$

0.067. The GFI value is slightly above the recommended threshold of 0.90 (Miles and Shevlin, 1998). The NNFI value is 0.929 indicating a good fit (Byrne, 2010).

Table 6.3 shows the hypotheses testing results for the sixteen hypotheses. Fifteen were supported. H1a - H1e predicted a positive association between the extent of customer aggression and each primary appraisal categories. H1a-customer aggression was positively related to threats to self-esteem ( $\beta = 0.564, p < 0.05$ ); H1b-customer aggression was positively associated with threats to physical well-being ( $\beta = 0.493, p < 0.05$ ); H1c-customer aggression correlated with threats to goal at work ( $\beta = 0.414, p < 0.05$ ); H1d-customer aggression was positively associated with threats to fairness ( $\beta = 0.463, p < 0.05$ ) and H1e-customer aggression was positively associated with needs for control ( $\beta = 0.545, p < 0.05$ ). Thus, H1a, H1b, H1c, H1d and H1e are all supported.

H2a - H2e posited that attribution of blame would be positively associated with primary appraisal. H2a predicted that attribution of blame would be positively related to threats to self-esteem. As shown in the Table 6.3, this prediction is supported ( $\beta = 0.271, p < 0.05$ ). H2b asserted a positive association between attribution of blame and threats to physical well-being. This relationship was shown to be significant with a standardized coefficient of  $\beta = 0.138, p < 0.05$ . H2c contended that attribution of blame was positively associated with threats to goal at work. The analysis provided empirical supported for a positive relationship with  $\beta = 0.182, p < 0.05$ . Next, H2d predicted that attribution of blame was positively related with threats to fairness. Attribution of blame was shown to be a predictor of threats to fairness with  $\beta = 0.292, p < 0.05$ . Thus, H2d is supported. Finally, H2e stated that attribution of blame would be positively associated with need for control. This was the case ( $\beta = 0.189, p < 0.05$ ). Thus, H2e is supported. In summary, H2a, H2b, H2c, H2d and H2e are all supported.

H3a - H3e asserted a positive association between the categories of primary appraisal and emotional exhaustion. H3a asserted that threats to self-esteem would be related positively with emotional exhaustion with  $\beta$  value of 0.200,  $p < 0.05$ . Thus, H3a is supported. H3b suggested that threats to physical well-being have a significant positive relationship with emotional exhaustion. The analysis demonstrated that threats to physical well-being exerts a significant positive impact on emotional exhaustion with

Table 6.3 Results of hypotheses testing (H1-H4)

	<sup>a</sup> Beta ( $\beta$ )	<sup>b</sup> S.E.	<sup>c</sup> C.R.	<sup>d</sup> <i>p</i>
H1a Customer aggression→Threats to self-esteem	0.564	0.006	11.22	0.000
H1b Customer aggression→Threats to physical well-being	0.493	0.007	9.76	0.000
H1c Customer aggression→Threats to goal at work	0.414	0.007	8.13	0.000
H1d Customer aggression→Threats to fairness	0.463	0.007	8.88	0.000
H1e Customer aggression →Need for control	0.545	0.007	9.18	0.000
H2a Attribution of blame →Threats to self-esteem	0.271	0.035	5.73	0.000
H2b Attribution of blame →Threats to physical well-being	0.138	0.041	2.73	0.006
H2c Attribution of blame →Threats to goal at work	0.182	0.045	3.61	0.000
H2d Attribution of blame →Threats to fairness	0.292	0.043	5.85	0.000
H2e Attribution of blame →Need for control	0.189	0.043	3.36	0.000
H3a Threats to self-esteem→ Emotional exhaustion	0.200	0.088	2.14	0.032
H3bThreats to physical well-being→Emotional exhaustion	0.116	0.047	2.15	0.031
H3c Threats to goal at work → Emotional exhaustion	0.212	0.063	2.66	0.008
H3d Threats to fairness → Emotional exhaustion	0.010	0.071	0.117	0.907
H3e Need for control → Emotional exhaustion	0.193	0.072	2.48	0.013
H4 Secondary appraisal → Emotional exhaustion	0.162	0.141	2.39	0.016

Note: dependent variable: emotional exhaustion

<sup>a</sup>Standardized parameter

<sup>b</sup>Standard error

<sup>c</sup>Critical ratio

<sup>d</sup>Significance level

$\beta = 0.116$ ,  $p < 0.05$  thus supporting Hypothesis H3b. H3c predicted that threats to goal at work is positively associated with emotional exhaustion. This was the case with  $\beta = 0.212$ ,  $p < 0.05$ .thus supporting Hypothesis 3c. H3d predicted that threats to fairness related positively to emotional exhaustion. The result however was not significant with standardized beta of 0.010,  $p = 0.907$  Thus, H3d is not supported. H3e predicted that FLEs need for control associated positively with emotional exhaustion. Need for control with  $\beta$  value of 0.193,  $p < 0.05$  thus was a significant predictor of emotional exhaustion.

Thus, H3e is supported. Hence in summary, H3a, H3b, H3c and H3e are supported but not H3d. H4 predicted a statistically significant positive association between secondary appraisal and emotional exhaustion. Secondary appraisal was positively related to emotional exhaustion with  $\beta = 0.162, p < 0.05$ . Thus, H4 is supported.

As shown in the conceptual model in Figure 3.3, the effects of age, gender and frequency of aggression were controlled for. A model which included these three control variables allows for a more robust test of our hypotheses. Interestingly all control variables had a small but nonetheless statistically significant association with emotional exhaustion ( $p > 0.05$ ).

### 6.2.2 Moderator analysis

Moderator regression analysis was employed to test the moderating impact of (a) ‘customer is always right’ organizational philosophy on the relationship between customer aggression and each primary appraisal dimension; and (b) the impact of emotional intelligence on the relationship between each primary appraisal dimension and emotional exhaustion.

The ‘customer is always right’ organizational philosophy will discuss first (H5), follow by discussion of emotional intelligence (H6). The results are shown in Table 6.4 – 6.8. The results reveal that most of the moderating effects on primary appraisals linkage were significant thus supporting the role of ‘customer is always right philosophy’ as a moderator, except H5d which predicted the moderation effect of the relationship between customer aggression and threats to fairness which was not supported.

H5a-H5e addressed the ‘customer is always right’ philosophy as moderation effects on relationship of customer aggression and primary appraisals dimensions. Four moderation effects were shown to be significant in predicting associations of customer and primary appraisal. H5a: customer aggression x customer is always right philosophy in predicting threats to self-esteem ( $\beta = 0.072, p < 0.05, R^2$  change was +1%); H5b: customer aggression x customer is always right in predicting threats to physical well-being ( $\beta = 0.079, p < 0.05, R^2$  change was +1%); H5c: customer aggression x customer is always philosophy in predicting threats to goal at work ( $\beta = 0.197, p < 0.05, R^2$  change was +4%); H5d: customer aggression x customer is always right philosophy in



predicting threats to fairness ( $\beta = 0.011$ ,  $p = 0.406$ , but no change in  $R^2$ ); H5e: customer aggression x customer is always right philosophy in predicting need for control ( $\beta = 0.084$ ,  $p < 0.05$ , change in  $R^2 = 1\%$ ). Thus, H5a, H5b, H5c, and H5e are supported. Only H5d is not supported.

Table 6.4 Interaction effect of customer aggression and the ‘customer is always right’ organizational philosophy on threats to self-esteem (H5a)

Dependent variable: Threat to self-esteem	Model 1: Independent Variables			Model 2: Interaction Terms		
(a) Main Effects	$\beta$	t	sig	$\beta$	t	sig
Customer aggression	0.510	10.815	0.000	0.500	10.546	0.000
Attribution of blame	0.257	5.517	0.000	0.252	5.398	0.000
Customer is always right philosophy	0.058	1.341	0.090	0.069	1.588	0.056
(b) Interaction effect						
CA*CP				0.072	1.674	0.047
	$R^2 = 44\%$			$R^2 = 45\%$		
	$F = 84.90$			$F = 64.74$		
				$\Delta R^2 = 1\% (45-44)$		

Notes: CA = customer aggression, CP = customer is always right philosophy, sig = significance level,

Table 6.5 Interaction effect of customer aggression and ‘customer is always right’ organizational philosophy’ on threats to physical well-being (H5b)

Dependent variable: Threat to physical well being	Model 1 Independent Variables			Model 2 Interaction Terms		
(a) Main Effects	$\beta$	t	sig	$\beta$	t	sig
Customer aggression	0.495	9.488	0.000	0.484	9.226	0.000
Attribution of blame	0.138	2.677	0.004	0.132	2.558	0.005
Customer is always right philosophy	0.004	0.074	0.47	0.016	0.331	0.37
(b) Interaction effect						
CA*CP				0.079	1.663	0.048
	$R^2 = 31\%$			$R^2 = 32\%$		
	$F = 49.95$			$F = 38.37$		
				$\Delta R^2 = 1\% (32-31)$		

Notes: CA = customer aggression, CP = customer is always right philosophy, sig = significance level,

Table 6.6 Interaction effect of customer aggression and ‘customer is always right’ organizational philosophy’s on threats to goal at work (H5c).

Dependent variable: Threats to goal at work	Model 1: Independent Variables			Model 2: Interaction Terms		
(a) Main Effects	$\beta$	t	sig	$\beta$	t	sig
Customer aggression	0.358	6.67	0.000	0.33	6.258	0.000
Attribution of blame	0.214	4.032	0.000	0.198	3.825	0.000
Customer is always right philosophy	0.181	3.713	0.000	0.212	4.4	0.000
(b) Interaction effect						
CA*CP				0.197	4.126	0.000
	$R^2 = 27\%$			$R^2 = 31\%$		
	$F = 42.02$			$F = 37.37$		
				$\Delta^2 = 4\% (31-27)$		

Notes: CA = customer aggression, CP = customer is always right philosophy, sig = significance level,

Table 6.7 Interaction effect of customer aggression and ‘customer is always right’ organizational philosophy on threats to fairness (H5d)

Dependent variable: Threats to fairness	Model 1: Independent Variables			Model 2: Interaction Terms		
(a) Main Effects	$\beta$	t	sig	$\beta$	t	sig
Customer aggression	0.42	8.554	0.000	0.419	8.442	0.000
Attribution of blame	0.311	6.393	0.000	0.31	6.349	0.000
Customer is always right philosophy	0.094	2.094	0.018	0.095	2.102	0.018
(b) Interaction effect						
CA*CP				0.011	0.238	0.406
	$R^2 = 39\%$			$R^2 = 39\%$		
	$F = 69.98$			$F = 52.34$		
				$\Delta^2 = 0\% (39-39)$		

Notes: CA = customer aggression, CP = customer is always right philosophy, sig = significance level,



Table 6.8 Interaction effect of customer aggression and ‘customer is always right’ organizational philosophy on need for control (H5e)

Dependent variable: Need for control	Model 1: Independent Variables			Model 2: Interaction Terms		
(a) Main Effects	$\beta$	t	sig	$\beta$	t	sig
Customer aggression	0.455	8.792	0.000	0.443	8.525	0.000
Attribution of blame	0.188	3.668	0.000	0.181	3.542	0.000
Customer is always right philosophy	0.092	1.954	0.026	0.105	2.213	0.014
(b) Interaction effect						
CA*CP				0.084	1.784	0.037
	$R^2 = 32\%$			$R^2 = 33\%$		
	$F = 52.58$			$F = 40.50$		
				$\Delta R^2 = 1\% \quad (33-32)$		

Notes: CA = customer aggression, CP = customer is always right philosophy, sig = significance level,

The emotional intelligence (regulation of emotion) as moderator of the linkage between primary appraisal and emotional exhaustion is indicated in Table 6.9. The results shows that only the hypothesis H6b was supported which predicted the moderation impact of emotional intelligence (regulation of emotion) on the relationship of threats to physical well-being and emotional exhaustion.

H6a – H6e stated that a two-way interaction of emotional intelligence moderates the relationship between the categories of primary appraisal and emotional exhaustion. H6a predicts that emotional intelligence moderates relationship of threat to self-esteem and emotional exhaustion. Emotional intelligence was shown to be significant as a moderator, but not in the hypothesized direction. H6a predicted a negative moderation effect, however the coefficient was shown to be positive ( $\beta = 0.126, p < 0.05$ ). Thus H6a is significant but not supported. H6b asserts that emotional intelligence moderates the linkage of threats to physical well-being and emotional exhaustion. The result was significant ( $\beta = -0.111, p < 0.05$ ), thus H6b is supported. H6c asserts that emotional intelligence moderates the association of threats to goal at work and emotional exhaustion. The result was not significant ( $\beta = 0.020, p = 0.387$ ), thus H6c was not supported. H6d asserts that emotional intelligence moderates the linkage between threats to fairness and emotional exhaustion. The result was not shown to be significant ( $\beta = -0.036, p = 0.281$ ), therefore H6d was not supported. H6e predicts that emotional

intelligence moderates the association of need for control and emotional exhaustion. The result was not significant ( $\beta = -0.005$ ,  $p = 0.466$ ), thus H6e was not supported. In short, only H6b is supported, H6a is significant but the sign was opposite to the prediction, whereas H6c, H6d, and H6e are not supported. Age, gender and frequency of customer aggression (control variables) were also included in this interaction model, but they were not significant.

Table 6.9 Interaction effect of primary appraisal and emotional intelligence on emotional exhaustion (H6a-H6e)

Dependent variable: Emotional Exhaustion	Model 1: Control Variables			Model 2: Independent Variables			Model 3: Interaction Terms		
(a) Main Effects	$\beta$	t	sig	$\beta$	t	sig	$\beta$	t	sig
Threats to self-esteem				0.283	4.11	0.000	0.303	4.33	0.000
Threats to physical well-being				0.115	2.18	0.015	0.131	2.43	0.008
Threats to goal at work				0.218	3.28	0.000	0.202	2.96	0.002
Threats to fairness				-0.042	-0.65	0.256	-0.058	-0.88	0.190
Need for control				0.105	1.61	0.055	0.117	1.79	0.037
Secondary appraisal				0.098	1.96	0.025	0.088	1.74	0.041
Emotional intelligence				-0.018	-0.39	0.347	-0.011	-0.22	0.411
(b) Interaction effects									
Esteem*EI							0.126	1.74	0.042
Physical well-being * EI							-0.111	-2.11	0.018
Goal at work * EI							0.020	0.28	0.387
Fairness * EI							-0.036	-0.58	0.281
Need for control * EI							-0.005	-0.08	0.466
(c) Control variables									
Age	-0.044	-0.794	0.214	-0.004	-0.08	0.468	0.002	0.03	0.485
Gender	0.119	2.161	0.015	0.055	1.22	0.112	0.049	1.10	0.136
Frequency of aggression	0.190	3.399	0.000	0.04	0.81	0.209	0.024	0.48	0.313
	R <sup>2</sup> = 4%			R <sup>2</sup> = 38%			R <sup>2</sup> = 40%		
	F = 6.09			F = 20.80			F = 14.48		
							$\Delta R^2 = 2\% (40-38)$		

Note : 1. Age, gender and frequency of customer aggression (control variables) were included but were shown to be not significant.

2. EI = Emotional intelligence emotion

### 6.2.3 Post hoc analysis

This study does not hypothesize the mediating role of cognitive appraisal between the relationship of customer aggression and emotional exhaustion, rather it is explicitly

tests a set of hypothesis. Nonetheless cognitive appraisal is positioned in the model (see figure 3.3) as being a consequence of customer aggression and attribution of blame, but an antecedents of emotional exhaustion. Hence it decided to conduct a post hoc analysis of its possible mediating role.

Mediating effect is created when a third variable intervenes between two other related constructs (Baron and Kenny, 1986). Figure 6.1 illustrates the path diagram of mediator.

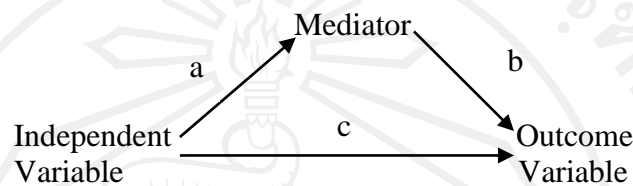


Figure 6.1 A path diagram of a mediator relationship (Baron and Kenny,1986)

Hair et al., (2010) suggested the steps to test mediation in SEM. First estimate an initial model with only the direct effect (path c) between independent variable and outcome variable. Then test a second model by adding the mediator variable and two additional path estimates (a and b), then check the assumptions as follow:

- a. If the mediator is included, but the relationship of independent variable and outcome variable *remains significant and unchanged*, then the mediation is *not supported*.
- b. When mediator is included, and the direct effect of the independent variable on outcome variable is *reduced but remains significant*, then *partial mediation* is supported.
- c. If mediator is included, but the relationship between independent variable and outcome variable is *reduced and not statistically significantly*, then *full mediation* is supported.

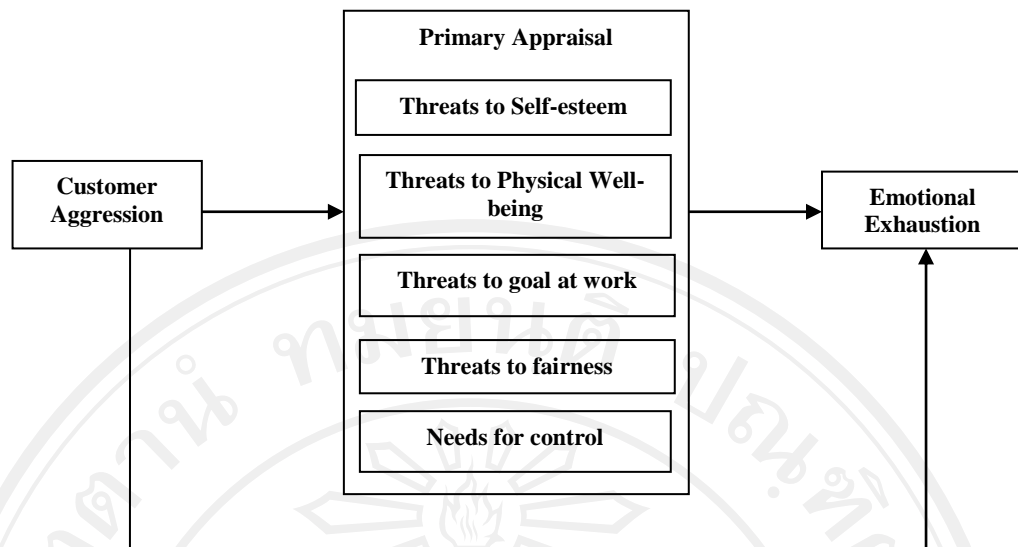


Figure 6.2 The direct effect and indirect effect of constructs on the dependent variable: emotional exhaustion

From the conceptual model proposed, we test the extent to which the five primary appraisal categories mediate the linkage between customer aggression and emotional exhaustion. Building on the path model (Figure 6.2), the direct effects and indirect effects with mediators were tested. In accordance with Hair et al., (2010), we tested the direct effect of the independent on the dependent variable and then included the mediating variables, to determine whether the standardized coefficient remained unchanged or reduced, and the significance level.

First, the initial model without mediators was tested. The direct effect of customer aggression on emotional exhaustion is positive and significant ( $\beta = 0.290$ ,  $p < 0.05$ ). Then a series of second models was estimated by adding in the mediators (i.e., threat to self-esteem, threat to physical well-being, threat to fairness and need for control) in separate models (see Tables 6.10 a-e). After adding each moderator into a model, the standardized coefficient beta of the relationship between customer aggression and emotional exhaustion becomes non-significant as follows: threat to self-esteem ( $\beta = -0.082$ ,  $p = 0.239$ ), threat to physical well-being ( $\beta = -0.050$ ,  $p = 0.415$ ), threat to goal at work ( $\beta = -0.050$ ,  $p = 0.392$ ), threat to fairness ( $\beta = -0.047$ ,  $p = 0.458$ ), and need for control ( $\beta = -0.074$ ,  $p = 0.269$ ).

In short, when we compare to the mediating test assumptions of Hair et al., (2010) above, we can conclude that all dimensions of primary appraisal; threat to self-esteem,

threat to physical well-being, threat to goal at work, threat to fairness and need for control are fully mediate the relationship between customer aggression and emotional exhaustion.

Table 6.10 (a) Mediation test of threats to self-esteem between customer aggression and emotional exhaustion

Relationship of constructs	Model 1 Direct effect without mediators		Model 2 Direct effect with mediators		Interpretation
	$\beta$	<i>p</i> value	$\beta$	<i>p</i> value	
CA $\longrightarrow$ EE	0.290	.000*	-0.082	0.239	Full mediation
CA $\longrightarrow$ SE			0.557	0.000*	
SE $\longrightarrow$ EE			0.324	0.000*	

Note : CA = customer aggression, EE = emotional exhaustion, SE = threat to self-esteem

\**p* < 0.05

Table 6.10 (b) Mediation test of threats to physical well-being between customer aggression and emotional exhaustion

Relationship of constructs	Model 1 Direct effect without mediators		Model 2 Direct effect with mediators		Interpretation
	$\beta$	<i>p</i> value	$\beta$	<i>p</i> value	
CA $\longrightarrow$ EE	0.290	.000*	-0.050	0.415	Full mediation
CA $\longrightarrow$ PWB			0.496	0.000*	
PWB $\longrightarrow$ EE			0.132	0.000*	

Note : CA = customer aggression, EE = emotional exhaustion, PWB = threat to physical well-being

\**p* < 0.05

Table 6.10 (c) Mediation test of threats to goal at work between customer aggression and emotional exhaustion

Relationship of constructs	Model 1 Direct effect without mediators		Model 2 Direct effect with mediators		Interpretation
	$\beta$	<i>p</i> value	$\beta$	<i>p</i> value	
CA $\longrightarrow$ EE	0.290	.000*	-0.050	0.392	Full mediation
CA $\longrightarrow$ G@W			0.399	0.000*	
G@W $\longrightarrow$ EE			0.250	0.000*	

Note : CA = customer aggression, EE = emotional exhaustion, G@W = threat to goal at work

\**p* < 0.05

Table 6.10 (d) Mediation test of threats to fairness between customer aggression and emotional exhaustion

Relationship of constructs	Model 1 Direct effect without mediators		Model 2 Direct effect with mediators		Interpretation
	$\beta$	<i>p</i> value	$\beta$	<i>p</i> value	
CA $\longrightarrow$ EE	0.290	.000*	-0.047	0.458	Full mediation
CA $\longrightarrow$ FAIR			0.468	0.000*	
FAIR $\longrightarrow$ EE			-0.043	0.552	

Note : CA = customer aggression, EE = emotional exhaustion, FAIR = threat to fairness

\**p* < 0.05

Table 6.10 (e) Mediation test of need for control between customer aggression and emotional exhaustion

Relationship of constructs	Model 1 Direct effect without mediators		Model 2 Direct effect with mediators		Interpretation
	$\beta$	<i>p</i> value	$\beta$	<i>p</i> value	
CA $\longrightarrow$ EE	0.290	.000*	-0.074	0.269	Full mediation
CA $\longrightarrow$ Contr			0.526	0.000*	
SE $\longrightarrow$ EE			0.154	0.041*	

Note: CA = customer aggression, EE = emotional exhaustion, Contr = Need for control

\**p* < 05

In summary, the following table shows the summary of the hypotheses results as follow.

Table 6.11 Summary of hypotheses results

Hypotheses	Results
H1a: Customer aggression $\longrightarrow$ Threats to self-esteem	Supported
H1b: Customer aggression $\longrightarrow$ Threats to physical well-being	Supported
H1c: Customer aggression $\longrightarrow$ Threats to goal at work	Supported
H1d: Customer aggression $\longrightarrow$ Threats to fairness	Supported
H1e: Customer aggression $\longrightarrow$ Need for control	Supported
H2a: Attribution of blame $\longrightarrow$ Threat to self-esteem	Supported
H2b: Attribution of blame $\longrightarrow$ Threats to physical well-being	Supported



Table 6.11 Summary of hypotheses results (continued)

Hypotheses	Results
H2c: Attribution of blame → Threats to goal at work	Supported
H2d: Attribution of blame → Threats to fairness	Supported
H2e: Attribution of → Need for control	Supported
H3a: Threats to self-esteem → Emotional exhaustion	Supported
H3b: Threats to physical well-being → Emotional exhaustion	Supported
H3c: Threats to goal at work → Emotional exhaustion	Supported
H3d: Threats to fairness → Emotional exhaustion	Not supported
H3e: Need for control → Emotional exhaustion	Supported
H4: Secondary appraisal → Emotional exhaustion	Supported
H5a: Customer aggression x 'customer is always right' organizational philosophy (Threats to self-esteem)	Supported
H5b: Customer aggression x 'customer is always right' organizational philosophy (Threats to physical well-being)	Supported
H5c: Customer aggression x 'customer is always right' organizational philosophy (Threats to goal at work)	Supported
H5d: Customer aggression x 'customer is always right' organizational philosophy (Threats to fairness)	Not supported
H5e: Customer aggression x 'customer is always right' organizational philosophy (Need for control)	Supported
H6a: Threats to self-esteem x Emotional intelligence (Emotional exhaustion)	Not supported
H6b: Threats to physical well-being x Emotional intelligence (Emotional exhaustion)	Supported
H6c: Threats to goal at work x Emotional intelligence (Emotional exhaustion)	Not supported
H6d: Threats to fairness x Emotional intelligence (Emotional exhaustion)	Not supported
H6e: Need for control x Emotional intelligence (Emotional exhaustion)	Not supported