CONTENTS

	Page
Acknowledgement	d
Abstract in Thai	e
Abstract in English	g
Lists of Tables	m
Lists of Figures	o
Statement of Originality in Thai	p
Statement of Originality in English	g q
Chapter 1 Introduction	1
1.1 Introduction	1
1.2 Research rational and motivation	1
1.3 Research gaps and overall objectives	4
1.4 Research questions	5
1.5 Theoretical contributions	6
1.6 Managerial contributions	6
1.7 Organization of the dissertation	7
Chapter 2 Literature Syntheses	8
2.1 Psychological well-being of employees	8
2.2 Customer aggression	19
2.1.1 Antecedents of customer aggression	19
2.1.2 Effects of customer aggression on FLEs Chapter 3 Theoretical Framework, Conceptual Model, and Hypotheses	e 21
Development	24
•	
3.1 Theory of stress and coping	24

3.2 Customer aggression and cognitive appraisal	26
3.3 Attribution of blame and primary appraisal	29
3.4 Cognitive appraisal and emotional exhaustion	32
3.4.1 Primary appraisal and emotional exhaustion	32
3.4.2 Secondary appraisal and emotional exhaustion	35
3.5 The moderating effects of 'customer is always right' organizational	
philosophy and emotional intelligence	36
3.5.1 Customer is always right' organizational philosophy as a	
moderator of the customer aggression - cognitive appraisal	
relationship	36
3.5.2 Emotional intelligence as a moderator of the cognitive appraisal –	
emotional exhaustion relationship	39
3.7 Conceptual model	42
Chapter 4 Methodology	43
4.1 Qualitative stage	44
4.1.1 Data collection process	44
4.1.2 Sampling plan	45
4.1.3 Analytical procedure	45
4.2 Quantitative method	46
4.2.1 Pretest study	46
1) Cross cultural adaptation	46
2) Instrument test	47
4.2.2 Main study	47
1) Data collection process	47
2) Sampling plan	48
3) Questionnaire and measurement scales	48
3.1) Questionnaire	48
3.2) Measurement	49
4) Control variables	52
5) Scales evaluations	52

5.1) Exploratory analysis (EFA)	52
5.2) Confirmatory factor analysis (CFA)	54
6) Assessing validity	56
6.1) Average variance extract (AVE)	56
6.2) Discriminant validity	56
7) Common method bias	57
8) Data analysis techniques	58
8.1) Structural equation modeling	58
8.2) Test of the moderating roles using	
moderator regression	59
Chapter 5 Qualitative results	60
5.1 Cognitive appraisal by FLEs	61
5.2 Consequences of cognitive appraisals	64
5.3 Moderatos of the link between cognitive appraisal and	
psychological well-being	67
Chapter 6 Quantitative results	71
6.1 Descriptive statistics	71
6.1.1 Demographic profile of the sample	72
6.1.2 Correlations among the constructs	72
6.2 Hypotheses testing results	72
6.2.1 Structural equation model	72
6.2.2 Moderator analysis	76
6.2.3 Post hoc analysis	80
Chapter 7 Discussion	86
7.1 Discussion of findings	86
7.1.1 Customer aggression and cognitive appraisal	86
7.1.2 Attribution of blame and cognitive appraisal	88
7.1.3 Cognitive appraisal and emotional exhaustion	89
7.1.4 The moderating effects	90

1) The moderating effect of 'customer is always right'	
organizational philosophy	90
2) The moderating effect of emotional intelligence	91
7.2 Contribution of the study	92
7.2.1 Theoretical contribution	92
7.2.2 Empirical contribution	94
7.2.3 Managerial contribution	94
7.3 Limitations of the study	97
7.4 Future study	98
References	100
Appendix	122
Appendix A	122
Appendix B	127
Appendix C	132
Appendix D	136
Curriculums vitae	137

LIST OF TABLES

		Page
Table 2.1	Summary of studies of employee psychological well-being	10
Table 3.1	Cognitive appraisal dimensions of employee perspective	28
Table 4.1	Exploratory factor analysis estimates	53
Table 4.2	Scale items, composite reliability, and confirmatory results	55
Table 4.3	Correlation Among Constructs, AVE Analysis and Discriminant Validity	56
Table 6.1	Demographic of the sample	71
Table 6.2	Mean, standard deviations and correlation among constructs	73
Table 6.3	Results of hypotheses testing (H1-H4)	75
Table 6.4	Interaction effect of customer aggression and 'customer is always	
	right' organizational philosophy on threats to self-esteem (H5a)	77
Table 6.5	Interaction effect of customer aggression and 'customer is always	
	right' organizational philosophy on threats to physical well-being (H5b)	77
Table 6.6	Interaction effect of customer aggression and 'customer is always	
	right' organizational philosophy on threats to goal at work (H5c)	78
Table 6.7	Interaction effect of customer aggression and 'customer is always	
	right' organizational philosophy on threats to fairness (H5d)	78
Table 6.8	Interaction effect of customer aggression and 'customer is always	
	right' organizational philosophy on need for control (H5e)	79
Table 6.9	Interaction effect of primary appraisal and emotional intelligence	
	on emotional exhaustion (H6a – H6e)	80
Table 6.10	(a) Mediation test of threats to self-esteem between	
	customer aggression and emotional exhaustion	83
Table 6.10	(b) Mediation test of threats to physical well-being between	
	customer aggression and emotional exhaustion	83
Table 6.10	(c) Mediation test of threats to goal at work between	
	customer aggression and emotional exhaustion	83

Table 6.10 (d)	Mediation test of threats to fairness between	
	customer aggression and emotional exhaustion	84
Table 6.10 (e)	Mediation test of need for control between	
	customer aggression and emotional exhaustion	84
Table 6.11	Summary of hypotheses results	84



LIST OF FIGURES

		Page
Figure 1.1	Overview model of FLEs cognitive appraisal	3
Figure 3.1	Key processes of stress and coping theory	25
Figure 3.2	Cognitive appraisal model	26
Figure 3.3	Proposed model	42
Figure 4.1	The diagram of methods uses	43
Figure 4.2	Cross cultural adaptation	46
Figure 4.3	Moderator model	59
Figure 5.1	Cognitive appraisal of frontline employee	60
Figure 6.1	A path diagram of a mediator relationship	81
Figure 6.2	The direct effect and indirect effect of constructs on the	
	dependent variables: emotional exhaustion	82

ข้อความแห่งการริเริ่ม

- 1) วิทยานิพนธ์นี้ เป็นเล่มแรกที่ศึกษากระบวนความรู้สึกนึกคิดที่พนักงานบริการส่วนหน้าใช้ ประเมินเหตุการณ์เมื่อเผชิญกับความก้าวร้าวของลูกก้าที่แสดงออกมาในรูปของการคุกคาม หลากหลายประเภท เช่น การคุกคามความมีคุณค่าในตนเอง การคุกคามเป้าหมายในการทำงาน เป็นต้น และการคุกคามเหล่านี้ส่งผลกระทบต่อสุขภาวะทางจิตของพนักงานบริการส่วนหน้า
- 2) วิทยานิพนธ์เล่มนี้แสดงให้เห็นถึงตัวแปร "นโยบายขององค์กรที่ว่าลูกค้าถูกต้องเสมอ" ที่ ส่งเสริมให้ระดับความสัมพันธ์ระหว่างความก้าวร้าวของลูกค้าและการคุกคามประเภทต่างๆ มี ความเข้มแข็งขึ้น ในขณะที่ความฉลาดทางอารมณ์ของพนักงานบริการส่วนหน้า เป็นตัวแปรที่ ช่วยทำให้ระดับความสัมพันธ์ระหว่างการคุกคาม และความอ่อนล้าทางอารมณ์อ่อนแอลง ซึ่ง ยังไม่เคยมีใครศึกษาเรื่องนี้เลย

STATEMENT OF ORIGINALITY

- This dissertation is the first study that examined FLEs cognitive appraisal when facing with customer aggression into various kinds of threats i.e.., threats to selfesteem, threats to goal at work and these threats impact FLEs psychological wellbeing.
- 2. This dissertation illustrated that 'customer is always right' organizational philosophy factor exacerbated the relationship between customer aggression and cognitive appraisal whereas emotional intelligent buffered the relationship between cognitive appraisal and emotional exhaustion. These findings have not been investigated.