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Job Involvement as a Predictor of Psychological Wellbeing of Hospitality Workers'

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Abstract

The study examined job involvement as a predictor of psychological wellbeing among hospitality workers. A total of one hundred and eighty seven (187) hotel workers were sampled for the study. The respondents include workers drawn from five (5) Nigerian hotels located in Lagos State namely: Four Point Hotel, Global Hotel, The Crown Hotel, Le Brigadier Hotel, and Nikon Hotel. Among the participants sixty two (62) were males and one hundred and twenty five (125) females. One hundred and twenty three (123) participants are between the range of 20- 50 years ($M=28.57$, $SD=3.41$). The researcher employed a cross-sectional survey design because more than one sample was drawn from the population at one time. A multiple linear regression analysis was used to analyze the data. Two sets of instrument Psychological Well-being Scale and Job Involvement Scale were used. The result of the study showed that among the dimensions of Job involvement showed significant positive prediction of psychological well being ($\beta=.14$, $p<.05$). The findings were discussed in relation to literature reviewed and suggestions made.

Keywords: *Employees, emotional labour, job satisfaction, mental health, workers,*

INTRODUCTION

The literature on psychological wellbeing has progressed rapidly since the construct over five decades ago. As recent surveys show psychologists and other social scientist have taken huge steps in their understanding of the factors influencing psychological wellbeing of workers in their different place of work. Psychological well-being refers to how people evaluate their lives. According to Diener (2006), these evaluations may be in the form of cognitions or in the form of affection. The cognitive part is information based on appraisal of one's life that is when a person gives conscious evaluative judgments about one's satisfaction with life as a whole. The affective part is a hedonic evaluation guided by emotions and feelings such as frequency with which people experience pleasant/unpleasant moods in reaction to their lives. The assumption behind this is that most people evaluate their life as either good or bad, so they are normally able to offer judgments. Further, people invariably experience moods and emotions, which have a positive effect or a negative effect. Thus, people have a level of

subjective well-being even if they do not often consciously think about it, and the psychological system offers virtually a constant evaluation of what is happening to the person.

Psychological wellbeing refers to the state of being comfortable, healthy or happy in an organization (Ryff & Singer, 1996). Ryff attempted to combine different conceptions of wellbeing from the ancient Greek to the modern psychological, such as Maslow's conception of self-actualization; Roger's view of the fully functioning person; Jung's formulation of individuation; Allport's conception of maturity and others (Ryff & Singer, 1996). Ryff and Singer gave six (6) dimensions that explain psychological wellbeing, which are:

Self Acceptance: The most recurrent criterion of wellbeing evident in the previous perspectives is the individual's sense of self-acceptance. This is defined as a central feature of mental health as well as characteristic of self-actualization, optimal functioning, and maturity. Life span theories also emphasize acceptance of one's self and one's past life. Thus, holding positive attitudes toward oneself emerges as a central characteristic of positive psychological functioning.

Positive Relations with Others: Many of the preceding theories emphasize the importance of warm, trusting interpersonal relations. The ability to love is viewed as a central component of mental health. Self-actualizers are described as having strong feelings of empathy and affection for all human beings and as being capable of greater love, deeper friendship, and more complete identification with others. Warm relating to others is posed as a criterion of maturity. Adult developmental stage theories also emphasize the achievement of close unions with others (intimacy) and the guidance and direction of others (generativity). Thus, the importance of positive relations with others is repeatedly stressed in conceptions of psychological well-being.

Autonomy: There is considerable emphasis in the prior literature on such qualities as self-determination, independence, and the regulation of behaviour from within. Self-actualizers are described as showing autonomous functioning and resistance to enculturation. The fully functioning person is described as having an internal locus of evaluation, whereby one does not look to others for approval, but evaluates oneself by personal standards. Individuation is seen to involve a deliverance from convention, in which the person no longer clings to the collective fears, beliefs, and laws of the masses. The process of turning inward in the later years is also seen by life-span developmentalists to give the person a sense of freedom from the norms governing everyday life.

Environmental Mastery: The individual's ability to choose or create environments suitable to his or her psychic conditions is defined as a characteristic of mental health. Maturity is seen to require participation in a significant sphere of activity outside of oneself. Life-span development is described as requiring the ability to manipulate and control complex environments. These theories emphasize one's ability to advance in the world and change it creatively through physical or mental activities. Successful aging also emphasizes the extent to which the individual takes advantage of environmental opportunities. These combined perspectives suggest that active participation in and mastery of the environment are key ingredients in an integrated framework of positive psychological functioning.

Purpose in Life: Mental health is defined to include beliefs that give one the feeling that there is purpose and meaning to life. The definition of maturity also emphasizes clear comprehension of life's purpose, a sense of directedness, and intentionality. The life-span development theories refer to a variety of changing purposes or goals in life, such as being productive and creative or achieving emotional integration in later life. Thus, one who functions positively has goals, intentions, and a sense of direction, all of which contribute to the feeling that life is meaningful.

Personal Growth: Optimal psychological functioning requires not only that one achieve the prior characteristics, but also that one continue to develop one's potential, to grow and expand as a person. The need to actualize oneself and realize one's potential is central to clinical perspectives on personal growth. Openness to experience, for example, is a key characteristic of the fully functioning person. Such an individual is continually developing, rather than achieving a fixed state wherein all problems are solved. Life-span theories also give explicit emphasis to continued growth and to facing new challenges to tasks at different periods of life. Thus, continued growth and self-realization are prominent themes in the aforementioned theories. It should be noted that there are some risk factors that may influence the wellbeing of the workers in an organization, these include but not limited to emotional labour and job involvement.

Job involvement can be defined as “the merging of a person's ego identity with his or her job” (Nazir & Javid, 2013). It, thus, concerns the degree to which employees take their identity from their job. This definition follows that of Gurin, Veroff, and Feld, who spoke of the extent to which individuals seek some expression and actualization of the self in their work, and that of Lodahl and Kejner who defined job involvement in terms of the degree to which people are

identified psychologically with their work and the importance of work in the individual's self-image (Nazir & Javid, 2013).

According to Chughtai, (2008) job involvement as been approached from two dimensions. The first dimension conceptualises it as an individual difference variable. Job involvement occurs when the possession of certain needs, value or personal characteristics predisposes individual to become more or less involved in their jobs. The second dimension relates job involvement to a response to specific work situation characteristics. In other words, certain types of jobs or characteristics of the work situation influences the degree to which an individual becomes involved in his/her job.

In addition, individuals who display high involvement in their jobs consider their work to be a very important part of their lives and whether or not they feel good about themselves is closely related to how they perform on their jobs. In other words for highly involved individuals performing well on the job is important for their self esteem (Chughtai, 2008).

It should be noted that the construct of job involvement is somewhat similar to organizational commitment in that they are both concerned with an employee's identification with the work experience. However the constructs differ in that job involvement is more closely associated with identification with one's immediate work activities whereas organizational commitment refers to one's attachment to the organization (Chughtai, 2008). Blau & Boal submit that it is possible for example to be very involved in a specific job but not be committed to the organization or vice versa (Chughtai, 2008).

As we have said earlier that psychological wellbeing refers to the evaluation of one's life in an organization. Some research have also concluded that psychological wellbeing is all about the way people react in their various work place and how the environment affect their behaviour in the organization.

Therefore, bearing this in mind, the researcher intends to investigate as follows:

Will job involvement significantly predict psychological wellbeing of hospitality workers?

Purpose of the Study

Having reviewing the problems, the research is curious to study as follows:

Also to examine whether job involvement will significantly predict psychological wellbeing of hospitality workers.

Theoretical Review

The theory of equity posits that satisfaction with wages and the higher productivity that may result is based on social comparisons. Employees make comparisons of their job inputs (for example, effort, experience, education, competence) and outcome (for example, salary levels, praises, recognition) relative to those of others. We perceive what we get from a job situation (outcomes) in relation to what we put into it (input), and then we compare our outcome-input ratio with the outcome-input ratio of relevant others. If we perceive our ratio to be equal to that of the relevant others with whom we compare ourselves, a state of equity is said to exist. We perceive our situation as fair that justice prevails. When we see the ratio as unequal, we experience equity tension. According to Adams (1965) when we see ourselves as under rewarded, the tension create anger; when over rewarded, the tension create quilt. He has proposed that his negative state of tension provides the motivation to do something to correct it. The referent that an employee selects adds to the complexity of equity theory.

Equity theory focused on distributive justice, who is the employee's perceived fairness of the amount and allocation of rewards among individuals (Cropanzano & Greenberg, 1997). But increasingly, equity is thought of from the standpoint of organisational justice, which is defined as an overall perception of what is fair in the workplace. Employees perceive that organizations as just when they believe the outcomes they have received, the way in which the outcome were received, are fair one key element of organizational justice, fairness or equity can be subjective and it resides in the perception of the person. What one person may see as unfair another may see as perfectly appropriate. In general, people have an egocentric or self-serving bias. They see allocation of procedure favouring them as fair. Fairness often resides in the eye of the beholder, and we tend to be fairly self-serving about what we see as fair. Beyond distributive justice, the key addition under organizational justice was procedural justice which is the perceived fairness of the process used to determine the distribution of rewards. Two key elements of procedural justice are "process control and explanation", "process control" is the opportunity to present one's point of view about desired outcomes to decision makers. Explanations are clear reasons given to a person by management for the outcome. Thus, for employees to see a process as fair, they need to feel they have some control over the outcome and feel they were given an adequate explanation about why the outcome occurred. Also for

procedural fairness, it is important that a manager is consistent (across people and over time), is unbiased makes decisions based on accurate information, and is open to appeals (Leventhal, 1980). Research shows that the effects of procedural justice become more important when distributive justice is lacking. A recent addition to research an organizational justice is interactive justice, which is the individual's perception of the degree to which he or she treated with dignity, concern, and respect. When people are treated in an unjust manner (at least in their own eyes), they respond by retaliating (Skarlicki, Jones & Gadjos 2007). Because interactional justice or injustice is intimately tied to the convey of the information (usually one's supervisor), where as procedural injustice often results from impersonal policies, one would expect perceptions of injustice to be more closely related to one's supervisor. Generally, that is what the evidence suggests. Therefore, manager should consistent and unbiased procedural, and engaging in similar practices to increase the perception of procedural justice. By having an increased perception of procedural fairness, employees are likely to view their bosses and the organization positively even if they are dissatisfied with pay, promotions, and other personal outcomes.

In conclusion, equity theory predict that, for most employees, motivation and perhaps job involvement is influenced significantly by others rewards as well as by one's own rewards. Greenberg, (1987) in his study, noted some key issues, which are still unclear. For instance, how do employees handle conflicting equity signals such as when unions point to other employee groups who are substantially better off, while management argues the opposite? How do employees define inputs and outcomes? And when and how does the perception of the inputs and outcomes change over time/ because of these problems, most researchers today tend to focus solely on the perception of what is fair, rather than trying to figure out whether a person's outcome was objectively fair compared to the inputs. That is why, today, most researchers study organizational justice rather than equity theory per se.

Equity Sensitivity Theory

Equity sensitivity (Huseman, Hartfield, & Miles, 1987) has proven to be a refinement of the original equity theory (Adams, 1963, 1965). Greenberg (1990) deemed it to be one of the most useful existing organizational behaviour theories. This theory posits that individuals can be categorized into three groups; equity sensitivity, benevolent and entitled. Equity sensitivity refers to be in a state of equity with regards to the outcome they receive for the amount of inputs they expend when compared to someone doing similar work. The original

propositions of equity theory apply to this group. If an equity sensitive's ratio of outcomes to inputs is out of balance with their referent other, the subject will be motivated to be things to get their ratio back to balance. Equity sensitivity proposes two other groups; benevolent and entitled. Benevolent are more tolerant of situation in which they being under-rewarded, they are assumed to be less likely to respond (at least overtly) when they are placed in an under-rewarded situation. Entitled are posited to experience less dissonance when they are over-rewarded and more dissatisfaction when under-rewarded. As such, they are assumed to be more likely than the other groups to respond overtly to an over-rewarded situation. For instance, the level of rewards of an individual determines the person's job involvement. If an individual is under-rewarded in an organization, this will affect the person's job involvement while if the individual is over-rewarded in an organization will increase the person's job involvement. Although previous equity theory research (Adams, 1965) has concluded that under-rewarded subjects/ employees generally respond in a manner that is consistent with classic equity theory, it is not easy to predict which option they will select to bring their equity ratio in balance (Greenberg, 1990).this lack of specificity regarding what responses individuals experiencing inequity are likely to have is a series shortcoming of the original equity theory (Furby, 1986). As such, the original equity theory eventually feel out favour (Miner, 1984; Greenberg, 1987, 1990) due in part to this inability to predict exactly how individuals would respond to an under-rewarded situations (e.g lower their inputs, attempt to raise their outcomes, cognitively justifying the situation, decide to leave the organization). This lack of specificity and predictive ability of equity theory makes it much less useful to practitioners such as managers, organizational psychologists and human resource professionals who would greatly benefit if they could accurately predict the reactions that their employees would have to different inequitable situations. Interest in job involvement, job commitment, organizational justice and equity has experience resurgence over the past decade. Some initial studies have been done to attempt to validate significant differences between benevolent, equity sensitive and entitled. For example, houseman et al., (1985) examined job involvement as a dependent variable in the context of equity sensitivity. The found that in response to an under-rewarded situation. Entitled reports significantly lower level of involvement than equity sensitive or benevolent. Conversely, benevolent report significantly higher levels of involvement than the other two groups.

Empirical Review

A study was conducted by Akintayo (2012) investigated the impact of occupational stress on psychological well being and workers behaviour in manufacturing industries in south-west in Nigeria using a total number of 435 participants. The finding of the study revealed that occupational work stress is a significant predictor of psychological well being of workers.

Liao and Lee (2000) conducted a study to examine the relationship between big five personality traits and job involvement. A total of 272 Taiwanese plastics industry employees were used as participants. The result revealed that neuroticism relates negatively to employees job involvement, whereas extroversion, openness, agreeableness and conscientiousness relate positively to it.

Decarufel and Schaan (1990) while trying to determine the relationship between job involvement with job satisfaction and organizational commitment, using samples from Canadian police office observed that job involvement correlated positively with both job satisfaction and organizational commitment.

Zulkarnain & Kharissa (2013) conducted a research to find out the relations between psychological well being (autonomy, environmental mastery, positive relation with others, purpose in life, self acceptance and personal growth) and turnover intention of hotel employees. The subjects were 212 hotel employees in Medan, Indonesia. Data were collected using turnover intention scale and psychological well being scale. The result showed negative correlations between psychological well being and turnover intentions towards hotel employees.

Hypothesis

- i. Job involvement will not significantly predict psychological well being among hospitality workers.

METHOD

Participants

A total of one hundred and eighty seven (187) hotel workers were used in the study. The respondents include workers drawn from five (5) Nigerian hotels located in Lagos State.

The hotels include: Four Point Hotel, Global Hotel, The Crown Hotel, Le Brigadier Hotel, and Nicon Hotel. The workers were drawn as follow: Four Point Hotel Thirty Five (35) participant, Global Hotel Thirty Five (35) participants, The Crown Hotel Forty (40) participants, Le Brigadier Hotel Thirty Five (35) participants and Nicon Hotel Forty Two (42) participants. Among the participants (hotel workers) Sixty two (62) are male while One hundred and twenty five (125) are female. One hundred and twenty three (123) participants are between the range of 20-29 years, forty two (42) participants are between the range of 30-39 years, twelve (12) participants are between the range of 40-49 years and ten (10) participants are between the range of 50-above. Fifteen (15) participants have primary school certificate, forty one (41) participants have secondary school certificate, twenty four (24) participants have NCE/Grade11 certificate, twenty nine (29) participants have OND/HND certificate, and seventy eight (78) participants have higher degree certificate. Work experiences, one hundred and Twenty two (122) participants have worked for less than 4years, forty (40) participants have worked for in between 4-8 years, and twenty five (25) participants have worked for 9-above. Present department, twenty eight (28) participants front desk department, twenty (20) participant housekeeping department, Twenty five (25) participants food and beverages department, twenty nine (29) participants cooking department, and eighty five (85) participants sales and client service department. Numbers of customers attended, forty five (45) less than fifteen (15) participants, seventy six (76) 15-40 participants, forty three (43) 41-70 participants, and twenty one (21) 71 and above participants comprising of hospitality workers in Lagos State. The participants were within the ages of 20-50 years ($M=28.57, SD=3.41$).

Instrument

Psychological Wellbeing Scale

Psychological well being instrument, was developed by Ryff (1995) is an eighteen (18) item instrument designed to measure how workers evaluate their lives in an organization. A response of (1) strongly disagree, (2) moderately disagree, (3) slightly disagree, (4) slightly agree, (5) moderately agree, and (6) strongly agree, was used indicate agreement or disagreement with each item. A sample item is “ I tend to be influenced by people with strong opinions. Psychological well being item ranging from 1,4,8,15,16,17, and 18.have revised scoring format while item number 2,3,5,6,7,9,10,11,12,13, and 14 have direct scoring format. A pilot study was conducted by the researcher. Using 50 hotel workers from five (5) hotels in Owerri Imo state namely: ten (10) participants from Cradle Hotel, ten (10) participants from

Executive Garden Hotel, ten (10) participants from Rockview Hotel, ten (10) participants from Summer Suit Hotel and ten(10) participants from Legend Hotel to make the scale usable in Nigeria context. She obtained an alpha reliability of .71. A composite score of psychological well being was obtained by summing up the response of the respondents to all the items. Higher scores represent higher well being of workers and vice versa.

Job Involvement Scale

Job involvement scale, which was developed Lodahi and Keyner (1965) to measure the attitude of employees holds about his/her job. The 20-item is designed to measure what the authors described as the “extent to which a person’s work performance affects his/her self-esteem”. It is a Likert format scale with four (4) response options such as (1) strongly agrees, (2) agree, (3) disagree, and (4) strongly disagree. A sample from item include: the major satisfaction in my life comes from my job. Job involvement items ranging from 10,13,14,16,17,18, and 19 are revised scoring format while number 1,2,3,4,5,6,7,9,11,12,15, and 20 are direct scoring format. Lodahi and kejner (1965) obtained spearman-brown internal reliability coefficients of .72 and .80 for females and males respectively. The coefficient of test-retest reliability obtained in an interval of 72 days is .90. Concurrent validity was obtained by correlating job involvement with the scales of job descriptive index (Smith et al., 1969).

Procedure

A total of two hundred (200) copies of the questionnaire containing the two instruments namely: psychological well being and job involvement were distributed to the hotel workers. They were administrated simultaneously by the researcher to the participants during their working hours, with the permission of the manager in charge and the participants were encouraged to fill the questionnaire during their leisure time. Every available employee on rest was given a copy of the questionnaire. After the exercise the questionnaires were collected by the researcher by going round the departments collecting the already filled copies. Out of two hundred (200) copies that was distributed, one hundred and ninety four (194) was returned of which seven (7) copies were discarded because they were not properly filled.

Design/Statistics

The researcher employed a cross-sectional survey design because more than one sample was drawn from the population at one time. A multiple linear regression analysis was used to analyze the data.

RESULTS

Table 1 summary of descriptive statistics on emotional labour, job involvement and psychological well being

Variables	Mean	Std.D	N
Job Involvement	48.56	5.75	187
Psychological Well-Being	75.03	12.60	187

Table 1 showed the mean, standard deviation a number of participants for the variable used in the study job involvement and psychological well being (descriptive statistics)

Table 2 inter correlation of the dimensions of emotional labour, job involvement and psychological well being.

Variables	Psychological Well Being	Job Involvement
Psychological Well Being	1	
Job Involvement	.24**	1

** P<.01, *P<.05

The correlation table reveal that the prediction, job involvement also have significant correlation with psychological well being (r=.24, p<.01).

Table 3 model summary table of emotional labour, job involvement and psychological well being

Model	R	R Square	Adjusted R Square	Standard Error	Change statistics				
					R square Change	F Change	Df1	Df2	Sig
1	.514	.264	.240	10.96	.264	10.76	6	180	.000

A predictor (constant) job involvement, results of the regression analysis as presented in table 3 shows that the predictors, emotional labour and job involvement accounted for 26.4% (R² change) variance increase in psychological well being which is significant (F change (6, 180)= 10.76, p<.001).

Table 4 Regression coefficient table of emotional labour, job involvement and psychological well-being.

Model	Unstandard coefficient		Standard Coefficients	T	Sig
	B	Standard Error	Beta		
Job involvement	64.030	9.495	.143	6.743	.000
	.314	.174		2.137	.0345

Dependent variable: psychological well-being. Table 4 (coefficient table) reveal that in the regression equation showed that the predictor variables, job involvement showed significant prediction of psychological well- being ($\beta = .14, p < .05$).

Discussion

The only hypothesis which stated that “job involvement will not significantly predict psychological wellbeing among hospitality workers” was also rejected ($\beta = .14, P < .05$). The result shows that job involvement is a significant predictor of psychological wellbeing among workers. The result of this finding has a positive collaboration with the finding of Decanifel and Schaan (1990) whose result presented that job involvement has a positive correlation with job satisfaction and organizational commitment (which means the psychological wellbeing of

the employee). When an employee attaches much importance to this job i.e. making his job his central life interest, the employee does not just only have a psychological identification with his or her job but also an improvement in the psychological wellbeing of the employee. This is to say that an employee who attaches much interest and high regards to his job, will attain job satisfaction and become committed to his job.

Implications of the findings

Several implications can be made from these recent findings of the present study. These implications will contribute greatly to both the employer and the employee especially with relation to their psychological wellbeing in an organization. Both the findings of the previous researchers and that of the present researcher has shown that job involvement is a significant predictor of psychological wellbeing among workers in an organization. Job involvement is the degree of importance on employee assigns that job in his or her life. An employee with a high degree of job involvement would place the job at the centre of his/her life's interest. Employees who are involved with their jobs are much more likely to find satisfaction from the job than those who are alienated from their jobs. The psychological identification with the job ultimately leads to an affective response of a person liking his or her job. This relationship is probably due to the fact that greater job involvement leads to increased chances the job meeting an employee needs and desires. Therefore, when an employee needs and desires are met, he/she finds satisfaction in the job, psychological wellbeing of the employee is thus ensured.

Limitations of the Study

The study was limited to only hotel workers drawn from five different hotels in Lagos state, though workers from other sectors outside the hotel and eatery workers could have helped the study to run a comparative analysis in the research. Also, a handful of only two hundred (200) participants were used in the study. An increase in the sample size would have helped in busting the chances of the statistic to make a more generalized influence. Time duration and unavailability of funds also limited the research scope, where participants from different geographical location and ethnic groups would have added flavour to the research finding.

Suggestions for Further Study

Further researchers are encouraged to increase the sample size will present a more reliable analysis on this kind of study. They should also include participants from other work sector such as banking sector in the study. Again, further researchers are advised or encouraged

to conduct an extensive study that will last for a longer period of time in order to ascertain the truthfulness of the hypothesis.

Summary and Conclusion

This research investigated job involvement as a factor predicting psychological well being of hospitality workers. Therefore, management is encouraged to keep their own side of the agreement once the workers are fulfilling their part. Job involvement is the measurement of the attitude a workers holds about his/her job. Therefore, the workers should try and give good attitude towards their job so they will be able to run the hotel effectively. The hotel management and workers are advised to see everybody as one family to ensure success in the hotel. Again, workers are advised to give their job encouraging performances and also give good expressions towards their customers to avoid misunderstanding.

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