

EMOTIONS, BURNOUT AND PRESENTEEISM IN THE
WORKPLACE

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RESUMO

O presente estudo foca-se na importância das emoções no local de trabalho, mais especificamente no setor do retalho. Neste estudo, são analisadas algumas variáveis que podem afetar o bom funcionamento das empresas, não só ao nível do desempenho individual, como ainda ao nível das relações interpessoais, nomeadamente entre as chefias e empregados.

As variáveis estudadas são a raiva, como traço de personalidade, a Exaustão Emocional, como parte do Burnout, a Produtividade Apesar da Doença, em vez da frequência do Presentismo, e por último, o *Surface e Deep Acting*, decorrentes do *emotional labour*. Foram igualmente estabelecidas algumas correlações entre estas variáveis, tendo permitido chegar a resultados bastante satisfatórios.

Relativamente à metodologia, os dados foram recolhidos num estudo diário com duração de 5 dias, com uma amostra total de 312 empregados. O primeiro estudo (n=119), analisado através do *cross-sectional self-reported measure*, permitiu concluir que os indivíduos com traço de raiva tinham ocorrências de Exaustão Emocional, mediadas pela má relação entre os empregados e os supervisores, por sua vez moderada por diferentes níveis de *Surface Acting*. O segundo estudo (L1=253 respostas diárias; L2=84 empregados), analisado através do estudo longitudinal, resultou em duas relações diretas: a Exaustão Emocional afeta negativamente o Presentismo (produtividade apesar da doença) e a perceção que os empregados têm dos seus líderes quando se deparam com relações pouco éticas influencia negativamente a Produtividade Apesar da Doença.

Por último, a contribuição para uma melhoria destes problemas no local trabalho é apresentada e discutida na perspetiva da gestão de recursos humanos.

Palavras-chave: Emoções, Exaustão Emocional, Presentismo, Estudos longitudinais

ABSTRACT

The current study focuses on the importance of emotions in the workplace, more specifically in the retail sector. In this study, we analyse some variables that can affect the good functioning of companies, not only at the level of individual performance, but also at the level of interpersonal relations, namely between managers and employees.

The variables studied are anger, as a personality trait, Emotional Exhaustion, as part of Burnout, Productivity Despite Sickness, instead of the frequency of Presenteeism, and finally, Surface and Deep Acting, resulting from emotional labour. Some correlations were also established between these variables that lead to quite satisfactory results.

Regarding the methodology, the data were collected in a daily-basis study of 5 days with a sample of 312 employees. The first study (n=119 employees), analysed through the cross-sectional self-reported measure, concluded that subjects with Anger Traits showed Emotional Exhaustion, mediated by a poor relation between employees and supervisors, in its turn moderated by different levels of Surface Acting.

The second study (L1=253 daily answers; L2=84 employees), analysed through a longitudinal study, resulted in two direct relationships: Emotional Exhaustion negatively affects Presenteeism (Productivity Despite Sickness) and employees' perception of their leaders when they have to deal with unethical relationships negatively influences Productivity Despite Sickness.

Finally, the contribution to the improvement of these problems in the workplace is introduced and discussed from a human resource management perspective.

Keywords: Emotions, Emotional Exhaustion, Presenteeism, Longitudinal Studies

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INTRODUCTION

Many changes have occurred in the workplace environment in the last years and most of them have been considered as “the most interpersonally frustrating context that people have to deal with.” (Booth *et al.*, 2005: 250). This evolution may justify the reason why both researchers and organisations have focused on the variables that might affect the good functioning of organisations.

Particularly in the service industry, with the increasing of online shopping, the organisations face a crucial challenge as online shopping is often seen as a threat to them. Thus, companies with physical stores have to be more aware of the employees’ behaviour, namely regarding their relationship with customers. (Sage Portugal, 2016). Therefore, and according to the study done by Michael Page Recruitment and Selection Company (2016), the retail companies are looking for talented candidates with certain skills and experience to be competitive regarding the online retails. These organisations need to have a strong global brand worldwide to assure their competitiveness among companies.

In addition, as already pointed out by many researchers, organisations have to deal with emotions at work, such as anger and stress, that may difficult the achievement of their goals (Kweon *et al.*, 2008). One cannot forget that those emotions affect the satisfaction and commitment of their employees, which are directly related with performance and productivity (Cho *et al.*, 2013).

Among the emotions that affect labour relationships, anger seems to play an important role, according to the amount of publications (Armenti *et al.*, 2018; Booth *et al.*, 2005; Forgays *et al.*, 1997; Grandey *et al.*, 2002; Miron *et al.*, 2009 and Spielberger *et al.*, 2009). This study will particularly deal with the feature of Trait Anger instead of State Anger, because it will prove more relevant for its frequency and intensity, as it will be explained (Gibson *et al.*, 2009; Kahramanol *et al.*, 2018; Kuppens *et al.*, 2007 and Wilkowski *et al.*, 2010).

In face of the statements above, it seems important to have a new look at the relationships in the workplace, as well as the emotions that support them. What are the emotions that influence the employee’s performance? To what extent do these emotions influence productivity? Are there other variables than can be related to emotions at work? What kind of relationship can be established between the different variables?

This research will help to bring some answers to questions above, more specifically around negative emotions, such as Trait Anger, and its implications. Firstly, it will enhance the relationship between Trait Anger and Emotional Exhaustion mediated by Perceived Leadership Moral Disengagement depending on levels of Surface and Deep Acting. Secondly, starting from a daily questionnaire, it helps to understand the direct correlations between Perceived Leadership Moral Disengagement and Productivity Despite Sickness and Emotional Exhaustion and Productivity Despite Sickness. Although some of these variables have been studied and correlated in the context of the workplace, the two models presented in this research have never been approached in the retail industry.

Regarding the retail sector, individuals with Trait Anger get angry more easily, due to labour demands, therefore, employees who have to deal directly with customers are more exposed to receiving injustice and unfairness treatment from them, resulting often into Emotional Exhaustion (Booth *et al.*, 2005; Ekman, 2004 Gibson *et al.*, 2009; Goodman *et al.*, 2018 and Kart, 2009). As we will see in the next chapters, it is the Conservation Resources theory (COR) that will help to explain the complex relationship between individuals with Trait Anger and the consequence of Emotional Exhaustion (Hobfoll *et al.*, 2018). Since there is a lack of researches regarding this relationship, it is important to study Trait Anger as an independent variable positively related with emotional exhaustion (H1).

Another important aspect inside the organisations is the relationship between the supervisors and their employees. To explain it, the Social Exchange Theory is used, motivated on the returns (Cook *et al.*, 2003 and Knippenberg *et al.*, 2007). In light of this theory, when employees already have a personality trait, such as anger, and a leader that during social exchanges is morally disengaged, it may result in an impact of emotional exhaustion. Although there are several researches regarding Moral Disengagement (Moore *et al.*, 2012 and Moore, 2015), only few studies mention Moral Disengagement with the role of a mediator (Garay *et al.*, 2016; Moore, 2015 and Yıldız *et al.*, 2015). On the other hand, Moral Disengagement has already been studied with emotions Trait Anger (Garay *et al.*, 2016) but never with Emotional Exhaustion – Burnout – and more specifically, in the retailing area. Therefore, and knowing that there is a relationship between emotions and the Perceived Leadership Moral Disengagement (Garay *et al.*, 2016), the mediation of the Perceived Leadership Moral Disengagement between Trait Anger and Emotional Exhaustion will be studied (H2).

Furthermore, in the sales industry, employees are often submitted to pressure in several situations for instance, in trying to maintain a good relationship with the customer (Tay, *et al.*,

2016), and the supervisor sometimes asks them to change their behaviour and emotions (Cho *et al.*, 2013 Şchiopu, 2015; Grandey, 2000; Grandey, 2003 and Murtini, 2016), which can lead to Emotional Exhaustion (H3a and H3b). These changes of behaviour and emotions, featured by two variables - Surface and Deep Acting – seem to influence the indirect relationship, which is Perceived Leadership Moral Disengagement that mediates the correlation between Trait Anger and Emotional Exhaustion (H4a and H4b).

To expand the horizons of this study, it appears important to understand a major possible consequence of Emotional Exhaustion and Leadership Moral Disengagement in the retail sector, which involves the concept of Presenteeism, more specifically Productivity Despite Sickness. The approach was done on a daily basis in order to study its fluctuations.

On the whole, supervisor-employees' relationship is crucial to organisations, due to the fact that when supervisors do not support their employees and put pressure on them constantly, it may have several health implications. While dealing with daily issues (lack of motivation and understanding from the supervisor) while being ill, it is expected that employees have low levels of productivity in the workplace (Cooper *et al.*, 2013; Hemp, 2004; Demerouti, *et al.*, 2009 and Şchiopu, 2015). Accordingly, it is important to study the direct relationship between Perceived Leadership Moral Disengagement and Productivity Despite Sickness (H5).

On the other hand, in the sales sector, it is also significant to understand the relationship between Emotional Exhaustion and Productivity Despite Sickness. Since Emotional Exhaustion is often related to the decrease of employee's job performance, it is expected it has major consequences, such as lack of productivity not only throughout the work week but also during the day (Karatepe *et al.*, 2006) (H6).

The study of all of these variables may contribute to both theory and practice, once they serve not only to enlighten and justify the theories mentioned previously but also to understand and improve the relationships in workplace environment.

After the literature review, this research will report the results of the statistical analyses where we will analyse the two models with valid scales. Besides that, the literature implications (5.1), the managerial implications (5.2.) and the limitations and future researches (5.3.) that can be useful both to organisations and literature will be presented.

1. Literature Review

1.1. Trait Anger

In the last few years, as the environment of the workplace has been changing, there are certain topics that have got more attention from researchers and also from companies. One of them is emotions at work, which has been a challenging topic and, for that reason, organisations are getting more involved and are trying to understand more about it (Booth *et al.*, 2005; Kweon *et al.*, 2008). The achievement of this global understanding requires not only the specific recognition and analyse of emotions in the workplace but also of its environment, people's cultures, backgrounds and beliefs because all of this has an impact on people's everyday life, on attitudes and behaviours (Arvey, Renz, & Watson, 1998; Ashforth & Humphrey, 1995; Weiss & Cropanzano, 1996 cited by Grandey *et al.*, 2002).

In the framework of this research, the emotion that will be studied is anger, since it may be considered one of the "basic" emotions, more specifically a discrete emotion, due to the fact that it can be recognized by its unique expression and experience in different environments (Gibson *et al.*, 2009). The study of this emotion is relatively new, thus, little is known regarding its antecedents, its characteristics and its outcomes inside the workplace (Grandey *et al.*, 2002). To start with the concept, anger can be viewed either as a state or as a trait, as cited in Kahramanol *et al.* (2018) and Forgays *et al.*, 1997).

The former refers to the emotional state - situational, current experience of angry feelings (State Anger) – consisting on a temporary, subjective feelings that can happen at any moment and experienced by an individual, which can vary in intensity from "mild annoyance or irritation to intense fury and rage" (Gibson *et al.*, 2009; Miron *et al.*, 2009; Spielberger, 1996, cited by Foley *et al.*, 2002 and Wilkowski *et al.*, 2008). It can also be associated with some physical reactions, which can indicate a state of arousal of the nervous system or muscle tension, an increased heart rate, respiration and blood pressure (Foley *et al.*, 2002). The latter regards the more stable personality trait – continuous, frequency with which anger is normally experienced in different situations (Trait Anger) Foley *et al.*, 2002 and Kahramanol *et al.*, 2018 and Forgays *et al.*, 1997). The concept of Trait Anger is a personality characteristic that indicates that people experience a long-term duration feeling in more frequently and intense episodes of State Anger. (Gibson *et al.*, 2009; Kahramanol *et al.*, 2018; Kuppens *et al.*, 2007 and Wilkowski *et al.*, 2010). Individuals that experience high Trait Anger are most likely to

respond to insults and provocations, therefore they will face negative consequences as a result of their anger (Foley *et al.*, 2002 and Wilkowski *et al.*, 2010 and).

It is Trait Anger that serves the particular subject of this research work due to the fact that it brings negative outcomes to individuals and organisations. As mentioned previously, the episodes of anger occur more frequently and in a more intense way when compared with State Anger (Gibson *et al.*, 2009; Kahramanol *et al.*, 2018; Kuppens *et al.*, 2007 and Wilkowski *et al.*, 2010) allowing the observations of individual's behaviours and the measure of its frequency, duration and intensity (Booth *et al.*, 2005 and Foley *et al.*, 2002). According to some researchers, individuals when reacting angrily tend to adopt different behaviours by expressing, suppressing or controlling anger, for instance.

As far as these reactions are concerned, anger can be expressed directing it outwardly toward individuals or objects in the environment as if the participant confronted the offender of the angry event, verbally or physically. For that reason, anger can be considered the most dangerous emotion since individuals may try to harm the offenders (Booth *et al.*, 2005 and Ekman, 2004). When an individual hides their feelings of anger from the offender it is called suppression of anger due to the fact that anger is being expressed directing it inwardly by trying to suppress or hold in angry feelings, for example by 'biting their tongue' or 'walking away' from them. On the other hand, if the individual controls their feeling of anger, it must not be shown anyway (Booth *et al.*, 2005; Foley *et al.*, 2002 and Parrott *et al.*, 2005). Furthermore, individuals can also fake the emotion that they are feeling at that moment. When employees are hiding or expressing emotions that they are not feeling, it is called emotional labour (Booth *et al.*, 2005). This concept is associated with negative outcomes in the workplace environment and the health of the worker, as it will be seen in the next chapters.

At this moment, a deeper view on the impacts of this concept in the workplace proves to be pertinent. Although it seems that anger is often associated with age and gender - women are less likely to express anger while men are more likely to do it (Armenti *et al.*, 2018; Barlett *et al.*, 2018 and Miron *et al.*, 2009) -, these variables will not be considered as relevant for the current study. Instead, we will focus on anger's negative effects and its implications.

Facing the fact that anger is described as a "physiological state of arousal" (Grandey *et al.*, 2002), which is associated with hurting others (Wilkowski *et al.*, 2008) by attacking or confronting someone or something and occurs when someone has been treated unfairly by other people (Grandey *et al.*, 2002; Gibson *et al.*, 2009 and Miron *et al.*, 2009), it can be considered as a negative emotion, since it is triggered by people or events that usually are unpleasant or undesired (Carver *et al.*, 2009). Therefore, it leads inevitably to negative

consequences, (Gibson *et al.*, 2009), such as interpersonal, societal and health issues which will be in detail mentioned in the next paragraphs (Kuppens *et al.*, 2007). Equally important, it deserves to associate anger with negative reactions, for example, violence (Folger & Baron, 1996), revenge-seeking (Bies & Tripp, 1998), elevated blood pressure and job-related stress (Begley, 1994; Friedman *et al.*, 2004), and decreased cooperation (Allred *et al.*, 1997) and productivity (Jehn, 1995), as cited in Miron *et al.* (2009).

When looking at the workplace environment, researchers have identified several negative impacts regarding Trait Anger. The most frequent consequence is an aggressive behaviour, which leads to health issues such as depressions (Hazebroek *et al.*, 2001; Kuppens *et al.*, 2007; Spielberger *et al.*, 2009 and Wilkowski *et al.*, 2008). Spielberger *et al.*, (1985), cited by Kuppens *et al.*, (2007), say that not only anger's consequences are associated with health problems but also it affects individuals' interpersonal and social life. Anger's consequences can be divided into long-term and short-term, as mentioned by Booth *et al.* (2005). Starting with long-term consequences, anger can lead to revenge, gossip, lies, sabotage which we can aggregate into the illegitimate punishment to the offender aspect; it can also lead to constructive behaviour and a successful resolution to the problem; The individual can also ignore the offender, giving them the "silent treatment" or even fake their expressions and feelings (Grandey *et al.*, 2002) and it can also promote a bad environment which affects people around. Regarding anger's short-term consequences, they can lead to serious problems as well. In other words, in both cases, individuals that are experiencing anger can feel constant anger, or quit their job and even feel mentally and physically ill. (Booth *et al.*, 2005).

Despite all these negative implications, one would not forget that anger may also be related to positive effects, mainly, when it is associated with the feeling to change situations and to influence other people's non-offender behaviour and emotions, which means that anger can be linked to a strong sense of control, certainty and responsibility. Another positive outcome is related to creativity as pointed out by Costa *et al.* (2015), who mentioned that "Anger may trigger the engagement of centrally organized motivational systems and mobilize the energy needed to sustain attention and effort in creatively solving problems".

Likewise, status, power, leadership, self-esteem, stressors, organizational and cultural environment can be related to anger (Gibson *et al.*, 2009; Ilie *et al.*, 2012; Kuppens *et al.*, 2007 and Parrott *et al.*, 2005). Unfortunately, this positive side of anger seems not to erase the negative effects, which can seriously jeopardize the organisations purposes.

Accordingly, it is essential for companies to reduce the implications and the negative effects of anger. One way to achieve that is to perform an upstream study, *i.e.* by searching

which causes may lay behind anger. The causes of anger in the workplace have been the subject of researches where it is stated that one of the most frequent causes is the interpersonal mistreatment from customers, supervisors and co-workers (Ekman, 2004). Individuals will express anger while people are treating them with injustice and unfairness, for example, rejecting them or disappointing them which will increase anger and conflicts in the workplace (Booth *et al.*, 2005; Ekman, 2004 and Gibson *et al.*, 2009). Other causes that lead to anger are job incompetence, bad communication between people, repetitive problems, powerlessness, unprofessional behaviour and humiliation (Booth *et al.*, 2005). In addition to the causes above, it is important to refer the following ones: 1. employees being disrespected by a colleague with arrogance or rudeness; 2. mismanagement, which can be by the lack of support from the supervisors or just being ignored by them, while having no recognition; 3. individuals can have job insecurity and lack of teamwork which can increase anger episodes (Booth *et al.*, 2005). All of these causes can be related to general unfairness and poor management inside the workplace (Miron *et al.*, 2009).

In the light of the above, one would agree that the study of anger and more specifically the study of Trait Anger inside the workplace is crucial due to the implications to organisations.

1.2. Emotional Exhaustion

In the last 40 years, Burnout has been one of the most popular topics in the Occupational Health Psychology research. (Bakker *et al.*, 2014). However, most researches have taken place in the education and health care sectors (Gaines *et al.*, 1983 and Gorski *et al.*, 2015). Facing this, it is important to focus on Burnout inside the organisations as well. That is because it is essential for companies to understand the impacts of Burnout not only the consequences for the individuals, such as psychological and physical health problems, but also for the workplace's environment (Zheng, *et al.*, 2015).

Starting with the first two pioneers of Burnout's research, Freudenberger (1977) and Maslach *et al.* (1993), they define Burnout as a state of mental, emotional and physical exhaustion resulted by their professional life. Furthermore, Burnout can be described as a syndrome of Emotional Exhaustion, depersonalisation and reduced personal accomplishment that involves a prolonged response to stressors, respectively (Gorski *et al.*, 2015; Maslach *et al.*, 1993; Maslach, 2003; Maslach *et al.*, 2008; Maslach *et al.*, 1998 and Zheng *et al.*, 2015). To complete the meaning of this concept, Christina Maslach *et al.*, (1998 and 2001), propose

three dimensions to characterise Burnout: depersonalization, reduced personal accomplishment and Emotional Exhaustion (a feeling of frustration and anger).

To start with the interpersonal dimension of Burnout – depersonalization or cynicism –, it refers to a negative, detached and cynical response to the recipients of care, service, treatment or supervision (Maslach, *et al.*, 2001 and Zheng *et al.*, 2015). The other component of Burnout is reduced efficacy or personal accomplishment that refers to the self-evaluation of the feeling of incompetence or ineffectiveness and a lack of achievements and productivity at work (Bakker *et al.*, 2014 and Maslach *et al.*, 2001). Finally, Burnout shows a third dimension that is the main responsible for job turnover and absenteeism – Emotional Exhaustion (Maslach *et al.*, 2001). This concept will be used in this research. Emotional Exhaustion represents the basic individual stress dimension. This component is represented by having a constant feeling of being pressured, overwhelmed and exhausted by the emotional demands of one's work. (Maslach *et al.*, 1998 and Maslach *et al.*, 2001). It has a positive correlation between workload demands, personal conflicts at work and stress-related health outcomes (Maslach, 2003 and Maslach *et al.*, 1998).

Meanwhile, on the basis of what has been said before, the majority of recent researchers agree that Burnout is an organisational problem with several different causes and consequences. Starting with the causes, Burnout is a career-related syndrome that can manifest by having the inability to concentrate (Linden *et al.*, 2005), to be selfless and put other's need first, to work long extra hours (Maslach *et al.*, 1998) and to have high job demands and low job resources that can lead to exhaustion, heart rate and fatigue (Bakker *et al.*, 2014 and Zheng *et al.*, 2015). Job demands play an important role in the rise of Burnout, owing to role ambiguity, role conflict, role stress, stressful events and work pressure (Bakker *et al.*, 2014).

As far as the mentioned factors are concerned, we are aware that there are consequences regarding Burnout that include psychological and physical health problems (Bakker *et al.*, 2014). This concept is one of the most problematic topics inside the organisations. Not only does it carry a lot of costs to the company but it also decreases their employees' well-being (Bakker *et al.*, 2014 and Maslach *et al.*, 1998). Individuals will face not only negative impacts into their individual life but also in their work life, for instance, in their productivity (Ferreira *et al.*, 2012; Gaines *et al.*, 1983 and Maslach *et al.*, 1981), job dissatisfaction and commitment to the work (Khera, 2017). Another consequence of Burnout is that individuals are exposed to long periods of job stress and it can lead to absenteeism and turnover (Maslach, *et al.*, 2001),

as well as health problems like ulcers, cardiovascular disorders, cancer, psychosomatic symptoms, anxiety and depression (Bakker *et al.*, 2014 and Ferreira *et al.*, 2012).

Nevertheless, Emotional Exhaustion is often described as leading to a lack of energy, to tiredness and fragility and it can be characterized as a physical, psychological or Emotional Exhaustion. It is Maslach *et al.* (2008) who refer that Emotional Exhaustion although it leads to physical consequences it can strongly affect the emotional balance.

In sum, Burnout, meant as being an emotional, physical and mental exhaustion state, is caused by pressure at work and it can lead to negative impacts on health and the individual's well-being (Maslach *et al.*, 1981), as seen previously.

1.3. The relationship between Emotional Exhaustion and Trait Anger

At this moment, it is important to understand how Burnout can be related to emotions at work. Although the main Big Five Factors of personality that Bakker *et al.* (2014) mention in their article have been negatively related to each of the three dimensions of Burnout, other personality traits have enhanced the correlation with this same concept (Maslach *et al.*, 2001). This justifies the study of the relationship between an important personality trait with Burnout, which is Trait Anger. Since individuals can react differently to situations of stress due to their personality, this might influence how people perceive their work environment and how they deal with job demands and resources and their psychological well-being (Bakker *et al.*, 2014 and Zellarski *et al.*, 2004).

As said before, Burnout can be characterized by an overwhelming exhaustion, frustration, anger, cynicism and ineffectiveness and failure (Maslach *et al.*, 1998). These reactions seem to have a link with personality traits. As a matter of fact, the researchers have identified that employees have high levels of emotional involvement with customers, which can lead to individual traits that influence the development of Burnout (Goodman *et al.*, 2018). However, considering that emotions have only been studied in the recent years, there is still a lack of research regarding the relationship between Trait Anger and Burnout.

In order to better understand the several possible relationships that involve Emotional exhaustion, the statement made by Hobfoll (1989) appears very pertinent. Accordingly, it is stated that individuals have limited resources, for instance, time, energy and emotional status, and have a basic motivation and do their best to obtain, retain and protect their limited personal and social resources. In line with this, the Conservation of Resource theory (COR)

helps to explain the phenomenon of stress in the workplace and the process of Burnout, as it occurs when individuals are threatened with resource loss, when there are no resources or when they do not receive an adequate rate of return from resources invested (Hobfoll, 1989 and Hobfoll *et al.*, 1993 and Hobfoll *et al.*, 2018).

Related to COR, individuals with anger have a lack of resources (frustration) and of control of the situation. Because of that, they tend to adopt overwhelmed and exhaustion behaviours, which will lead to Emotional Exhaustion. Accordingly, one may predict that Trait Anger affects the workplace environment. Hence it is expected Hypothesis 1:

Hypothesis 1: Trait Anger is positively related to Emotional Exhaustion.

1.4. The mediator role of Leadership Moral Disengagement

Another variable of the present study is Moral Disengagement that will be in with other variables. The concept of Moral Disengagement was first studied by Albert Bandura, who defines it as a process where individuals will turn back to ethical standards of behaviours due to the fact that they are convinced that their immoral conducts are correct. (Bandura, 1999; Bandura *et al.*, 2002 and Moore *et al.*, 2012). According to Bandura, 1996, Moral Disengagement can be triggered by the means of eight cognitive mechanisms which are the following: moral justification, euphemistic labelling, advantageous comparison, displacement of responsibility, diffusion of responsibility, distortion of consequences, dehumanisation and, attribution of blame.

This researcher points out the first three mechanisms which facilitate the restructure of the unethical acts in order to make them appear less damageable and thus justify the moral disengagement behaviour (Moore *et al.*, 2012). First of all, we have moral justification, where individuals act unethically, for example, they violate personal standards, while making it look socially acceptable. Then, we have euphemistic labelling, where “language shapes thought patterns on which actions are based” to make them more appealing. In other words, it means to use gentle language in order to make respectable any behaviour which appears to be unethical. The third dimension is advantageous comparison which represents the contrast between the perception of the individual’s behaviour by what it is compared against. (Bandura, 2002; Moore, 2015 and Moore *et al.*, 2012).

The author also refers displacement and diffusion of responsibility as other mechanisms used to confuse the moral agency from the potential actor, as seen below (Moore *et al.*, 2012). Displacement of responsibility indicates the misrepresentation between actions and the effects they cause, therefore, individuals when they know they are contributing to harmful outcomes, they feel having more control. On the other hand, but in a similar perspective, we have the diffusion of responsibility. It refers to the individual's responsibility of an action to be distributed across a group of people. This individual will feel less responsible for certain aspects because others have equal responsibilities in the group (Bandura, 2002; Moore *et al.*, 2012 and Moore, 2015).

The last three mechanisms of moral disengagement are often used to “reduce or eliminate the distress one perceives to be causing a victim” (Moore *et al.*, 2012). Considering that someone's actions are seen as a harmful activity to other people for personal advantage in order to minimize the seriousness of the effects of the individuals' actions, this is called distortion of consequences. The seventh mechanism from moral disengagement is dehumanisation which can be described as the process of framing the victims of someone's action as unworthy to human's attributes. Lastly, we have the attribution of blame, which is the responsibility of the victims themselves. In other words, it means blaming the others or the actions as they feel themselves flawless victims by a provocation. (Bandura, 2002; Moore *et al.*, 2012 and Moore, 2015).

When leaders are morally disengaged, they adopt unethical behaviours since they cannot realize that their practices are wrong (Bonner *et al.*, 2014). In the framework of this research, the perception that employees have of their leaders (through a survey's hetero-reported answers) will be studied, in order to understand to what extent their conduct can affect the behaviour and conduct of the individuals.

Furthermore, it is important to study the relationship between moral disengagement and Trait Anger (a variable defined in 1.1) and between moral disengagement and Emotional Exhaustion (as mentioned previously) which appears to be a complex one. The aim is to see how Leadership Moral Disengagement can mediate the relationship between these two variables (Trait Anger and Emotional Exhaustion).

It is the Social Exchange theory, referred in Cook *et al.* (2003) and Knippenberg *et al.*, (2007), which explains that the individuals are motivated by the returns they can perceive, enhancing an exchange process. In other words, the relationship between employees and their supervisors is built on a “trade of effort and loyalty for benefits such as pay, support and recognition” (Knippenberg *et al.*, 2007: 459). Therefore, it is expected that employees tend to

compare with their supervisors – as they play an important role as influencers - and act just like them (Bonner *et al.*, 2014).

As a matter of fact, individuals with personality traits such as anger tend to be more careful to the environment around and more focus on what is going on. Therefore, employees are more susceptible to be influenced by external variables at work, for example, Leadership Moral Disengagement. Because of this assumption, we can say that employees with Trait Anger are more influenced when Leadership Moral Disengagement occurs. On the other hand, leaders who are morally disengaged are the ones who create chaos by excusing themselves, which leads to employees' Emotional Exhaustion.

For this reason, when employees are not satisfied with the 'exchange' in their relationship with supervisors, they might withdraw from the relationship by leaving their job or by absenteeism, unpunctuality (Knippenberg *et al.*, 2007) and it can also lead to Burnout, as said previously.

Additionally, in order to fully understand its impact, because it has never been studied, Perceived Leadership Moral Disengagement with the relationship between Trait Anger and Emotional Exhaustion, will be the subject of Hypothesis 2:

Hypothesis 2: Perceived Leadership Moral Disengagement mediates the relationship between Trait Anger and Emotional Exhaustion.

1.5. The moderator role of Surface and Deep Acting

As already mentioned, there is still limited research regarding emotions in the workplace (Cho *et al.*, 2013) and more specific in the retail industry sector. Retail Sector is characterized by the interaction between front-line employees and customers. Companies focus on not only if the job is done but how it is done (Dahiya, 2017). For that reason, organisations control employees' expressions and behaviours (Ashkanasy *et al.*, 2002; Dahiya, 2017 and Morris *et al.*, 1996). The increasing competitiveness between markets related to service sectors makes companies focus their attention on the quality of the services that their employees are providing to customers (Tay, *et al.*, 2016 and Morris *et al.*, 1996). In its turn, retail employees are constantly under pressure because of company's demands (Tay, *et al.*, 2016). After all, service organisations want their customers to have a positive experience and, for this reason, in order to control employees' emotional expressions and behaviours they tend to encourage

them to ‘have always a smile on their faces’ (Grandey, 2000; Grandey, 2003; Şchiopu, 2015 and Murtini, 2016) to accept the fact that ‘the client is always right’. Therefore, employees are being pressured all the time by their supervisors to hide their emotions in order to please customers and to conform to their demands.

The concept of Emotional Labour was first introduced by Hochschild (1983) and it only “occurs in jobs that require personal contact with the public”, such as the existing relationship between front-line employees and customer in the retail sector. The concept of emotional labour means the control of feelings when emotions are expected but they might differ from the emotions that employees are feeling (Hochschild, 1983). As a matter of fact, in this particular sector, and due to the nature of the job which requires a direct and personal contact between employees and customers, the employees need to control themselves in order to express positive emotions at work (Cho *et al.*, 2013), being pressured to put a smile on their faces, for instance.

According to Hochschild (1983), emotional labour can be displayed in both surface acting and deep acting. Surface acting (SA) is referred when employees hide the felt emotion or they display one that they did not feel by faking what they feel (Brotheridge *et al.*, 2002; Cho *et al.*, 2013; Diefendor *et al.*, 2005; Grandey, 2000; Hochschild, 2016; Murtini, 2016 and Morris *et al.*, 1996), for example, faking a smile when customers are complaining. However, the internal feelings stay the same. Deep acting (DA) can be defined when employees control their internal feelings to match their expressions, therefore, internal feelings are being modified (Brotheridge *et al.*, 2002; Cho *et al.*, 2013; Grandey, 2003; Hochschild, 2016 and Murtini, 2016).

As it has been explained before (1.4), we can establish a relationship between Leadership Moral Disengagement and Emotional Exhaustion because employees who are not happy with their supervisors tend to have Emotional Exhaustion behaviours. This relationship can be more obvious when moderated by emotional labour – deep and surface acting.

Since emotional labour “involves enhancing, faking or suppressing employees’ emotions to modify the emotional expression” (Grandey, 2000), it can be related with Emotional Exhaustion. There are some researches that have studied the relationship between Emotional Exhaustion and emotional labour (Brotheridge *et al.*, 2002; Murtini, 2016 and Wang *et al.*, 2018) but never with Leadership Moral Disengagement. We will try to demonstrate that they may be related. In fact, when supervisors in the retail industry put pressure upon front-line employees so that they change or hide their internal emotions (emotional labour) to customers in order to accomplish work demands, employees might feel stressed and exhausted. Front-

line employees have more probabilities of having Emotional Exhaustion because they are constantly leading with customers directly (Cho *et al.*, 2013).

As said before, if supervisors do not support their employees due to their unethical behaviours, employee's Emotional Exhaustion is expected when they develop high levels of Deep and Surface Acting. Therefore, it is expected:

Hypothesis 3a: The positive relationship between Leadership Moral Disengagement and Emotional Exhaustion is moderated by Surface Acting, such that the relationship is stronger when Surface Acting is higher.

Hypothesis 3b: Deep acting moderates the positive relationship between Leadership Moral Disengagement and Emotional Exhaustion, which means that the relationship is stronger when Deep Acting is higher.

On the other hand, since individuals have limited resources (Hobfoll *et al.*, 1993 and Hobfoll *et al.*, 2018), individuals with a personality trait like anger tend to react negatively when they have to face supervisors that act unethically, resulting in Emotional Exhaustion. This happens when the levels of Deep and Surface Acting are high. For this reason, the following hypothesis is expected:

Hypothesis 4a: The indirect effect of Trait Anger on Emotional Exhaustion through Leadership Moral Disengagement is stronger when Surface Acting is higher.

Hypothesis 4b: The extent to which Leadership Moral Disengagement for the relationship between Trait Anger and Emotional Exhaustion is expected to be conditional upon levels of Deep Acting.

1.6. Presenteeism

Presenteeism, defined by Johns (2010) as the state of attending work while ill, is still a new concept that people are getting used to. Besides that, in the past few years, the study of Presenteeism (Ferraz *et al.*, 2016) has become a subject of interest (Johns, 2010) not only in the academic field but also inside the organisations. As cited in Deery *et al.*, 2014, the

scholarly attention “reflects a wider recognition of its adverse effects on employee well-being and its negative impact on organizational productivity (Caverly, Barton Cunningham, & MacGregor, 2007; Gustafsson & Marklund, 2011; Schultz & Edington, 2007)”.

The majority of researchers have focused on the study of Presenteeism in health, nursing and education fields, where intense work, responsibility and strong commitment are required. (Aronsson *et al.*, 2000; Cocker *et al.*, 2011; Deery *et al.*, 2014; Jonhs, 2010; Cooper, 2013 and Yıldız *et al.*, 2015). They conclude that these jobs are strongly related with high levels of Presenteeism (Aronsson *et al.*, 2000). Regarding corporations, the subject of Presenteeism seems to have been avoided (Gosselin, 2013), however, most recently, it has become more credible and has attracted the attention of organisations (Deery *et al.*, 2014; Gosselin *et al.*, 2013 and Zhou *et al.*, 2016). Nowadays, Presenteeism is seen as a predominant phenomenon in the workplace (Cooper, 2013).

As said before, the concept of Presenteeism, defined as the phenomenon of being on the job while ill, implies that “because of illness or other medical conditions, employees, in the workplace, are not fully functioning” (Aronsson *et al.*, 2000; Hemp, 2004; Jonhs, 2010 and Yildiz *et al.*, 2005;). Some examples of ‘Health Problems’ that have been associated with Presenteeism are the following: back pain, headache, arthritis, cardiovascular problems, illness, stomach problems (gastrointestinal disorders, acid reflux disease, allergies, anxiety, depression, among others (Aronsson *et al.*, 2000; Hemp, 2004; Johns, 2010 and Koopman *et al.*, 2002).

There are two approaches of Presenteeism. First of all, we have European researchers that focus on the frequency (how often it occurs) of the act of Presenteeism and the understanding of the variables that can influence it, such as job demands, social pressure and job insecurity (Johns, 2010 and Zhou *et al.*, 2016). Secondly, Presenteeism is defined by American scholars that try to understand the factors of productivity losses associated with it. These researchers are more interested in knowing the consequences of this behaviour, instead of studying its causes, and more important, when there is an impact of sickness on employee’s productivity. (Ferraz *et al.*, 2016; Gosselin, 2013 Johns, 2010; Koopman *et al.*, 2002; Neto, 2017 and Zhou *et al.*, 2016). On this research, it is this perspective that will be taken into consideration under the designation of Presenteeism as the productivity despite sickness.

Indeed, one cannot mention Presenteeism without mentioning productivity. As a matter of fact, employees who feel ill and still go to work might show lack of performance and productivity (Gosselin *et al.*, 2013 and Koopman *et al.*, 2002). In the beginnings of the concept, Presenteeism was viewed as the opposite of absenteeism - not showing up for

scheduled work (Harrison & Martocchio, 1998; Johns, 1997, 2008, 2009 as cited in Johns, 2010) – and viewed as a synonymous for a good performance, as a positive indicator to enhance the commitment from workers or as an organisational citizenship behaviour (Johns, 2010 and Demerouti, *et al.*, 2009). It is from this perspective that Presenteeism has become attractive to organisations since they start to realize that it implies more costs than they would imagine. According to Hemp (2004), Presenteeism represents a silent but significant decrease on individual productivity (by one-third or more) and it will bring more costs for companies than absenteeism does.

Viewed as a growing organisational problem (Deery *et al.*, 2014) and in order to better understand this phenomenon, many researchers have pointed out the causes and consequences of Presenteeism. Starting with Presenteeism's causes, we can divide them into labour demands and personal demands. Regarding the first one, some organisational aspects that increase Presenteeism can be insufficient work resources, time pressure, long-working hours and/or weeks, not being promoted, irreplaceability (inability or fear of being replaced), job insecurity, lack of support from the supervisor (see 1.4) or colleagues and the workplace environment. As for individual causes there are financial issues, stress, lack of individual boundaries, personality traits, teamwork and over commitment (Aronsson *et al.*, 2000; Bierla *et al.*, 2012; Collins *et al.*, 2012; Cooper *et al.*, 2013; Ferraz *et al.*, 2016; Gosselin, 2013 and Johns, 2010).

Besides the mentioned factors, Cooper *et al.*, 2013 also refer that employees who suffer from exhaustion and depression have lack of productivity (see 1.2). As far as Presenteeism and its negative consequences are concerned, it has been studied that individuals while experiencing Presenteeism are getting more stressful and unsatisfying at work. Another important aspect is when people demonstrate long periods of Presenteeism, it can lead to more serious health problems, with implications on the individual's performance at work. In sum, Presenteeism has a huge impact in individuals' quality of life and health by having productivity losses inside the company and which consequently brings massive costs to the companies (Aronsson *et al.*, 2000; Cooper *et al.*, 2013; Deery *et al.*, 2014; Hemp, 2004 and Yıldız *et al.*, 2015).

In the next topics, the correlation between two causes will be analysed, such as Perceived Leadership Moral Disengagement (see 1.4) and Emotional Exhaustion (see 1.2) with productivity despite sickness.

1.7. The relationship between Perceived Leadership Moral Disengagement and Productivity Despite Sickness

In situations where subordinates perceived moral disengagement from their leaders (see 1.4), there is a threat to the employees' health and the organisation's productivity. (Wen, 2013). Sales industry, such as the retail sector, implies a strong relationship between front-line employees and customers in order to deliver high standards of quality service, for this reason, employees are under a constant pressure owing to the demands of the interactions (Wen, 2013 and Tay, *et al.*, 2016). Due to the lack of understanding, supervisors tend to put pressure on employees at work in order to control their emotions, for example, supervisors ask employees to always put a smile on their faces, even in the days when they feel ill (Schiopu, 2015). This inevitably leads to employees feeling pressure at work, with health implications, and this, in its turn, will result in low levels of performance and productivity in the workplace (Cooper, 2013, Hemp, 2004 and Demerouti, *et al.*, 2009).

In line with the definitions of Presenteeism introduced in the topic 1.6, the concept can also be defined "in terms of lost productivity that occurs when employees come to work ill and perform below par because of that illness" (Cooper *et al.*, 2008). It seems that a link between Leadership Moral Disengagement and productivity despite sickness can be established. Aronsson *et al.*, (2000) state that employees that are being constantly pressured at work observe some changes on their physical and psychological behaviour. On the other hand, individuals that have to go to work despite sickness perform loss of productivity.

According to several studies (Yang *et al.*, 2010 and Zhou *et al.*, 2016), the supervisors' support in employees' productivity is very important. As seen in the previous topics, Social Exchange theory in the workplace suggests that a positive behaviour from supervisors to their employees contributes to an exchange high-quality relationship if employees contribute in a positive and beneficial way to supervisors (Knippenberg *et al.*, 2007 and Settoon *et al.*, 1996). It is a trade supervisor-employee relationship built on effort and loyalty between both parts (Knippenberg *et al.*, 2007).

Considering another aspect of Leadership Moral Disengagement, when employees go to work while ill, they expect to have supervisors that they can trust and that support them. As also mentioned, supervisors need to show some consideration and acceptance for employees' needs and feelings (Zhou *et al.*, 2016). When leaders motivate and support their employees, there is an increase in their employees' focus and productivity in the workplace.

In this sense, when there is a negative example, or when there is an unethical behaviour from supervisors (Leadership Moral Disengagement), it is expected that employees have lack of productivity despite sickness. Hence, the following hypothesis 5 will be tested:

Hypothesis 5: At the day level, Leadership Moral Disengagement is negatively related to Productivity despite sickness.

1.8. The relationship between Emotional Exhaustion and Productivity Despite Sickness

As mentioned previously (see 1.6), most of the studies regarding the relationship between Presenteeism and Burnout have been done in other sectors than in commercial areas (Ferreira *et al.*, 2012). Therefore, in order to contribute to literature in this specific research, it is the purpose of this study to see to what extent Emotional Exhaustion can have a negative relation with losses of productivity associated with health problems in the retail sector.

When dealing with customers, employees seem to invest high levels of emotions, forcing them to permanently apply new strategies to deal with the demands of their work. This will inevitably lead to daily fluctuations of Burnout (Maslach *et al.*, 1988). Consequently, those individuals in the retail sector will decrease their job's performance in the workplace. To corroborate this idea, the article of Karatepe *et al.*, 2006, reports to high levels of Emotional Exhaustion with a significant negative effect on front-line employees' job performance.

There are several studies that have settled the correlation between Burnout and Presenteeism (Ferreira *et al.*, 2012 and Neto *et al.*, 2017). However, there is a lack of longitudinal relationships between these two variables in the retail sector. Therefore, the proposal of the study of this relationship in a longitudinal way, Hypothesis 6, is relevant:

Hypothesis 6: At the day level, Emotional Exhaustion is negatively related with Productivity Despite Sickness

2. Model and Hypotheses

2.1. Model of Study 1:

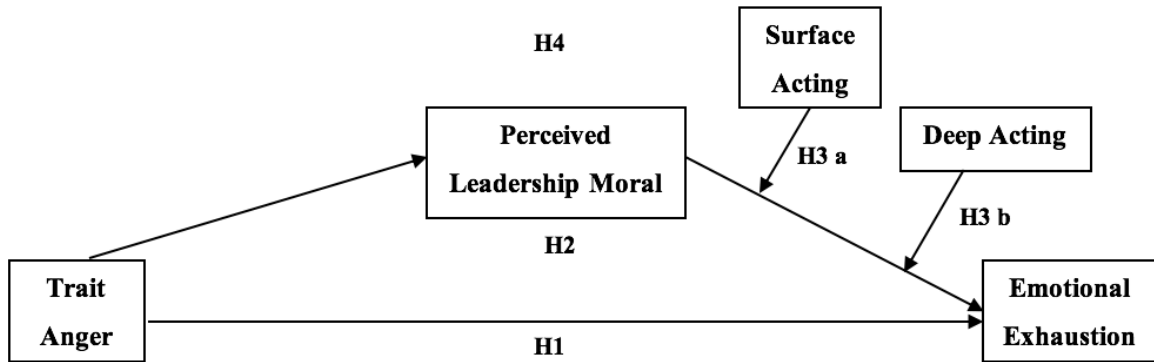


Figure 1. Proposed Conceptual Model 1

(Proposed moderated mediation model. The effect of Trait Anger on Emotional Exhaustion through Perceived Leadership Moral Disengagement differs according to different levels of Self-Regulation – Surface and Deep Acting)

- **Hypothesis 1:** Trait Anger is positively related to Emotional Exhaustion.
- **Hypothesis 2:** Leadership Moral Disengagement mediates the relationship between Trait Anger and Emotional Exhaustion.
- **Hypothesis 3a:** The positive relationship between Leadership Moral Disengagement and Emotional Exhaustion is moderated by Surface Acting, such that the relationship is stronger when Surface Acting is higher.
- **Hypothesis 3b:** Deep Acting moderates the positive relationship between Leadership Moral Disengagement and Emotional Exhaustion, which means that the relationship is stronger when Deep Acting is higher.
- **Hypothesis 4a:** The indirect effect of Trait Anger on Emotional Exhaustion through Leadership Moral Disengagement is stronger when Surface Acting is higher.
- **Hypothesis 4b:** The extent to which Leadership Moral Disengagement for the relationship between Trait Anger and Emotional Exhaustion is expected to be conditional upon levels of Deep Acting.

2.2. Model of Study 2:

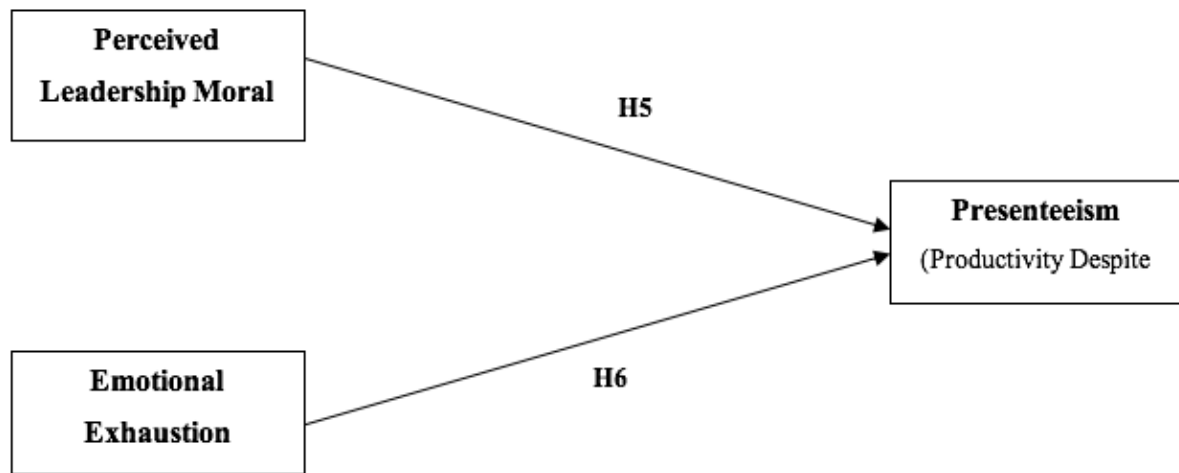


Figure 2. Proposed Conceptual Model 2

(Proposed direct effect model of 2 independent variables. Perceived Leadership Moral Disengagement and Emotional Exhaustion affects directly Presenteeism (Productivity Despite Sickness)).

- **Hypothesis 5:** At the day level, perceived Leadership Moral Disengagement is negatively related to Productivity Despite Sickness
- **Hypothesis 6:** At the day level, Emotional Exhaustion is negatively related with Productivity Despite Sickness

3. Methodological Approach

3.1. Procedure and Sample

The questionnaires were applied in a retail company with more than 30 years of business activity with a continuous expanding growth turnover and expansion all over the world. The questionnaire was sent from the Portuguese Headquarters to all employees performing different positions inside the company. In this retail company, we can divide employees that work in the office and those who work in the stores that have direct contact with customers everyday.

The use of Daily Studies in the work and organizational research has been increasing in the last few years, not only in the areas of health and stress but also in areas like emotions at work. This daily study's main goal is to collect data at the daily level in order to study certain features, such as job attitudes, personality or work characteristics (Ohly, S. *et al.*, 2010).

Once, 5-day questionnaires were applied where the purpose was to analyse the same person in a workweek from Monday to Friday, employees had to answer the questionnaire once a day from Monday, day 5 of February to Friday, day 9 of February. The surveys were sent in the middle of their working day in order to give answers regarding that day.

Before sending questionnaires, a meeting was scheduled with the HR director where the purpose of the study was explained. After the approval of the study inside the organisation, an email was sent the week before the questionnaire was launched and aimed to explain the purpose of this daily study. To encourage the employees, a price was raffled to an employee that answered all 5 day-questionnaires.

The 5 online day-questionnaires were developed on *Qualtrics* with valid-scales, as we will be able to see below. Some scales were translated into Portuguese and were adapted to employees in the office (colleagues) and stores (customers).

The first questionnaire assesses the social-cultural aspects (age, gender, seniority, leadership role and children), Perceived Leadership Moral Disengagement and Emotional Exhaustion. The second, third and fourth day concerned the same questions, such as Deep and Surface Acting, Emotional Exhaustion and Health-related lost productivity time. In the last day, the appraised variables were the same ones that were in day 2,3 and 4 plus the variable Trait Anger.

Accordingly, Emotional Exhaustion, Deep and Surface Acting and Productivity Despite Sickness are the day-level variables and the person-level variables are the following: Perceived Leadership Moral Disengagement and Trait Anger.

Prior to data extraction from *Qualtrics* to SPSS, to each subject was given a code to keep their confidentiality intact.

The total sample was 312 employees that answer at least one day of the 5 daily questionnaires. As expected, there were some dropouts during these 5 days (Ohly, S. *et al.*, 2010). On day 1 there was a sample of 270 employees, 162 on day 2, 146 on day 3, 136 on day 4 and 136 on day 5.

Since only the questionnaire of day 1 had sociodemographic questions, the analysis of this variable was made with a sample of 248 employees due to the fact that there were some people that did not finish the questionnaire of day 1, as we can see in the next paragraph.

Their ages range between 17 and 50 years old, with average age tenure of 27.42 years old (SD = 5.3). Employees in this retail company are mostly female with 94.4% and the majority of the employees do not have a leadership role inside the company (71%). Only 29% of the employees have a leadership role inside the company. The seniority was divided in 5 groups, where employees who have been working less than 3 months (36 – 14.5%), between 3 and 12 months (32 – 12.9%), between 1 to 2 years (50 – 20.2%), between 2 to 4 years (42 – 16.9%) and lastly, more than 4 years (88 – 35.5%).

3.1.1. Study 1

The sample for study 1 is 119 employees because 5 answer days of survey were aggregated into 1 subject and all the missing values were excluded. Since there are variables that were only studied 1 day, we can notice a lack of answers. The total sample was 312 employees, so the sample used for study 1 was 38% of employees from the total sample that answered the variables such as Anger Trait (Day 5), Perceived Leadership Moral Disengagement (Day 1), Surface and Deep Acting (daily question) and Emotional Exhaustion (daily question).

3.1.2. Study 2

To be part of this longitudinal study, the final sample is composed by employees who answered at least three of the five days of the questionnaires and missing values were excluded.

The variables that took part of this daily level survey were the following: Productivity Despite Sickness (Presenteeism) was studied in the last 4 days; Emotional Exhaustion in all the 5 days and Perceived Leadership Moral Disengagement in day 1 of questionnaire. Therefore, we can consider a final sample of 84 employees that included a total of 253 daily responses, with a mean of 3.01 days, which is the average of daily studies (Ohly *et al.*, 2010).

3.2. Instruments

3.2.1. Trait Anger

The Trait Anger scale that was used is Factor Structure of the State-Trait Anger Expression Inventory (STAXI) from Forgays *et al.*, 1997. This subscale is composed by 10 items, for example: “I get angry when I’m slowed down by others’ mistakes.”; “I feel annoyed when I am not given recognition for doing good work.” and “I feel infuriated when I do a good job and get a poor evaluation.”.

The items were measured in a *likert* scale of 1 to 4, being 1 – “Almost never to 4 – “Almost Always”. The Cronbach’s alpha is 0.746.

3.2.2. Burnout (Emotional Exhaustion)

This scale is composed by 7 items (Kristensen *et al.*, 2005) and uses a 5-point *likert* scale from 1 – “Never” to 5 – “Always”.

Some of the items that were used to measure Burnout are the following: “Do you feel worn out at the end of the day?”; “Are you exhausted in the morning at the thought of another day at work?”; “Do you have enough energy for family and friends during leisure time?”; “Is your work emotionally exhausting?”; “Do you feel burn-out because of your work?”. Item 4

was reversed, as the ‘Copenhagen Psychosocial Questionnaire (COPSOQ) mentioned. The range of coefficient alpha is between 0.674 to 0.807.

3.2.3. Perceived Leadership Moral Disengagement

Perceived Leadership Moral Disengagement was measured in 8 items of the Propensity to Morally Disengage Scale (Moore *et al.*, 2012), which are the following: “It is okay to spread rumours to defend those you care about”; “People shouldn’t be held accountable for doing questionable things when they were just doing what an authority figure told them to do”; “People can’t be blamed for doing things that are technically wrong when all their friends are doing it too”; “Taking personal credit for ideas that were not your own is no big deal.”; “Some people have to be treated roughly because they lack feelings that can be hurt.”; “People who get mistreated have usually done something to bring it on themselves”. Items were translated by Cordeiro *et al.* (2018) and adapted regarding the supervisor’s behaviour.

The response options were from 1 – “Strongly disagree” to 7- “Strongly Agree”. The Cronbach’s alpha is 0.775.

3.2.4. Self-Regulation (Deep and Surface Acting)

To assess the mediator variable, a scale from ‘The Dimensionality and Antecedents of Emotional Labour Strategies’ developed by Diefendorff *et al.*, 2005 was used, with 11 items as they are divided in deep acting (4 items) and surface acting (7 items). Responses options were from 1 – “Totally disagree” to 5 – “Totally agree”. Items were translated by Nunes *et al.*, 2015 and adapted regarding office and store employees.

Some of the Surface Acting items are the following: “I just pretend to have the emotions I need to display for my job.”; “I put on a “mask” in order to display the emotions I need for the job.”; “I show feelings to customers that are different from what I feel inside.”; “I fake the emotions I show when dealing with customers.”. The Cronbach’s alpha is 0.931.

Items from Deep Acting are for example: “I try to actually experience the emotions that I must show to customers.”; “I make an effort to actually feel the emotions that I need to display toward others.”; “I work at developing the feelings inside of me that I need to show to

customers.”. The Deep Acting Cronbach’s alpha is 0.900 and the Self-Regulation (Surface and Deep Acting) coefficient alpha is between 0.899 to 0.966.

3.2.5. Presenteeism (HLPT)

To measure Presenteeism - health-related lost productive time - it was used the HLPT scale (Weiherl, 2007 and Pohling *et al.*, 2015) with 8 items with 11-point *likert* scale of 1 – “0% Strongly disagree” to 11 – “100% Strongly Agree”.

The 8 items to assess performance limitation that uses several components of health-related restrictions at the workplace are the following: “Concentration”, “Vitality”, “Need for recreation”, “Teamwork”, “Motivation”, “Load-bearing capacity”, “Quantity of work” and “Quality of work” (Pohling *et al.*, 2016). All items apart item 3 of “Need for recreation” were reversed.

The range of Cronbach’s alpha is 0.960 to 0.968.

4. Results

4.1. Study 1

After collecting data, the statistical analysis and hypotheses testing were analysed in the software of IBM SPSS Statistics V. 23. The following analyses, the indirect effect of Trait Anger on Emotional Exhaustion, the mediation (model 4) and the moderated mediation effect (model 14) were analysed with Process macro for SPSS as developed by Hayes (Hayes, 2013).

On table 1 it is shown the number of subjects (N), mean, standard deviation and correlations between 6 variables (Trait Anger, Emotional Exhaustion, Moral Disengagement, Surface Acting, Deep Acting and Productivity Despite Sickness).

Trait Anger has a mean of 1.63 (SD = 0.38), which means in a *likert* scale of 1 to 4 that Trait Anger personality stands below the average.

Emotional Exhaustion (Burnout) points to some level of burnout among the employees with a mean of 2.44 (SD = 0.69).

Regarding Perceived Leadership Moral Disengagement, it has a mean of 2.34 (SD = 1.03), which indicates low levels of Moral Disengagement. In other words, we can conclude that employees seem to have good impressions of their leaders.

Likewise, Emotional Exhaustion, Surface and Deep Acting have a mean of 2.48 (SD=0.88), 2.90 (SD=0.91), respectively, which indicates low and average levels from this behaviour of Deep and Surface Acting.

To the purpose of studying H1, the correlation matrix was calculated to analyse Pearson's coefficient (r) and the correspondent p-value between variables of study 1.

As we can see in table 1, there is a positive correlation between Trait Anger and Emotional Exhaustion ($r = 0.381, p < 0.01$) meaning that when there is individual Trait Anger Emotional Exhaustion increases.

There is also a positive correlation between Trait Anger and Moral Disengagement ($r = 0.243, p < 0.01$) and Moral Disengagement between Emotional Exhaustion ($r = 0.353, p < 0.01$).

Table 1. Mean (M), Standard Deviation (SD) and Intercorrelations Among Variables

Control Variables	N	Mean	Std. Deviation	Correlations				
				1.	2.	3.	4.	5.
1. Trait Anger	133	1.62	0.38	<i>(0.75)</i>				
2. Emotional Exhaustion	293	2.44	0.69	0.35**	<i>(0.89)</i>			
3. Moral Disengagement	270	2.34	1.03	0.24**	0.35**	<i>(0.78)</i>		
4. Surface Acting	305	2.48	0.88	0.30**	0.41**	0.26**	<i>(0.93)</i>	
5. Deep Acting	305	2.90	0.92	0.25**	0.28**	0.23**	0.71**	<i>(0.90)</i>

Notes: The Internal Consistency Reliabilities (Cronbach's Alphas) are in bold italic and on the diagonal parentheses

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

The mediation model was studied and H2 were analysed in model 4 of SPSS macro process as recommended by Hayes (Hayes, 2013). Therefore, in table 2 the results of mediation effect are presented.

The direct effect of Trait Anger on Emotional Exhaustion (Path c) was significant [$F_{(1, 117)} = 17.638, p < 0.001, R^2 = 0.131$]. Therefore, hypothesis 1 – Trait Anger is positively related to Emotional Exhaustion - is confirmed.

The full model with Perceived Leadership Moral Disengagement was examined as a mediator between Trait Anger and Emotional Exhaustion and it was significant [$F_{(2, 116)} = 17.064, p < 0.001, R^2 = 0.227$] – path c'. Results revealed the significant effects of the Trait Anger on Leadership Moral Disengagement – path a – ($b = 0.675, SE = 0.249, p < 0.01, 95\% CI 0.183$ to 1.168) and on the Perceived Leadership Moral Disengagement on Emotional Exhaustion – path b - ($b = 0.216, SE = 0.057, t_{(116)} = 3.803, p < 0.001, 95\% CI 0.103$ to 0.328).

The direct effect (path c') of the Trait Anger on Emotional Exhaustion after accounting for Perceived Leadership Moral Disengagement remained significant ($t_{(116)} = 3.376, p < 0.01, 95\% CI 0.219$ to 0.842). Although path c' remained significant, there was a significant indirect effect of Trait Anger on Emotional Exhaustion through Leadership Moral Disengagement by the boot-strapped 95% CI of the indirect effect ($b = 0.146, SE = 0.071, 95\% CI 0.028$ to 0.308). Since the CI for path a * path b does not include zero, then the mediation has occurred. These results suggested a partial mediation between Trait Anger and

Emotional Exhaustion through Perceived Leadership Moral Disengagement, consistent with Hypothesis 2.

Table 2. Mediation Model Results

Mediation	b	SE	t	P	CI (Lower)	CI (Upper)
X1 → M (a)	0.675	0.249	2.714	0.008	0.183	1.168
M → Y (b)	0.216	0.057	3.803	0.000	0.103	0.328
X1 → Y (c)	0.676	0.161	4.200	0.000	0.357	0.995
X1 → Y (c')	0.531	0.157	3.376	0.001	0.219	0.842
X1 → M → Y (a1*b1)	0.146	0.071			0.028	0.308

N=119; exclude all missing values; model 4 of process macro Spss by Hayes

On top of the scale, the moderated mediation model was studied and H3a, H3b, H4a and H4b were analysed in model 14 of SPSS macro process as recommended by Hayes (Hayes, 2013). Therefore, in table 3 and table 4, the results of moderated mediation effect are presented.

The following variables Surface and Deep Acting were examined as a simple moderator of the relationship between Perceived Leadership Moral Disengagement and Emotional Exhaustion. As explained before, this mediation increases with the moderator variable. Therefore, with model 14 of Process by Hayes (Hayes, 2013), we can analyse, on one hand, the moderation by Surface acting is significant ($b = 0.117$, $SE = 0.049$, 95% IC 0.019 to 0.215) and, on the other hand, Deep Acting does not moderate the relationship between Perceived Leadership Moral Disengagement and Emotional Exhaustion ($b = 0.097$, $SE = 0.053$, 95% CI -0.009 to 0.202) Hence, hypothesis 3a is confirmed and hypothesis 3b is not confirmed.

As referred in table 3, Hypothesis 4a – whether the indirect effect of Trait Anger on Emotional Exhaustion through Perceived Leadership Moral Disengagement was conditional upon levels of Surface Acting - was tested.

The moderated mediation model was significant [$F_{(4, 114)} = 20.51$, $p < 0.001$, $R^2 = 0.42$]. The direct effect of Trait Anger on Emotional Exhaustion (path c') after Perceived Leadership

Moral Disengagement, Surface Acting and the interaction between Moral Disengagement and Surface Acting remained significant ($t_{(114)} = 2.52, p < 0.05 - p = 0.013$).

There was a conditional indirect effect of Trait Anger on Emotional Exhaustion through Perceived Leadership Moral Disengagement despite Surface Acting, with the indirect effect significant at high levels ($b = 0.151, SE = 0.071, 95\% CI 0.034$ to 0.309).

Thereafter, low and medium levels of Surface Acting are not significant in the indirect effect model ($b = 0.004, SE = 0.056, 95\% CI - 0.112$ to $0.122, b = 0.077, SE = 0.052, 95\% CI - 0.001$ to 0.198 , respectively).

Given that, the index value of moderated mediation is significant when testing the difference between conditional indirect effects ($b = 0.079, SE = 0.041, 95\% CI 0.013$ to 0.168).

For this reason, the effect of moderated mediation with Surface Acting is significant, which means Hypothesis 4a is corroborated.

Table 3. Moderated Mediation Model Results (Surface Acting)

Moderated Mediation	b	SE	t	P	CI (Lower)	CI (Upper)
X1 → M (a)	0.675	0.249	2.715	0.008	0.183	1.168
M → Y (b)	0.114	0.053	2.169	0.032	0.010	0.219
X1 → Y (c')	0.358	0.142	2.520	0.013	0.077	0.639
W → Y	0.341	0.061	5.629	0.000	0.221	0.461
M * W → Y	0.117	0.049	2.374	0.019	0.019	0.215
Conditional effect for LOW Surface Acting	0.004	0.056			-0.112	0.122
Conditional effect for MEDIUM Surface Acting	0.077	0.052			-0.001	0.198
Conditional effect for HIGH Surface Acting	0.151	0.071			0.034	0.309
INDEX of Moderated Mediation	0.079	0.041			0.013	0.168

N=119; exclude all missing values; model 14 of process macro Spss by Hayes

As we can see, in table 4 it is expected the indirect relationship between Trait Anger and Emotional Exhaustion through Perceived Leadership Moral Disengagement to be conditioned upon levels of Deep Acting (H4b).

The overall model is significant [$F_{(4, 114)} = 13.147, p < 0.001, R^2 = 0.316$]. The direct effect of Trait Anger on Emotional Exhaustion (Path c') is significant with $t_{(114)} = 2.909, p < 0.01$.

Regarding the conditional indirect effect of the relationship between Trait Anger and Emotional Exhaustion through Moral Disengagement, it is significant at different levels of Deep Acting, such as moderate levels and high levels. The conditional effect for average Deep Acting levels is $b = 0.108, SE = 0.061, 95\% CI 0.015$ to 0.246 and the high Deep Acting levels are $b = 0.171, SE = 0.085, 95\% CI 0.034$ to 0.363 . On the other hand, there are no significance in the indirect effect of Low Deep Acting levels which are $b = 0.045, SE = 0.060, 95\% CI -0.057$ to 0.181 .

This means that Perceived Leadership Moral Disengagement mediates the relationship between Trait Anger and Emotional Exhaustion but only for moderate to high levels of deep acting.

The index value of the moderated mediation effect tests the difference between conditional indirect effects, which is not significant, as we can see $b = 0.065, SE = 0.043, 95\% CI -0.004$ to 0.161 .

To conclude, Hypothesis 4b is not corroborated, which means the effect of moderated mediation is not significant for Deep Acting.

Table 4. Moderated Mediation Model Results (Deep Acting)

Moderated Mediation	b	SE	t	P	CI (Lower)	CI (Upper)
X1 → M (a)	0.675	0.249	2.715	0.008	0.183	1.168
M → Y (b)	0.160	0.056	2.856	0.005	0.049	1.270
X1 → Y (c')	0.442	0.152	2.909	0.004	0.141	0.743
W → Y	0.214	0.063	3.434	0.001	0.091	0.338
M * W → Y	0.097	0.053	1.807	0.074	-0.009	0.202
Conditional effect for LOW Deep Acting	0.045	0.060			-0.057	0.181
Conditional effect for MEDIUM Deep Acting	0.108	0.061			0.015	0.246
Conditional effect for HIGH Deep Acting	0.171	0.085			0.034	0.363
INDEX of Moderated Mediation	0.065	0.043			-0.004	0.161

N=119; exclude all missing values; model 14 of process macro Spss by Hayes

Moreover, figure 3 shows the influence of Perceived Leadership Moral Disengagement on Emotional Exhaustion for different levels of Surface Acting. As we can see, high levels of Surface Acting lead to high levels of Perceived Leadership Moral Disengagement and high levels of Emotional Exhaustion, which means that high levels of Surface Acting moderate the relationship between Perceived Leadership Moral Disengagement and Emotional Exhaustion.

On the other hand, the relationship between Perceived Leadership Moral Disengagement and Emotional Exhaustion is only moderated in average and high levels of Deep Acting. As we can see, for people with high levels of Deep Acting, Perceived Leadership Moral Disengagement and Emotional Exhaustion increase. However, similar pattern is seen for people with average levels of Deep Acting, though the effect is not nearly as strong as with high levels. This suggests that Moral Disengagement mediates the relationship between Trait Anger and Emotional Exhaustion for those who display moderate to high and medium levels of Deep Acting, as figure 4 shows.

Figure 3. Interaction between Perceived Leadership Moral Disengagement on Emotional Exhaustion for different levels of Surface Acting

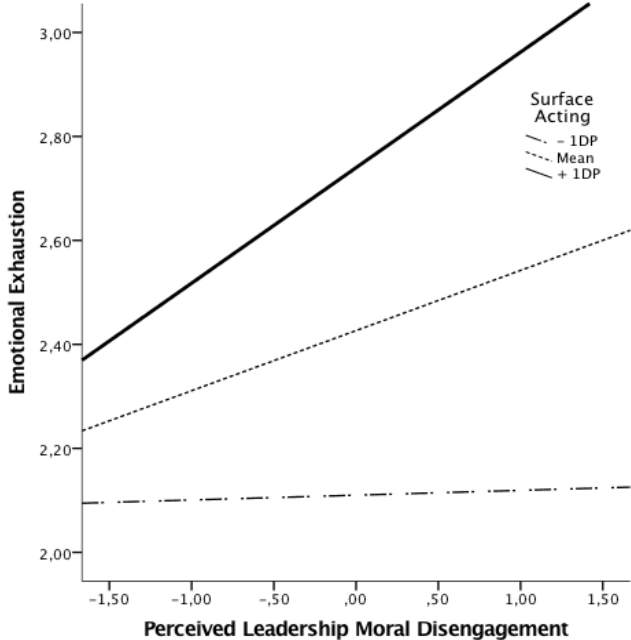
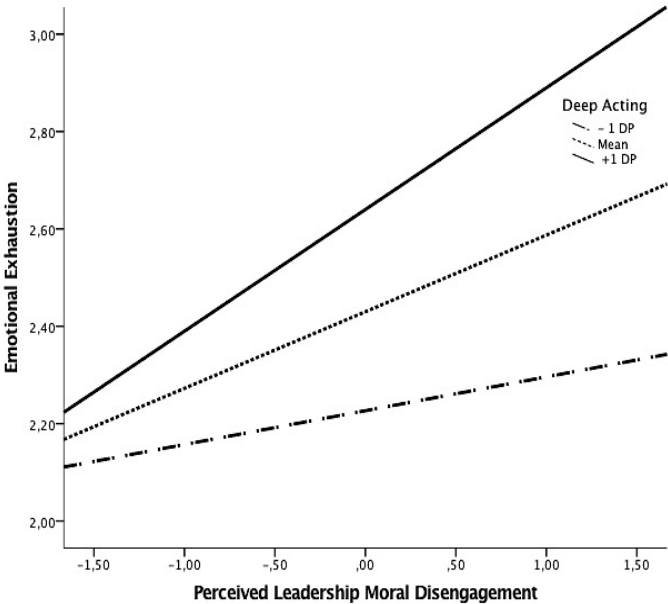


Figure 4. Interaction between Perceived Leadership Moral Disengagement on Emotional Exhaustion for different levels of Deep Acting



4.2. Study 2

On table 5 it is shown the number of subjects (N), mean, standard deviation and correlations between Emotional Exhaustion, Perceived Leadership Moral Disengagement and Productivity Despite Sickness.

Presenteeism – Productivity Despite Sickness - has a mean of 3.74 (SD = 0.93), which points to low values of Productivity.

Furthermore, the relationship of Perceived Leadership Moral Disengagement and Productivity Despite Sickness has a negative correlation ($r = -0.169$) that may not be significant because Perceived Leadership Moral Disengagement is on level 2 and Productivity Despite Sickness is on level 1 however, one predicts the other ($p = 0.079 < 0.1$).

As hypothesis 5, hypothesis 6 has a negative correlation between Emotional Exhaustion and Productivity Despite Sickness ($r = -0.488$, $p < 0.01$) meaning that when Emotional Exhaustion occur, Productivity decreases.

Table 5. Mean (M), Standard Deviation (SD) and Intercorrelation among variables

Variable	Mean	Std. Deviation	Correlations		
			1.	2.	3.
Day-level (N = 253)					
1. Emotional Exhaustion	2.44	0.69	<i>(0.89)</i>		
2. Presenteeism (Productivity Despite Sickness)	3.74	0.93	-0.488**	<i>(0.82)</i>	
Person Level (N = 84)					
3. Moral Disengagement	2.34	1.03	0.353**	-0.169	<i>(0.78)</i>

Notes: The Internal Consistency Reliabilities (Cronbach's Alphas) are in bold italic and on the diagonal parentheses

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

As referred before, the longitudinal study has a duration of 5 days, which means that there is a person and day level. For that reason, Hierarchical Linear Modelling (HLM 7.0 Software) was used to test the hypothesis 5 and 6 – table 6.

Hypothesis 5 suggested that Perceived Leadership Moral Disengagement is negatively related to Productivity Despite Sickness, which results support this proposition ($b = -0.18$, $p <$

0.05). In order to test hypothesis 6, Emotional Exhaustion is negatively related to Productivity Despite Sickness ($b = -0.31, p < 0.10$).

Therefore, Hypothesis 5 and 6 are confirmed, as expected.

The intraclass correlation coefficient (ICC) is a descriptive statistic that represents the percent of the total variance in the person-level. The ICC of level 1 was 0.766. This suggests that 76,6% of the variance is estimated to be at level-2 (person-level - L2). and 23,04% of the variance is due to the day-level (L1).

Regarding Pseudo R2, it explains the variation from model 1 (H5) to model 2 (H6) comparing to the null model. As seen in table 6, the pseudo R2 of model 1 (0.32) to pseudo R2 of model 2 (0.766) has a predictive capacity comparing to the null model.

Table 6. Multilevel Modelling Analysis Predicting Presenteeism (Productivity Despite Sickness)

Outcomes	Null Model	Model 1	Model 2
Intercept	3.75**(.10)	3.74**(.10)	3.75**(.10)
Day-level (N = 253)			
BURN			-0.31 (0.16)
Person-level (N = 84)			
MD		-0.18* (0.09)	
Variance Component			
L1 (within person variance)	0.22	0.22	0.22
L2 (between person variance)	0.72	0.69	---
Additional Information			
ICC	0.766	-	-
Deviance	529.69	526.68	526.18
Number of estimated parameters	2	2	4
<i>Pseudo R2</i>	0	0.032	0.766

Note: † $p < 0.10$; * $p < 0.05$; ** $p < 0.001$; BURN = Burnout; MD = Moral Disengagement; L1 N = 253; L2 N = 84

5. Discussion

5.1. Literature Implications

The purpose of study 1 was to enhance the relationship between Trait Anger, Perceived Leadership Moral Disengagement and Surface and Deep Acting in Emotional Exhaustion, testing a moderated mediation model in which the association between Trait Anger and Emotional Exhaustion is accounted for by Leadership Moral Disengagement and conditional upon levels of Surface and Deep Acting.

The results presented positive correlations between Trait Anger, Emotional Exhaustion, Perceived Leadership Moral Disengagement and Surface and Deep Acting. It was possible to verify strong and significant correlations between every variable, what assures the validity of the scales that were used to measure them. We strongly believe that the present study contributed to extend the literature on emotions in the workplace, on the relationship between supervisors and subordinates and on Emotional Exhaustion.

Firstly, our findings support that Trait Anger is positively related to Emotional Exhaustion, as we can see by the positive correlations between them ($r = 0.381, p < 0.01$). This significant correlation [$F_{(1, 117)} = 17.638, p < 0.001, R^2 = 0.131$] came to prove that Trait Anger influences Emotional Exhaustion. Furthermore, we can prove Hypothesis 1, as researches have studied that individual traits influence the development of Burnout (Emotional Exhaustion), characterized by being stressed and exhausted. As COR theory explains, when individuals with Trait Anger personality have lack of resources, they feel more stressed, exhausted and frustrated (Goodman *et al.*, 2018; Hobfoll, 1989; Hobfoll *et al.*, 1993 and Hobfoll *et al.*, 2018).

Although this research has tested the relationship between Trait Anger and Emotional Exhaustion in the workplace, it is also crucial to study what can mediate and moderate this relationship. Consistent with our expectations, the Perceived Leadership Moral Disengagement partially mediates the relationship between Trait Anger and Emotional Exhaustion, as we can see by the significant indirect effect ($b = 0.146, SE = 0.071, 95\% CI 0.028$ to 0.308). As the theories mentioned in the previous topics, when an individual at the workplace has to deal with morally disengaged supervisor, the social exchanges – as stated in the Social Exchange theory - between them are affected, which will result into Emotional

Exhaustion, hence hypothesis 2 is proved (Bonner *et al.*, 2014; Cook *et al.*, 2003 and Knippenberg *et al.*, 2007).

Regarding the moderation effect, it was proved that Surface Acting does impact the relationship of Perceived Leadership Moral Disengagement and Emotional Exhaustion. As theories states, Surface Acting is associated with Job Burnout (Grandey, 2003 and Murtini, 2016), more specifically, in the retail industry, when employees are being pressured by their supervisors, it has an impact on individuals' feelings and behaviours, such as feeling stressed and exhausted (Cho *et al.*, 2013). On the contrary, statistical analyses showed that the moderation of Deep Acting on Leadership Moral Disengagement and Emotional Exhaustion is not significant. Deep Acting is often associated with positive outcomes and Emotional Exhaustion is not part of them (Grandey, 2003). Emotional Exhaustion does not appear when it is associated with Deep Acting because according to Hochschild (1983), Deep Acting creates satisfaction in the quality of the services provided. Therefore, Hypothesis 3a is confirmed and Hypothesis 3b is not.

Another innovation of the present study is the moderated mediation model as analysed in SPSS Process, with model 14 by Hayes (Hayes, 2013). Thus, it was proved that a moderated mediation exists when the extent to which Leadership Moral Disengagement for the relationship between Trait Anger and Emotional Exhaustion is conditional upon levels of Surface Acting but not for Deep Acting.

As analysed in hypothesis 4a, the indirect effect of Trait Anger on Emotional Exhaustion through Leadership Moral Disengagement is significant when Surface Acting is higher ($b = 0.151$, $SE = 0.071$, 95% CI 0.034 to 0.309). As literature states, employees with personality traits, such as anger, when dealing with supervisors that do not support and that put pressure on them to change or fake their emotions, they feel exhausted and stressed - Emotional Exhaustion (Cho *et al.*, 2013; Grandey, 2003; Hobfoll *et al.*, 1993 and Hobfoll *et al.*, 2018;).

Furthermore, according to some literature, Deep Acting may be related to other dimensions of Burnout (depersonalization and reduced personal accomplishment) besides Emotional Exhaustion, due to the fact that it implies individuals to deal with customers with an authentic expression (changing internal feeling in order to display the corresponding external feeling) with the feeling of accomplishment and receiving in return the positive feedback from the customer (Brotheridge *et al.*, 2002; Grandey, 2003). As expected, the variable of Deep Acting is not related to Emotional Exhaustion, because Deep Acting is associated with positive outcomes (Grandey, 2003). The findings of our model concluded that Hypothesis 4b revealed a non-significant moderated mediation effect ($b = 0.065$, $SE = 0.043$,

95% CI – 0.004 to 0.161), which means that the indirect effect of Trait Anger on Emotional Exhaustion through Leadership Moral Disengagement upon conditional levels of Deep Acting is not significant.

The research findings broadly support our hypotheses on model 1, however, to further continue the studies, it is important to analyse some of these variables in a day-level analysis. It is essential to use longitudinal studies to understand the links between “work environment at one time and individual’s thought and feelings at a later time” (Maslach *et al.*, 2001).

To start with the first relationship of model 2 – hypothesis 5 -, consistent with our expectations, Perceived Leadership Moral Disengagement has a negative correlation with Productivity Despite Sickness, as our results demonstrate $b = -0.18, p < 0.05$. The theory that helps to explain the impact of supervisor support on employee outcomes is Social Exchange theory. Therefore, the positive behaviour from the supervisor, such as supporting their employees while being sick, has impacts on the employees’ behaviour as well. Consequently, when this supervisor-employee relationship is negative, it can result in a decrease of productivity at work (Dick *et al.*, 2007; Settoon *et al.*, 1996; Yang *et al.*, 2010 and Zhou *et al.*, 2016).

On the other hand, hypothesis 6, presents that Emotional Exhaustion has a negative impact on Productivity Despite Sickness, so our statistical findings can confirm that ($b = -0.31, p < 0.10$). As few studies have attempted to discuss that job Burnout is associated with high levels of Productivity Despite Sickness (Ferreira *et al.*, 2012) and, more specifically, that Emotional Exhaustion has a significant negative effect on front line employee’s productivity. Therefore, the theoretical findings support our hypothesis (Karatepe *et al.*, 2006; Neto *et al.*, 2017 and Ferreira *et al.*, 2012; Maslach *et al.*, 1998).

Considering all these findings, they may contribute to support the main theories that have helped to explain the models of this research, such as COR theory and Social Exchange theory, increasing their value as a potential response to the analyses of labour environment problems.

5.2. Managerial Implications

There are several managerial implications regarding the results of the study of Emotions at the workplace. It is very important to develop some management solutions in order to

promote awareness for these topics, therefore, the following solutions are discussed from a human resources management perspective.

The role of researches is to contribute to the progress, in this particular case, the improvement of retail sector. In this sense, our findings may help organisations to focus on the workplace environment and the individuals' needs in order to have a healthy and growing workplace environment (Ashkanasy *et al.*, 2002).

One of the major problems that has been identified at work is Burnout, thus companies need to pay more attention to individuals' behaviours as they play an important role to prevent and reduce burnout (Bakker *et al.*, 2014). Furthermore, our findings suggest that individuals with Trait Anger tend to respond to stressful situations at work more easily and act less productive (Kant *et al.*, 2013). To avoid such consequences, companies must, on one hand, understand what the causes are and, on the other hand, adopt measures that reduce those events with some relaxation moments (Ilie *et al.*, 2012), such as yoga classes for their employees or other measures aiming at reducing stressed behaviours.

In order to avoid Leadership Moral Disengagement in the workplace, companies must have a critical thinking intervention in order to reduce the pressure upon subordinates and unethical behaviours from the supervisors (Moore, 2015). A specific training, including a psychological and interpersonal approach for supervisors in order to make them understand the importance of ethical and engaged behaviour, seems to become essential to improve the relationship with their employees.

Attention should also be paid when employees hide or fake their feelings (Surface and Deep Acting), thus companies must assess the climate of the organization to analyse if their employees are being trapped in a negative emotional, behaviour and depression cycle (Ashkanasy *et al.*, 2002). Furthermore, companies should give emotional intelligence training skills and healthy emotional expression (Ashkanasy *et al.*, 2002). The aim is to invest in positive feelings inside the workplace. The outcomes of this new strategy would be translated into huge changes in work environment and organisation productivity.

Presenteeism is another major problem at work, not only employees while ill have lack of productivity but also companies have major costs with it (Gosselin *et al.*, 2013; Hemp, 2004 and Koopman *et al.*, 2002). First, managers must realise that there is a problem and they must be aware of it (Hemp, 2004), then they must train and create some policies to change their behaviours (Cooper *et al.*, 2008 and Hemp, 2004), for example, to promote well-being and work-life-balance (Lopes *et al.*, 2017), by having flexible schedules; to have constant feedback meetings for them not to feel insecure; to assure that they have supervisors and

colleagues that support them and to create a less stressful environment (Aronsson *et al.*, 2000; Bierla *et al.*, 2012; Collins *et al.*, 2012; Cooper *et al.*, 2013; Gosselin, 2013; Jonhs, 2010 and Ferraz *et al.*, 2016).

In general, companies must create solutions to minimize the consequences of the problems mentioned above, through initiatives that allow to assess the emotional impacts caused by the demands of their job, to create a positive and friendly emotional environment, to create team-buildings in order to increase the relationship between colleagues and supervisors, to ensure that job demands and job resources are well-balanced, to create a program for supervisors of leadership training skills and to promote commitment, trust and support for employees (Ashkanasy *et al.*, 2002; Baptiste, 2008 and Zhou *et al.*, 2016).

In sum, retail industries must be aware on how to manage their employees' emotions because a negative workplace environment can decrease individual and organisational growth (Ashkanasy *et al.*, 2002). Therefore, human resources managers when dealing with these problems must focus on implementing and promote some cultural changes that help to decrease Emotional Exhaustion and, consequently, presenteeism's acts. These changes will be advantageous not only for employees but also for the company in general because it will increase the well-being and health of both and it will have a decrease of costs associated with these problems (Baptiste, 2008).

5.3. Future Research and Limitations

The findings of this study should be interpreted in the light of the following limitations. The first limitation is that study 1 was a cross-sectional self-reported measure, therefore we suggest studying these emotions and consequences in a longitudinal study (Diefendor *et al.*, 2005) because, although present findings are certainly promising, the results did not show the exact nature of the association between Trait Anger, Perceived Leadership Moral Disengagement, Surface and Deep Acting on Emotional Exhaustion. Regarding longitudinal studies, it has been a more regular practice to study emotions at work, however when it comes to productivity despite sickness (presenteeism) there is a lack of day-level studies, therefore it should be more frequently applied in the workplace research (Zhou *et al.*, 2016).

Consequently, a second limitation can be pointed out: because of the fact that the second study was a longitudinal approach, individuals did not complete all five daily questionnaires, therefore the average was three days of answers. (Ohly *et al.*, 2010).

The Third limitation is that some measures are in initial stages, such as Moral Disengagement. This fact will probably have implications for future research, which will be driven to further studies with this important variable for organisations so that the perception of the subordinate regarding his/her leader may be better understood.

Another limitation is that the sample of the study comes only from one company and in a specific sector, therefore for future research we suggest developing this study in different companies with different sectors than retail because these variables can change according to the nature of the job (Ashkanasy *et al.*, 2002; Koopman *et al.*, 2002).

The fifth limitation is the importance for future studies to analyse more personality traits than the big-five factors of personality with Emotional Exhaustion (Bakker *et al.*, 2014; Maslach *et al.*, 2001), in order to enhance the relationship between different emotions at work and its consequences. Furthermore, it can also be considered for future research the study of different emotions, more specifically state emotions, with Emotional Exhaustion (Goetz *et al.*, 2015). In the workplace environment it is also relevant to study Emotional Exhaustion with the relationship between co-workers (Zheng, *et al.*, 2015).

As COR theory helped to explain the model 1, it is significant to study in future researches, the contribution of this theory regarding other different variables (Hobfoll *et al.*, 1993). Moreover, in future research, it will be important to study other variables such as Rumination, Presenteeism as frequency and Work-Family Conflict because they are frequently associated with negative outcomes, as this study focuses on.

6. Conclusion

As the workplace environment faces constant changes and challenges, the present study intended to support the understanding on how emotions can influence employees' productivity. Many questions that occurred in the beginning of this research have found some answers throughout this study that achieved to prove some correlations between some variables: different levels of Surface and Deep acting have a distinct impact on the relationship between supervisor and their employees (Leadership Moral Disengagement) and on Emotional Exhaustion, especially in individuals with Trait Anger; Emotional Exhaustion and Perceived Leadership Moral Disengagement results into Productivity Despite Sickness (Presenteeism).

Our findings in study 1 have specifically revealed that individuals with Trait Anger, when dealing with an unethical leader with the impact of high levels of Surface Acting, become individuals that are frustrated and Emotional Exhausted. Furthermore, the second analysis (Study 2) also showed that when individuals suffer from emotional exhaustion there is the consequence of being less productive at work when associated with health problems. It has also demonstrated that when employees go to work while ill and are being constantly pressured by their supervisors, it leads to a decrease of productivity associated with illness.

The present investigation includes two models that intended to give a contribution to the existing literature of emotions and to the required improvements at work. Once the correlations between variables, such as Trait Anger, Emotional Exhaustion, Perceived Leadership Moral Disengagement, Surface and Deep Acting and Productivity Despite Sickness have been established, it becomes easier to adopt labour policies that might reduce the negative effects that are associated. The role of the human resources departments shows to be crucial in organisations in order to prevent the deterioration of the relationships in the workplace and its consequent loss of productivity, by first identifying the behaviours and its causes, and secondly by acting in conformity to suggest and apply some correcting policies.

Despite all the difficulties the human research experts will have to face, it is expected they take into consideration that, most of the time, negative emotions inevitably lead to negative outcomes, wherever it is. This awareness may be the beginning of improvement.

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Appendix A – Daily Questionnaire

- **First day Questionnaire:**

Caro participante,

Este estudo serve para fins meramente académicos, no âmbito de um trabalho de investigação realizado no Mestrado em Gestão de Recursos Humanos e Consultadoria Organizacional, do ISCTE-IUL.

Neste questionário não existem respostas “certas” nem “erradas”, só queremos saber apenas a sua opinião pessoal.

Este questionário terá uma duração de 5 dias, e pedimos-lhe que responda com maior sinceridade possível. É muito importante que participe neste estudo de segunda a sexta-feira de forma a contribuir para o sucesso desta investigação.

As respostas são anónimas e os dados serão tratados de uma forma totalmente confidencial pelo que não escreva o seu nome em nenhuma parte do questionário.

Por fim, os questionários não vão demorar mais que 5 minutos e, por favor, responda a todas as questões.

Para que todos aqueles que completarem os questionários durante os 5 dias iremos sortear um Voucher de compras da SONAE, no valor de 70€, que poderá utilizar em qualquer uma das lojas do grupo.

Muito obrigada pela sua colaboração!!

1. Por favor, indique o grau de concordância com as afirmações seguintes relacionadas com a sua chefia:

	Discordo Totalmente						Concordo Totalmente
1. O meu líder não se importa que os trabalhadores desenvolvam comportamentos menos corretos, desde que seja em prol de um bem maior (e.g: equipa, empresa, cliente...)	1	2	3	4	5	6	7
2. Para o meu líder, tirar algo sem a sua permissão é considerado aceitável desde que tenha uma boa desculpa.	1	2	3	4	5	6	7
3. O meu líder tolera bem pessoas que , em determinado momento, tenham “puxado pelos seus galões”, uma vez que as pessoas no geral têm tendência para se auto-valorizarem.	1	2	3	4	5	6	7
4. Para o meu líder, as pessoas não devem ser responsabilizadas por fazerem coisas questionáveis quando se limitam a fazer o que lhes foi pedido.	1	2	3	4	5	6	7
5. Para o meu líder, as pessoas quando estão a cumprir ordens não podem ser culpabilizadas por fazerem coisas que são tecnicamente erradas.	1	2	3	4	5	6	7
6. Para o meu líder, tirar proveito pessoal de ideias que pertencem aos outros não tem importância.	1	2	3	4	5	6	7
7. Quando o meu líder verifica que está perante más pessoas, constato que ele não se importa de as maltratar severamente.	1	2	3	4	5	6	7
8. Para o meu líder, pessoas que são maltratadas, geralmente, cometeram algo que justifique esse tratamento.	1	2	3	4	5	6	7

2. Por favor, pense no seu trabalho de atendimento ao cliente:

	Discordo Totalmente				Concordo Totalmente
1. Coloco uma “máscara” para lidar com os clientes de modo adequado.	1	2	3	4	5
3. Tento sentir as emoções que tenho que mostrar aos clientes.	1	2	3	4	5
4. Finjo que sinto as emoções que necessito de mostrar no meu trabalho.	1	2	3	4	5
5. Faço um esforço para sentir as emoções que tenho que mostrar aos outros.	1	2	3	4	5
7. Finjo as emoções que mostro quando atendo os clientes.	1	2	3	4	5
8. Coloco uma “máscara” quando interajo com os clientes.	1	2	3	4	5
10. Coloco uma “máscara” para mostrar as emoções que necessito no meu emprego.	1	2	3	4	5
11. Esforço-me por desenvolver os sentimentos que tenho que mostrar aos clientes.	1	2	3	4	5
12. Esforço-me por sentir as emoções que tenho que mostrar aos clientes.	1	2	3	4	5
13. Mostro aos clientes sentimentos diferentes daqueles que sinto.	1	2	3	4	5
14. Finjo que estou de bom humor quando interajo com os clientes.	1	2	3	4	5

3. Por favor, indique o grau de concordância com as afirmações seguintes relacionadas com o seu dia de trabalho.

	Nunca					Sempre
1. Sente-se esgotado no final do dia de trabalho?	0	1	2	3	4	5
2. Sente-se exausto(a), de manhã, quando pensa em mais um dia de trabalho.	0	1	2	3	4	5
3. Sente que cada hora de trabalho é muito cansativa para si?	0	1	2	3	4	5
4. Tem energia suficiente para a sua família e amigos durante o seu tempo de descanso?	0	1	2	3	4	5
5. O seu trabalho é emocionalmente esgotante?	0	1	2	3	4	5
6. O seu trabalho é frustrante?	0	1	2	3	4	5
7. Sente-se exausto devido ao seu trabalho?	0	1	2	3	4	5

4. De modo a ajudar a análise estatística da minha tese, é importante ter acesso a alguns dados sobre si. Estes dados não serão utilizados para a identificação individual, mas apenas para propósitos deste estudo.

Idade:

Género:

Masculino

Feminino

Outro

Tem um cargo de chefia dentro da empresa?

Sim

Não

Tem filhos? Se sim, quantos?

Sim _____

Não

Há quanto tempo trabalha na empresa?

- Até 3 Meses
- 3 a 12 Meses
- 1 a 2 Anos
- 2 a 4 Anos
- Mais de 4 Anos

- **Second, Third and Fourth day Questionnaire:**

- 1. Por favor, pense no seu trabalho de atendimento ao cliente:**

	Discordo Totalmente				Concordo Totalmente
1. Coloco uma “máscara” para lidar com os clientes de modo adequado.	1	2	3	4	5
3. Tento sentir as emoções que tenho que mostrar aos clientes.	1	2	3	4	5
4. Finjo que sinto as emoções que necessito de mostrar no meu trabalho.	1	2	3	4	5
5. Faço um esforço para sentir as emoções que tenho que mostrar aos outros.	1	2	3	4	5
7. Finjo as emoções que mostro quando atendo os clientes.	1	2	3	4	5
8. Coloco uma “máscara” quando interajo com os clientes.	1	2	3	4	5
10. Coloco uma “máscara” para mostrar as emoções que necessito no meu emprego.	1	2	3	4	5
11. Esforço-me por desenvolver os sentimentos que tenho que mostrar aos clientes.	1	2	3	4	5
12. Esforço-me por sentir as emoções que tenho que mostrar aos clientes.	1	2	3	4	5
13. Mostro aos clientes sentimentos diferentes daqueles que sinto.	1	2	3	4	5
14. Finjo que estou de bom humor quando interajo com os clientes.	1	2	3	4	5

2. Por favor, indique o grau de concordância com as afirmações seguintes relacionadas com o seu dia de trabalho.

	Nunca					Sempre
1. Sente-se esgotado no final do dia de trabalho?	0	1	2	3	4	5
2. Sente-se exausto(a), de manhã, quando pensa em mais um dia de trabalho.	0	1	2	3	4	5
3. Sente que cada hora de trabalho é muito cansativa para si?	0	1	2	3	4	5
4. Tem energia suficiente para a sua família e amigos durante o seu tempo de descanso?	0	1	2	3	4	5
5. O seu trabalho é emocionalmente esgotante?	0	1	2	3	4	5
6. O seu trabalho é frustrante?	0	1	2	3	4	5
7. Sente-se exausto devido ao seu trabalho?	0	1	2	3	4	5

3. Por favor, responda numa escala de 11 pontos (1 - 0% totalmente em desacordo até 11 - 100% totalmente de acordo), até que ponto esses problemas de saúde/queixas que possa ter tido hoje (e.g.: "dores lombares", "problemas cardiovasculares", "constipação", "dores de estômago", "dores de cabeça",...) estão a afetá-lo ou afetaram, hoje, o seu desempenho no trabalho, em termos de:

	1	2	3	4	5	6	7	8	9	10	11
Concentração											
Energia											
Descontração											
Trabalho em Equipa											
Motivação											
Capacidade de Resistir à Pressão											
Quantidade de Trabalho											
Qualidade do Trabalho											

- **Fifth day Questionnaire:**

- 1. Por favor, pense no seu trabalho de atendimento ao cliente:**

	Discordo Totalmente				Concordo Totalmente
1. Coloco uma “máscara” para lidar com os clientes de modo adequado.	1	2	3	4	5
3. Tento sentir as emoções que tenho que mostrar aos clientes.	1	2	3	4	5
4. Finjo que sinto as emoções que necessito de mostrar no meu trabalho.	1	2	3	4	5
5. Faço um esforço para sentir as emoções que tenho que mostrar aos outros.	1	2	3	4	5
7. Finjo as emoções que mostro quando atendo os clientes.	1	2	3	4	5
8. Coloco uma “máscara” quando interajo com os clientes.	1	2	3	4	5
10. Coloco uma “máscara” para mostrar as emoções que necessito no meu emprego.	1	2	3	4	5
11. Esforço-me por desenvolver os sentimentos que tenho que mostrar aos clientes.	1	2	3	4	5
12. Esforço-me por sentir as emoções que tenho que mostrar aos clientes.	1	2	3	4	5
13. Mostro aos clientes sentimentos diferentes daqueles que sinto.	1	2	3	4	5
14. Finjo que estou de bom humor quando interajo com os clientes.	1	2	3	4	5

2. Por favor, indique o grau de concordância com as afirmações seguintes relacionadas com o seu dia de trabalho.

	Nunca					Sempre
1. Sente-se esgotado no final do dia de trabalho?	0	1	2	3	4	5
2. Sente-se exausto(a), de manhã, quando pensa em mais um dia de trabalho.	0	1	2	3	4	5
3. Sente que cada hora de trabalho é muito cansativa para si?	0	1	2	3	4	5
4. Tem energia suficiente para a sua família e amigos durante o seu tempo de descanso?	0	1	2	3	4	5
5. O seu trabalho é emocionalmente esgotante?	0	1	2	3	4	5
6. O seu trabalho é frustrante?	0	1	2	3	4	5
7. Sente-se exausto devido ao seu trabalho?	0	1	2	3	4	5

3. Por favor, responda numa escala de 11 pontos (1 - 0% totalmente em desacordo até 11 - 100% totalmente de acordo), até que ponto esses problemas de saúde/queixas que possa ter tido hoje (e.g.: "dores lombares", "problemas cardiovasculares", "constipação", "dores de estômago", "dores de cabeça",...) estão a afetá-lo ou afetaram, hoje, o seu desempenho no trabalho, em termos de:

	1	2	3	4	5	6	7	8	9	10	11
Concentração											
Energia											
Descontração											
Trabalho em Equipa											
Motivação											
Capacidade de Resistir à Pressão											
Quantidade de Trabalho											
Qualidade do Trabalho											

4. Por favor, indique como é que geralmente se sente e reage:

	Quase Nunca			Quase Sempre
Sou temperamental.	1	2	3	4
Sou uma pessoa impetuosa.	1	2	3	4
Sou colérico(a).	1	2	3	4
Fico zangado(a) com os erros dos outros.	1	2	3	4
Fico aborrecido(a) quando não reconhecem o meu trabalho.	1	2	3	4
Perco as estribeiras.	1	2	3	4
Quando perco a cabeça digo coisas insultuosas.	1	2	3	4
Fico furioso(a) quando sou criticado(a) em frente aos outros.	1	2	3	4
Quando fico frustrado(a) sinto vontade de bater em alguém.	1	2	3	4
Fico furioso(a) quando faço um bom trabalho e sou mal avaliado(a).	1	2	3	4

Appendix B – Scale

Variable	Number of items	SPSS Designation	Full description	Scale	INDEX
MD - MORAL DISENGAGEMENT (Propensity to Morally Disengage Scale – Moore, C. Et al. 2012) - Estudado no 1º dia - Variável INDEPENDENTE - PERSON-LEVEL	8	MD1	1. O meu líder não se importa que os trabalhadores desenvolvam comportamentos menos corretos, desde que seja em prol de um bem maior (e.g: equipa, empresa, cliente...)	1 - Discordo Totalmente 2 - 3 - 4 - 5 - 6 - 7 - Concordo totalmente	MD_G (0.775)
		MD2	2. Para o meu líder, tirar algo sem a sua permissão é considerado aceitável desde que tenha uma boa desculpa.		
		MD3	3. O meu líder tolera bem pessoas que , em determinado momento, tenham “puxado pelos seus galões”, uma vez que as pessoas no geral têm tendência para se auto-valorizarem.		
		MD4	4. Para o meu líder, as pessoas não devem ser responsabilizadas por fazerem coisas questionáveis quando se limitam a fazer o que lhes foi pedido.		
		MD5	5. Para o meu líder, as pessoas quando estão a cumprir ordens não podem ser culpabilizadas por fazerem coisas que são tecnicamente erradas.		
		MD6	6. Para o meu líder, tirar proveito pessoal de ideias que pertencem aos outros não tem importância.		
		MD7	7. Quando o meu líder verifica que está perante más pessoas, constato que ele não se importa de as maltratar severamente.		
		MD8	8. Para o meu líder, pessoas que são maltratadas, geralmente, cometeram algo que justifique esse tratamento.		

Variable	Number of items	SPSS Designation	Full description	Scale	INDEX
SR - SELF-REGULATION (The Dimensionality and antecedents of emotional labor strategies – Diefendorff, J.M., Croyle, M. H., & Gosserand, R. H., 2005) - Estudado nos 5 dias - MODERADOR - DAY-LEVEL	11	SR1_SA	1. (SA) Coloco uma “máscara” para lidar com os clientes de modo adequado.	1 - Discordo Totalmente 2 - Discordo 3 – Nem concordo Nem discordo 4 - Concordo 5 - Concordo totalmente	SR_G (0.942) SR_SA_G (0.931) SR_DA_G (0.900) Day 1 (0.899) Day 2 (0.942) Day 3 (0.959) Day 4 (0.960) Day 5 (0.966)
		SR2_DA	2. (DA) Tento sentir as emoções que tenho que mostrar aos clientes.		
		SR3_SA	3. (SA) Finjo que sinto as emoções que necessito de mostrar no meu trabalho.		
		SR4_DA	4. (DA) Faço um esforço para sentir as emoções que tenho que mostrar aos outros.		
		SR5_SA	5. (SA) Finjo as emoções que mostro quando atendo os clientes.		
		SR6_SA	6. (SA) Coloco uma “máscara” quando interajo com os clientes.		
		SR7_SA	7. (SA) Coloco uma “máscara” para mostrar as emoções que necessito no meu emprego.		
		SR8_DA	8. (DA) Esforço-me por desenvolver os sentimentos que tenho que mostrar aos clientes.		
		SR9_DA	9. (DA) Esforço-me por sentir as emoções que tenho que mostrar aos clientes.		
		SR10_SA	10. (SA) Mostro aos clientes sentimentos diferentes daqueles que sinto.		
		SR11_SA	11. (SA) Finjo que estou de bom humor quando interajo com os clientes.		

Variable	Number of items	SPSS Designation	Full description	Scale	INDEX
AT - ANGER TRAIT (Factor Structure of the State-Trait Anger Expression Inventory – Spielberger, 1997) -Estudado no 5º dia - MODERADOR - PERSON-LEVEL	10	AT1	1. Sou temperamental.	1 - Quase Nunca 2 - Algumas vezes 3 -Frequentemente 4 - Muito Frequentemente	AT_G (0.746)
		AT2	2. Sou uma pessoa impetuosa.		
		AT3	3. Sou colérico(a).		
		AT4	4. Fico zangado(a) com os erros dos outros.		
		AT5	5. Fico aborrecido(a) quando não reconhecem o meu trabalho.		
		AT6	6. Perco as estribeiras.		
		AT7	7. Quando perco a cabeça digo coisas insultuosas.		
		AT8	8. Fico furioso(a) quando sou criticado(a) em frente aos outros.		
		AT9	9. Quando fico frustrado(a) sinto vontade de bater em alguém.		
		AT10	10. Fico furioso(a) quando faço um bom trabalho e sou mal avaliado(a).		

Variable	Number of items	SPSS Designation	Full description	Scale	INDEX
B – BURNOUT (The Copenhagen Burnout Inventory: A new tool for the assessment of burnout – Kristensen, Borritz, Villadsen and, Christensen, 2005) - Estudado nos 5 dias - MEDIADOR - DAY-LEVEL	7	B1	1. Sente-se esgotado no final do dia de trabalho?	1 – Nunca (never) 2 – Raramente (Seldom) 3 - Às vezes (sometimes) 4 – Frequentemente (often) 5 – Sempre (always)	B_G (0.892) Day 1 (0.674) Day 2 (0.761) Day 3 (0.751) Day 4 (0.807) Day 5 (0.790)
		B2	2. Sente-se exausto(a), de manhã, quando pensa em mais um dia de trabalho.		
		B3	3. Sente que cada hora de trabalho é muito cansativa para si?		
		B4	4. Tem energia suficiente para a sua família e amigos durante o seu tempo de descanso? (R)		
		B5	5. O seu trabalho é emocionalmente esgotante?		
		B6	6. O seu trabalho é frustrante?		
		B7	7. Sente-se exausto devido ao seu trabalho?		

Variable	Number of items	SPSS Designation	Full description	Scale	INDEX
HLPT - Presenteeism (Hours of weekly working time lost due to sickness presenteeism, HLPT, Weiherl, 2007) - Estudado no 2º, 3º, 4º e 5º dia - Variável DEPENDENTE - PERSON-LEVEL	8	Loss of productivity	Responda numa escala de 11 pontos (1 – 0% totalmente em desacordo até 11 – 100% totalmente de acordo), até que ponto problemas de saúde / queixas que possa ter tido hoje (e.g: “dores lombares”, “problemas cardiovasculares”, “constipação”, “dores de estômago”, “dores de cabeça”,.) estão a afetá-lo ou afetaram hoje, o seu desempenho no trabalho, em termos de:	1- 0% Totalmente em desacordo	HLPT_G_Tabela (0.818) Day 1 (0.960) Day 2 (0.968) Day 3 (0.968) Day 4 (0.968) Day 5 (0.967)
		HLPT1	Concentração (R)	2 -	
		HLPT2	Energia (R)	3 -	
		HLPT3	Desconcentração	4 -	
		HLPT4	Trabalho em Equipa (R)	5 -	
		HLPT5	Motivação (R)	6 -	
		HLPT6	Capacidade de resistir à pressão (R)	7 -	
		HLPT7	Quantidade de trabalho (R)	8 -	
HLPT8	Qualidade de trabalho (R)	9 -			
				10 -	
				11 - 100% Totalmente de Acordo	