

Multidimensional Influence of Negative Emotions on Job Embeddedness Among Cabin Crews in The Airline Industry of Pakistan

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Abstract

This study investigates broadly the impacts of the negative emotions on job embeddedness and specifically ascertaining the effects of negative emotions such as shame and guilt on the job embeddedness of cabin crews in the airline industry of Pakistan, ultimately leading to lowering of interest in the job and resultantly high turnover rates. For this research different theories like job embedded theory, self-determination theory, affect as information theory were used. The data was collected using survey method, which was distributed to 400 cabin crew members from three airlines in Pakistan, with 350 responses received. The collected data were examined via statistical techniques by using SPSS and then structural equation modelling technique was employed to establish a model and to test hypotheses. The findings indicate that negative emotions have an adverse relationship with job embeddedness. Shame decreases job loyalty and satisfaction by causing withdrawal and diminished job embeddedness, while guilt leads to emotional instability, self-blame, reduced cognitive capacities, increased stress, and a lower sense of job satisfaction and dedication and suggests that negative emotions affect job loyalty and embeddedness among cabin crews. This study will broadly be of use for the researchers of negative emotions and its relation with job embeddedness and specifically for the airline industry in future.

Keywords: Negative Emotions, Shame, Guilt, Job Embeddedness, Cabin Crew, Airline Industry, Quantitative Research, SPSS, Pakistan.

Introduction

Mitchell and his colleagues introduced the concept of job embeddedness, which refers to the cumulative emotional and non-affective factors that anchor employees to their work environment in 2001. This idea describes how deeply employees are tied to their jobs and organizations. Job embeddedness is a multifaceted concept that encompasses the various social, psychological, and environmental factors that affect an employee's decision to remain in their current position. It includes three key components: links (the connections employees have with co-workers and community members), fit (how well employees feel they fit within their workplace and community), and sacrifice (the perceived costs associated with leaving their current job or community) (Mitchell et al., 2001; Lee et al., 2014). High levels of job embeddedness typically result in increased commitment and reduced turnover, as employees who feel strongly embedded are less likely to leave their organization or community. Studies by Chen *et al.* (2022), Khawaja *et al.* (2021), and Kusluvan *et al.* (2022) highlighted the high stress levels associated with airline

jobs, noting that such stress can lead to job dissatisfaction and high turnover rates. Safavi and Karatepe (2019) found that employees under significant stress often exhibit low job embeddedness, which helps managers understand the factors influencing employees' decisions to stay or leave. Burton *et al.* (2010) argue that job embeddedness reflects an individual's commitment to their job and organization despite adverse conditions. Employees who proactively engage with their roles are less affected by negative feelings like guilt and shame, which can otherwise diminish job satisfaction and commitment. Mitchell and Holtom (2001) identified various components of job embeddedness, including personal ties, organizational integration, and community involvement. This concept has become crucial for understanding employee retention, productivity, and organizational success. Lee, Sablinski, and Erez (2001) emphasized that job embeddedness encompasses how well employees are integrated into their company and community, and the sacrifices involved in leaving. A strong sense of job embeddedness leads to higher dedication, loyalty, and engagement, which in turn reduces staff turnover and enhances organizational stability. Crossley *et al.* (2007) found that employees deeply embedded in their jobs tend to exhibit higher motivation and job satisfaction.

Similarly, Rhoades *et al.* (2001) revealed that job embeddedness positively correlates with beneficial organizational behaviour, as employees who feel connected to their work are more likely to contribute positively to their teams and company. Conversely, negative emotions like guilt and shame can significantly harm job embeddedness, leading to reduced job satisfaction and employee well-being. Mitchell *et al.* (2007) reported that these negative feelings can create a toxic work environment, affecting employees' perceptions of their roles and diminishing their sense of belonging. Cable *et al.* (2004) and Lee *et al.* (2005) found that guilt and shame from managers erode employees' loyalty and sense of fit within the company, potentially leading to alienation and disloyalty. Erez *et al.* (2001) concluded that employees regularly exposed to negative emotions are more likely to seek new job opportunities to escape the unfavourable emotional climate.

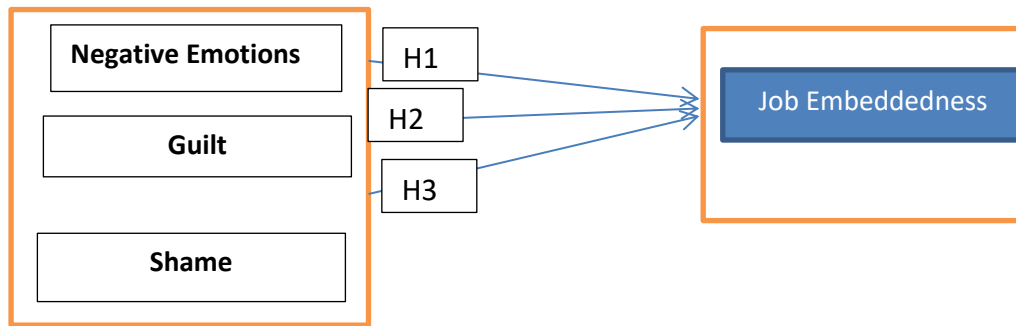
The study focuses on cabin crews in the airline industry, specifically examining the impact of on-the-job embeddedness on voluntary turnover. This research aims to develop and assess strategies to mitigate the effects of negative emotions like guilt and shame among airline cabin crew, enhancing their work embeddedness and commitment. By improving emotional regulation and addressing these negative emotions, the overall well-being and performance of Pakistan Airlines' cabin crew can be significantly improved. The objectives of this study are to investigate the relationship of negative emotions (shame and guilt) and job embeddedness among cabin crews; To examine the influence of shame on job embeddedness among cabin crews; To examine the influence of guilt on job embeddedness among cabin crews.

Material And Methods

Research philosophy

This study adopts a quantitative research model within the positivist approach, aiming to examine the impact of negative emotions on job embeddedness in the Pakistani airline industry. A deductive approach was used to test the hypothesis that negative emotions influence job embeddedness, with data collected through random sampling. The forms were distributed in person and the privacy of the participants were taken care of for ethical purpose.

Conceptual framework of the study



H1: Negative emotions have a negative influence on JE

H2: guilt has a negative influence on JE

H3: Shame has negative influence on JE

Research Questions

1. What is the relationship between negative emotions (shame and guilt) and job embeddedness among cabin crews?
2. Does shame influence job embeddedness among cabin crews?
3. Does guilt influence job embeddedness among cabin crews?

Data collection and statistical Analysis

A total of 400 survey forms were distributed, and 350 completed responses were received, resulting in a response rate of 87.5%. The survey focused on measuring negative emotions and job embeddedness, with data analysed using SPSS for descriptive statistics and Smart PLS for structural equation modelling (SEM). The use of these tools facilitated rigorous statistical analysis to explore the relationships between the variables.

Results

The results present in table 1 and 2 show the results regarding the Guilt -> Job Embeddedness: The path coefficient (-0.374) shows a negative effect of guilt on job embeddedness. The T-statistic (5.964) and P-value (0.000) confirm the relationship is statistically significant.

Shame -> Job Embeddedness: The path coefficient (-0.229) shows a negative effect of shame on job embeddedness. The T-statistic (3.555) and P-value (0.000) confirm the relationship is statistically significant.

Both guilt and shame negatively affect job embeddedness, with guilt having a stronger impact. Both effects are statistically significant.

Negative emotions (shame and guilt) have an adverse relationship with job embeddedness. Pro-social behaviour acts as a significant and positive mediator between negative emotions and job embeddedness. Emotion regulation knowledge moderates the relationship between guilt and pro-social behaviour positively but weakens the relationship between shame and pro-social behaviour.

Table 1: Predictive Relevance (Q²)

	SSO	SSE	Q ² (=1-SSE/SSO)
Guilt	1615	1615	0
Job Embeddedness	1615	1336.045	0.173
Shame	1292	1292	0

Table 2: Path Coefficient

	Path Coefficient	T Statistics	P-Values
Guilt -> Job Embeddedness	-0.374	5.964	0.000
Shame -> Job Embeddedness	-0.229	3.555	0.000

Discussion

This study aimed to explore the impact of negative emotions, specifically shame and guilt, on job embeddedness among cabin crews in the airline industry of Pakistan. The results show that both emotions have significant adverse effects on job embeddedness, which aligns with prior research suggesting that negative emotions can erode an individual's connection to their job and work environment. The research explored how negative emotions (shame and guilt) affect job embeddedness. It found that both emotions significantly harm job embeddedness, aligning with past studies. Shame and guilt were shown to decrease job satisfaction, loyalty, and organizational commitment, confirming previous findings by Boswell *et al.* (2004).

The findings confirm that shame and guilt negatively affect job embeddedness, meaning that employees experiencing these emotions may feel less connected to their jobs and more inclined to disengage from their work. Shame is often linked to feelings of inadequacy or failure, leading individuals to distance themselves from their roles or consider leaving their jobs. Similarly, guilt, stemming from a perceived moral or ethical lapse, can cause individuals to feel disconnected from their work environment or colleagues, further reducing their job embeddedness. These findings align with existing literature on negative emotions, which often links feelings of shame and guilt with withdrawal behaviors, lower job satisfaction, and reduced organizational commitment (e.g., Ashkanasy & Daus, 2002; Feldman and Benda, 2005).

The negative relationship between these emotions and job embeddedness is particularly important in the airline industry, where the emotional demands on cabin crews are high, and the consequences of disengagement or poor emotional well-being can impact both individual performance and team dynamics. This study extends the understanding of how shame and guilt can undermine job embeddedness, reinforcing the need for organizations to consider emotional well-being in their employee retention strategies.

Implications of the Findings

These findings have significant implications for management in the airline industry. Understanding the negative impact of shame and guilt on job embeddedness can help organizations design better support systems for employees. Training and development programs focused on emotion management or creating a more emotionally supportive work environment could help mitigate the adverse effects of these emotions. Addressing these negative emotions early on,

through mechanisms like counseling or peer support, may help employees remain more connected to their jobs, thus improving retention and organizational loyalty.

Limitations and Future Research

While the study highlights the impact of shame and guilt on job embeddedness, it is limited by its cross-sectional design and reliance on self-reported data. Future studies could explore these relationships over time to assess whether the effects of shame and guilt on job embeddedness are temporary or long-lasting. Additionally, research could examine the role of other potential moderators, such as organizational culture or job characteristics, in shaping how shame and guilt influence job embeddedness.

Conclusion and Recommendations

This research contributes to the understanding of how negative emotions, specifically shame and guilt, can undermine job embeddedness. The findings suggest that these emotions can lead to lower levels of job commitment and attachment, emphasizing the importance of addressing emotional well-being in the workplace. By recognizing and mitigating the effects of shame and guilt, organizations in the airline industry can foster a more engaged and resilient workforce. The study provides a foundation for further research into the impact of negative emotions on job embeddedness. It suggests using mediation and moderation techniques to explore these effects more deeply and recommends extending research to different emotions and contexts. This will enrich academic understanding and contribute to the development of more effective interventions.

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