

The moderating role of cognitive reappraisal in the relationship between job resources and well-being

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Received 26.09.2014; Accepted 27.11.2014
Available online 26.01.2015

The aim of this study was to examine the moderation role of cognitive reappraisal, as an emotion regulation strategy, in the relationship between job resources and well-being (work engagement and affective commitment). Data was collected from 64 employees (53% women), which work in a multinational company. The instruments were administrated on-line. The results show that social support positively relates with affective commitment, and cognitive reappraisal moderates this relation. Work engagement is positively associated with social support and cognitive reappraisal, but the latter has no moderating influence on the relation between work engagement and social support. This study has major practical implications for organizations and emphasizes the importance of studying emotions in association with work related aspects.

Keywords: cognitive reappraisal, social support, affective commitment, work engagement

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Introduction

An important part of a person's life is devoted to his/her work. Therefore, the work, together with family and health, are the most important aspects of an adult's life, followed by the leisure and social relations (Pulkkinen, Nurmi, & Kokko, 2002). At the same time, the labor market is in a continuous change, employees being forced to cope with new challenges and requirements at work, this leading to experimentation of different emotional states and sometimes, demanding ones. Thus, there is an increasing interest of researchers to analyze the links between job characteristics and different aspects of employees' life, with all the emotional feelings, attitudes, and activities undertaken by them.

Emotions have an important role in a person's life, and the work place represents the source of a variety of processes and consequences connected to emotions, including the intensity and frequency with which positive or negative emotions are felt at work, the level of work engagement or emotional exhaustion caused by it. Thus, the aim of this study is to analyze the moderator role of emotion regulation strategies in the relationships between the job resources and well-being, in accordance with an established model in the literature - Job Demands-Resources Model (JD-R Model; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). This research brings an addition to the literature, by the fact that it packs in the

same study one of the most important job resources - social support - in relation to emotion regulation, which has an impact on work engagement and affective commitment expressed by employees to an organization. This is one of the few studies which analyses the moderating role of cognitive reappraisal, as a strategy of emotion regulation and as personal resource, in the relation between the job resources and well-being.

Cognitive reappraisal

Researchers' interest for studying emotions and emotion regulation processes has grown significantly because these aspects take an important place in everyone's lives, conducting the manner in which individuals respond and cope with day-to-day situations. Emotions arise when something important for someone is at stake. Sometimes emotions are triggered automatically, such as when we run from a threatening animal who's coming to us, or in other situations emotions arise only after considerable meaning analysis of the situation, like the moment when we are unfairly incriminated of something. Whichever the situation, emotions influence how we respond to different challenges and opportunities (Gross, 2002).

Recently, special attention is given to emotion regulation processes after seeing the considerable role of emotions for the individuals' development. Thus, it has been proved that emotion regulation is a key process for

our survival and is the base of successful social interactions because our well-being is by all odds related with the experienced emotions (Spaapen, Brummer, Stopa, Waters, & Bucks, 2014). Emotion regulation is a complex mechanism and, therefore, for a better understanding it is important to know the starting points in developing this process. In the last century, there were developed two fundamental directions which represent the precursors to the contemporary study of emotion regulation, namely psychoanalytic tradition and the stress and coping tradition. The first direction is represented by the psychoanalytic theorizing about the nature of psychological defenses (Breuer & Freud 1895/1957, Freud 1946 apud Gross, 2002). This relied mainly on anxiety regulation, anxiety being used at that point by Freud as a catch-all term to describe negative emotions and represented the centerpiece of the psychodynamic theory of mental life (Freud, 1926 apud Gyurak, Gross, Etkin, 2011). The second precursor is represented by the stress and coping theory (Lazarus, 1996 apud Gross, 1999). At first, research focused on physical responses and later on psychological stressors and responses. This led to an emphasis on the cognitive processes required to transform an external event into something with adaptive significance for the individual, making distinctions between how the situation is evaluated, how the organism views its own capacity to respond to the event, and how the organism tries to manage the relation with the situation that occasioned the stress (Lazarus, 1996 apud Gross, 1999). The two coping mechanisms, problem-focused coping, and emotion-focused coping are the main concepts in this theory which represent the groundwork for the development of emotion regulation (Gross, 1999).

In the contemporary research literature, James Gross paid a great attention to studying emotions and emotion regulation mechanisms. Gross (1998 apud Gross, 2002, pp. 282) defined emotion regulation as "the processes by which we influence which emotions we have, when we have them, and how we experience and express them". In a broadest conception, emotion regulation includes all of the conscious and non-conscious strategies we use to increase, maintain, or decrease one or more components of an emotional response, among these components counting the feelings, behaviors, and physiological responses that create the emotions (Gross, 2001).

Apart from defining emotion regulation, Gross identified a process that facilitates this regulation and distinguished among different emotion regulation strategies. In order to achieve the purpose for which they are adjusting their emotions, individuals begin with assessing their own perceived emotional states and depending of these states, they later adjust the way of expressing their emotional behavior in different situations. Gross' emotion regulation model main purpose was to emphasize how some specific strategies can be differentiated along the timeline of the unfolding emotional response (Gross, 1998 apud Gross, 2002).

The main categories identified by Gross for emotion regulation are the antecedent-focused and response-focused strategies, based on the moment when these strategies occur along the timeline of information processing (Gross & John, 2003 apud Spaapen et al., 2014). Antecedent-focused strategies change the emotion trajectory very early on, and refer to the things an individual does before the emotion response tendencies have become fully activated

and have changed the behavior and physiological responses for a situation (Gross, 2001). Response-focused strategies occur after response tendencies have already been generated and refer to things an individual does once an emotion is already underway, after the response tendencies have been generated, modifying only the emotion-expressive behavior, not the emotional experimentation (Schraub, Turgut, Clavairoly, & Sonntag, 2013).

These two categories are part of the five emotion regulation strategies, out of which for are antecedent-focused strategies, such as selection of the situation, modification of the situation, deployment of attention, change of cognitions, and the last one, modulation of responses is a response-focused strategy (Gross, 1999). Our research is based on one of these strategies, namely, modification of the situation operationalized by cognitive reappraisal.

Cognitive reappraisal is a strategy that involves the cognitive reconstruction of the emotion-eliciting event in a way that changes its emotional impact (Kafetsios, Nezlek, & Vassilakou, 2012). Reappraisal comes very early in the emotion-generative process and, in this way the individual can evaluate the event and can take action by changing the emotions generated by this event in two ways: reducing the negative impact or increasing the positive impact (Gross, 1999). Cognitive reappraisal is considered an effective emotion regulation strategy, even for preventing the development of negative emotions and, having at the same time a much smaller cognitive load than expressive suppression, because it doesn't consume cognitive capacity to monitor one's feelings and behavior later on (Richards & Gross, 2000 apud Schraub et al., 2014). Also, research shows that cognitive reappraisal is associated with better interpersonal functioning and well-being (Gross & John, 2003 apud Spaapen et al., 2014), better social adjustment, and better decision making processes (Heilman, Crisan, & Houser, 2010; Magar, Phillips & Hosie, 2008 apud Spaapen et al., 2014).

Expressive suppression represents a strategy that involves the conscious inhibition of one's emotion expressive behaviors (Kafetsios, Nezlek, & Vassilakou, 2012). This strategy is considered to be ineffective because it decreases physical and behavioral expression of emotions, but fails to decrease the intensity of the experienced emotion (Gross, 2001). In contrast to cognitive reappraisal, because of the cognitive load that the suppression of emotional expression imposes, expressive suppression is associated with impaired memory and social functioning (Schraub et al., 2014). Also, expressive suppression has long-term consequences, habitual suppression being associated with negative emotional experiences, increased depression, anxiety, and stress symptoms (Gross & John, 2003; Joormann & Gotlib, 2010; Moore, Zoellner, & Mollenholt, 2008; Wiltink et al., 2011 apud Spaapen et al., 2014).

Successful emotion regulation allows an individual to successfully interact in different domains of his own life: at work, in other kind of interconnections or in intimate relationships (Gross & John, 2003). Understanding, acceptance, emotion modulation, and behavioral adaptation is necessary in order to achieve these aspects. A lack of these abilities turns into difficulties of emotion regulation ability. Recent researches revealed the importance of personal resources on employee well-being, together with

job-related and organizational factors. We have selected for our research cognitive reappraisal, as an emotion regulation strategy, based on previous research showing an association of this strategy with positive organizational aspects. Thus, cognitive reappraisal, as a personal resource, moderates the relationship between job resources and well-being, operationalized in our study through work engagement and affective commitment.

Job resources

JD-R Model can be used to understand, explain, and make predictions about employee well-being (Bakker & Demerouti, 2014). This theory can be applied for every work environment and can be tailored to a specific job because this model postulates that every job is made of two series of characteristics, namely: job demands and job resources (Bakker, Demerouti, & Sanz-Vergel, 2014). Job resources refer to physical, psychological, social, and organizational aspects of the job which reduce job demands and their associated costs, help in achieving organizational purposes and stimulate personal growth and development (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007). Examples of job resources are: autonomy, social support from colleagues and supervisors, challenges (Schaufeli & Bakker, 2004).

JD-R Model assumes the existence of two processes, the health impairment process, where high job demands can exhaust employees' resources and have an effect of energy depletion, and the motivational process through which job resources help employees to achieve their goals (Xanthopoulou et al., 2007). Job resources are the main predictors for work engagement, showing positive results for the organization by determining a high level of wellbeing (Bakker, et. al., 2014).

Social support together with job control are two of the most analyzed job resources. A high level of social support from colleagues and supervisors is associated with reduced emotional exhaustion. Both supervisor and colleagues can contribute in enhancing employees' well-being through their help for solving different tasks and improving relationships. Cohen and Wills (1985) present the fact that social support has benefits for employees through encouraging them for solving problems, for efficient actions of conflict reduction and through showing support for their actions.

Social support from supervisor positively correlates with organizational commitment, but also with organizational justice. Furthermore, results show that, on a large scale, organizational commitment depends on the support received from the supervisor (Yasar, Emhan, & Ebere, 2014). Another study shows that social support from supervisor has a positive correlation with affective commitment, but negative with continuance commitment (Casper, Harris, Taylor-Bianco, & Wayne, 2011). Social support from colleagues is associated with affective commitment, but not with normative commitment (Self, Holt, & Schaninger, 2005).

Well-being: work engagement and affective commitment

Maslach and Leiter (1997 apud Bakker, Demerouti, Sanz-Vergel, 2014) have seen work engagement as the opposite pole of burnout, characterized by energy, involvement and efficacy, opposite dimensions of the three elements of burnout. These authors claim that in case of

burnout, energy turns into exhaustion, involvement into cynicism and efficacy into ineffectiveness.

Another approach sees work engagement as an independent concept, defined as a work-related state of mind with positive and fulfilling aspects, characterized by vigor, dedication and absorption (Schaufeli & Bakker, 2004). Vigor is characterized by a high level of energy, mental resilience during working hours, willingness of invest effort in one's work and persistence in the face of obstacles (Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002 apud Bosman, Rothmann, & Buitendach, 2005). Dedication is characterized by enthusiasm, inspiration, honor, challenge, and the third dimension, absorption is a state in which the individual is being fully concentrated and happily engrossed in his work, whereby time passes quickly and one has difficulties with detaching oneself from work (Schaufeli & Bakker, 2004).

The relationship between job demands and resources with work engagement is based mainly on the fact that job demands are negative associated with employees' engagement, leading to exhaustion and health problems. Secondly, job resources, such as social support and feedback, as shown by some transversal and longitudinal studies, positively influence employees' work engagement in the longer term (Hakanen, Bakker, & Schaufeli, 2006; Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007; Mauno, Kinnunen, & Roukolainen, 2007 apud Kinnunen, Feldt, Siltaloppi, & Sonnentag, 2011). Some authors have studied the relationship between work engagement and personal resources, showing that self-esteem, auto-efficacy, and emotion regulation ability are positive predictors of work engagement (Albrecht, 2010 apud Bakker, 2011).

Affective commitment is part of the organizational commitment model developed by Meyer and Allen (1991 apud McMahan, 2007) which have conceptualized organizational commitment as a multidimensional model, postulating that employees' commitment reflects a wish, a need, or an obligation to stay in the organization. Therefore, organizational commitment manifests in three different ways, corresponding to the dimensions of the model: affective, continuance, and normative commitment. Affective commitment represents a commitment based on emotional connections of the employee with the organization, connections developed mainly through positive work experiences (Jaros, 2007) and refers to the extent to which an individual identifies, is involved and enjoys his affiliation to the organization (McMahan, 2007). Meyer and colleagues (1993 apud Moshoeu, 2011) have demonstrated the fact that an employee tends to develop a higher affective commitment when work experiences meet his expectations and produce a high level of satisfaction. Likewise, usually, employees with higher levels of commitment seem to work more and to be willing to make extra efforts in order to achieve the organization's goals (Meyer & Allen, 2004). Joiner and Bakalis (2006 apud Moshoeu, 2011) claim the existence of four work-related characteristics that have an important role in predicting affective commitment, namely: support from supervisor, support from colleagues, lack of role ambiguity, and access to resources. Besides the relationship between job resources characteristics and organizational commitment, concerning the connection of the latter with emotion regulation, Carmeli (2003) has discovered that employees

with a high level of emotional intelligence and able to regulate their emotions develop a higher commitment to their workplace.

Taking into consideration the mentioned aspects from the literature, the following hypotheses were formulated in order to achieve the goals of this research:

1. Cognitive reappraisal moderates the relationship between social support from supervisor and colleagues and affective organizational commitment.
2. Cognitive reappraisal moderates the relationship between social support from colleagues and supervisor and work engagement.

Method

Participants and procedure

In this research were involved 85 participants, both men and female, employees of an IT company. The response rate was 75%, meaning that the sample consisted of 64 participants. The instruments were administrated on-line. The instructions for the administration of the questionnaires were presented at the beginning of the application session and were the same for all the participants. Anonymity and confidentiality of all the data was guaranteed, according to the specific deontological norms of Romanian legislation. Therefore, the convenience sample consists in 64 participants (53% women), with a mean age of 28.90 years ($SD = 6.89$). The mean work experience for the current job is 35.7 months. Also, most of them (73%) are unmarried and have a mean of work experience of 6 years.

Measures

Job resources was measured with a ten-item scale of the Job Demands and Resources Questionnaire (Van Veldhoven, Meijman, Broersen, & Fortuin, 2002; Bakker & Demerouti, 2007). This scale has 6 items for each subscale: social support from colleagues and supervisors (example: "Can you rely on your supervisor when you encounter difficulties at your job?", "Can you ask your colleagues for help if necessary?"). Participants answer using a five-point Likert scale ranging from 1-never to 5-always. Alpha Cronbach coefficient for our sample is $\alpha = .91$.

Emotion regulation was measured with the Emotion Regulation Questionnaire (ERQ, Gross & John, 2003). For this study, we used the 5 items revised version (Spaapen, Brummer, Stopa, Waters, & Bucks, 2014), for measuring cognitive reappraisal ("When I'm faced with a stressful situation, I make myself think about it in a way that helps me calm down"). Answers are collected using a seven-point Likert scale ranging from 1- strongly disagree, to 7-strongly agree. The Alpha Cronbach coefficient for cognitive reappraisal scale on our sample is $\alpha = .70$.

Work engagement was assessed using the Utrecht Work Engagement Scale (UWES; Schaufeli & Bakker, 2003, apud Schaufeli, Bakker, & Salanova, 2006). The 9 items are grouped into three subscales: vigor ("At my work, I feel bursting with energy"), dedication ("I am enthusiastic about my job") and absorption ("I am immersed in my work"), three items for each subscale. Items are scored on a seven-point frequency scale ranging from 0- never to 6- daily. The Alpha Cronbach coefficient for this sample is $\alpha = .87$ for global score.

Affective organizational commitment was measured using the six-item scale of the Organizational Commitment Scale (Allen & Meyer, 1996). Answers are scored using a seven-point Likert scale ranging from 1- strongly disagree to 7- strongly agree. Items example: "I would be very happy to spend the rest of my career in this company". Alpha Cronbach coefficient for our sample is $\alpha = .82$.

Results

Preliminary analysis

SPSS for Windows 20.0 was used for analyzing the data collected in this research. Table 1 presents the means, standard deviations, and correlations for the variables in the model.

Data in Table 1 supports the idea of a positive relation between social support from colleagues and supervisor, and the affective commitment ($r = .49$, $p < 0.01$). The determination coefficient value is $.24$ ($r^2 = .24$), indicating a strong relation between the measured variables. Also, the data supports the hypothesis of a positive correlation between cognitive reappraisal and affective commitment ($r = .18$, $p < 0.05$). The value of the determination coefficient $.03$ ($r^2 = .034$) indicates a weak relation between the variables.

Thus, as shown in Table 1, all the data indicates there is support for the positive correlation between work engagement and social support from colleagues and supervisor ($r = .60$, $p < 0.01$). The determination coefficient has a value of 0.37 ($r^2 = .37$), which means there is a strong relation between the analyzed variables.

The data in Table 1 reveals a significant positive correlation between cognitive reappraisal and work engagement ($r = .27$, $p < 0.05$). Although, the determination coefficient ($r^2 = 0.07$) shows a weak relation in the case of these two variables.

Table 1: Means, standards deviations and correlations between variables

Variables	M	SD	1	2	3	4
(1)Cognitive reappraisal	23.90	4.33	1	-	-	-
(2)Social support	42.75	6.92	.14	1	-	-
(3)Affective commitment	27.50	6.69	.18*	.49**	1	-
(4)Work engagement	35.84	10.08	.27*	.60**	.70**	1

Note: * $p < .05$; ** $p < .01$; N = 64

Hierarchical linear modeling analyses

In order to test hypotheses 1 and 2, concerning the moderating effect of cognitive reappraisal, we conducted two series of hierarchical regression analyses for the dependent variables: affective commitment and work engagement. All data was transformed into standardized z coefficients.

First, for each dependent variable, we entered the demographic variables (age and tenure) in order to control for their effect. In step two, we entered the social support from colleagues and supervisor, as a job resources. Cognitive reappraisal, the moderating variable, was introduced in step three. In the final step, the interactions between social support and cognitive reappraisal were included. Table 2 and 3 depict the results of both regression analyses.

Table 2 – Regression analysis predicting the moderating effect of cognitive reappraisal for affective commitment

Step	Predictors	β Step 1	β Step 2	β Step 3	β Step 4
1	Age	.25	.17	.11	.07
	Tenure	-.33	-.24	-.20	-.24
2	Social support	.49**		.47**	.42**
3	Cognitive reappraisal			.11	.15
4	Support x Cognitive reappraisal				-.23*
	Total R ²	.02	.26**	.27	.32**
	ΔR^2	.02	.24**	.01	.04*
	Final F	.73	19.53**	.97	4.11*

Note: *p<.05; **p<.001

Direct effects of the predictors and moderator

As shown in Table 2, social support from colleagues and supervisor ($\beta = .49, p<.001$) is a significant predictor for affective commitment. The controlled variables, age ($\beta = .25, p >.05$) and tenure ($\beta = -.33, p >.05$) have no significant influence on affective commitment. For work engagement, data in Table 3 shows that age ($\beta = .37, p >.05$) and tenure ($\beta = -.32, p >.05$) are not significant in relation with work engagement. Although, the social support from colleagues and supervisor ($\beta = .60, p <.001$) is a predictor for work engagement.

Table 3 – Regression analysis predicting the moderating effect of cognitive reappraisal for work engagement

Step	Predictors	β Step 1	B Step 2	β Step 3	β Step 4
1	Age	.37	.26	.18	.16
	Tenure	-.32	-.22	-.16	-.18
2	Social support		.60**	.57**	.55**
3	Cognitive reappraisal			.17	.19
4	Support x Cognitive reappraisal				-.11
	Total R ²	.02	.38*	.41	.42
	ΔR^2	.02	.35*	.02	.01
	Final F	.89	35.01	2.77	1.17

Note: *p<.05; **p<.001

Moderating effect of cognitive reappraisal

For affective commitment, we entered in first step the age and tenure variables, which were not significant for explaining the variance of the criterion ($R^2=.02, p >.05$). In step two, we observed the main effect of the predictor. There is a significant value for social support which explains 26% in the variance of the criterion ($R^2=.26, p <.001$). In step 3, we verified the effect of the moderating variable in the variance of the criterion. Therefore, cognitive reappraisal explains 27% in the variance of affective commitment ($R^2=.27, p <.001$), if social support is controlled. In step four, we included the interaction between the variables: predictor x moderator. The model is significant $F(1, 58) = 4.11, p<.05$. So, there is a significant interaction effect between social support and cognitive reappraisal which explains an additional 4.8% of the variance ($R^2 = .32, p <.05$). Therefore, cognitive

reappraisal moderates the relation between social support and affective commitment. Hypothesis 1 was supported.

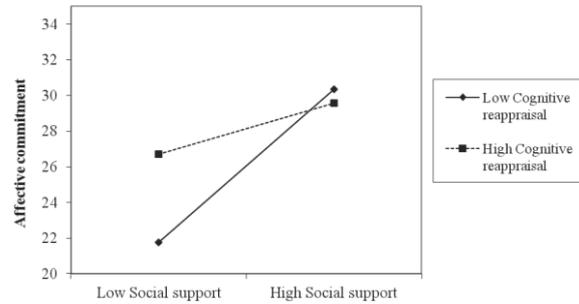


Fig. 1- Moderating effect of cognitive reappraisal in the relation between social support and affective commitment

This diagram is made according to Cohen and Cohen (1983), a method which uses the unstandardized regression coefficients (B) and the constant of the regression equation from step 4 in order to draw the graphic for the regression of affective commitment for two levels of social support: high social support (1 SD above the mean of the sample) and low social support (1 SD below the mean of the sample).

Figure 1 indicates that employees with low social support but high level of cognitive reappraisal show a greater affective commitment for the organization, as compared to employees with low cognitive reappraisal. Thus, individuals who cognitively regulate their emotions have a higher level of affective commitment even when they have less social support from colleagues and supervisors. This relation is not valid in cases of high levels of social support from colleagues and supervisors.

For work engagement, as shown in Table 3, in the first step we entered the age and tenure, which are not significant in explaining the variance of the criterion ($R^2 = .02, p >.05$). Second, we observed the main effect of the predictor. A significant value has been acquired, which explains 38 % of the criterion's variance ($R^2 = .38, p <.05$). In step 3, we checked the effect of the moderating variable in the variance of the criterion. Cognitive reappraisal is not significant for explaining the variance of the criterion, when controlling for social support ($R^2=.41, p >.05$). In step four, we included the interaction between the variables: predictor x moderator. The model is not significant ($F(1, 58) = 1.17, p >.05$). Therefore, cognitive reappraisal doesn't have a moderating role in the relation between social support and work engagement. Hypothesis 2 was not supported.

Discussion

The objective of this research was to study the moderating role of the emotion regulation strategies, in the relationship between the job resources and well-being. The study aims to cover the role of variables that are resources: job resources and personal resources in relationship with various attitudes which can be developed by the employee, such as organizational commitment and work engagement. The results revealed relevant information with regard to the intended purpose, which will be discussed in the following section.

As hypothesized, we found that social support is positively associated with affective commitment. Thus, in the moment when the employee feels that he/she is given due consideration and receives support on the part of the organization, tends to be more involved and attached to it. The results are in line with those of other authors who have studied this relationship. For example, Bakker, Demerouti, and Schaufeli (2003), in a study on call-center operators of a company in the Netherlands, investigated the predictors of absenteeism and the tendency to quit their jobs. So, they noticed that job resources (the social support from the supervisor, the feedback, and the autonomy) were the only predictors for dedication and organizational commitment.

The link between job resources and the well-being of the employees is already proved by previous research. Thus, job resources are the ones that contribute to the well-being and are the important predictors to work engagement (Schaufeli & Bakker, 2004; Bakker & Demerouti, 2006; Bakker & Demerouti, 2014). At the same time, the cognitive reappraisal, as emotion regulation strategy, is positively associated to work engagement, the employees which adjust their emotions through this strategy have a higher degree of involvement within the framework of the organization. Bechtoldt, Rohmann, De Pater, and Beersma (2011) showed that employees which have the ability to recognize their own and others emotions can easily adjust their emotions depending on the situation, so there is no need of a mental consumption of energy and the work involvement is maintained.

The potential moderator role of the cognitive reevaluation was supported for the relationship between the social support from the supervisor and colleagues, and the affective organizational commitment, but was not supported for the relationship between the social support and work engagement. The purpose of our study was an exploratory one, in view of the fact that previous research did not study such an association. Thus, the obtained data partially confirmed the moderation effect of the cognitive reappraisal. Also, the research of our study didn't identify the variables gender and work experience as being important predictors for work engagement and affective commitment.

Cognitive reappraisal has a moderating effect for the association between the social support and affective commitment. Thus, the employees which use cognitive reappraisal, as a strategy of emotion regulation and, implicitly, as a personal resource, can develop a higher affective commitment to the organization when they receive less support from their supervisors and colleagues, as compared to those who have lower cognitive reappraisal use. Basically, individuals who use cognitive reappraisal as an emotional coping strategy develop a positive affective attitude towards the organization in which they work, even if the social support from the members of the organization is low. This mechanism of emotion regulation can be individually developed, through secondary intervention programs which increase the adaptability of the employees to the organizational environment, increasing the loyalty towards the organization.

Limits and further directions of research

This study presents a series of limits which must be mentioned. A first limit refers to the fact that all the analyzed variables in the framework of the study have been

collected by methods of self-report and by the use of such methods there is the risk of biases given by the tendency of desirability of the participants' answers. Another limit is represented by the cross-sectional design of the research, which allows the emphasizing of some associations of studied variables, but not the integration of some causal relations between them. Therefore, in the future, a longitudinal study would be useful, which will be covering the variables taken into account and will allow us to observe how relationships between these variables evolve over time. Thirdly, a limit of this research can be given by the low volume of the sample, which can lead to the appearance of some errors and can explain, for example, insignificant associations between certain concepts. As regards the participants in this study, we can identify an important limit, namely: participants come from a single company, there is no occupational heterogeneity, which limits the generalization of our results.

In the framework of further research, the sample could have a larger number of participants which might highlight more the association between the concepts and, also, increase the sample's heterogeneity by including different jobs and professional environments. At the same time, this study took into consideration only one strategy of emotional adjustment. In the future, it would be interesting to study the moderator role of the expressive suppression in the relationship of the job characteristics and organizational attitudes.

Practical implications

This research has important practical implications and can also bring a plus to the literature which studies the relationship of emotions with different aspects linked to work, literature which is relatively scarce. The discoveries regard the relationship between job resources and organizational commitment, and the moderation role of the cognitive reappraisal in this relationship should represent a point of interest to the organizations' leadership.

For this purpose, it is necessary that the heads of departments and supervisors to be trained and encouraged to help their subordinates, to be careful to their needs, and through those behaviors, the employees will feel capitalized and will develop higher commitment towards the organization and its purposes. No less important should be the concern of the organizations for the development of different coaching and/or training programs, which include subjects such as the emotion regulation through cognitive reappraisal, so that the employees are informed about the consequences that stress has on their wellbeing. Thus, the employees could be taught how to adjust their emotions and contemplate the importance of experimenting different ways of emotion regulation which will help them cope with limitations in resources of the organizational environment.

In conclusion, the analysis of the obtained results in the framework of this research allows the assertion of the fact that this study brings important information on the relationship between the social support and affective commitment, in the context in which the cognitive reappraisal has a moderator role in this relationship. Thus, the employees which use the cognitive reappraisal as a personal resource in tense situations, have a better organizational adaptation and keep their affective commitment towards the organization for a longer period of time.

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