

**PAIN AND PLEASURE OF BEING PHYSICALLY ATTRACTIVE: AN EMPIRICAL
INVESTIGATION**



A THESIS

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Abstract

In academic literature, there is no consensus over the definition of physical attractiveness (PA). However, there is consensus over its characteristics, pervasiveness, and impact on important life outcomes (Langlois et al., 2000). In the present study, we have considered PA as “the degree to which one’s facial image elicits favorable reactions from others” (Morrow, 1990, p. 47). While PA is a pervasive phenomenon in an organizational setting, scholars are divided on its outcomes. Most of the studies have reported favorable reactions and outcomes (Beehr & Gilmore, 1982; Cao, Guan, Li, & Yang, 2019; Mobius & Rosenblat, 2006), while a few other studies have noticed adverse outcomes of physical attractiveness for a specific group (De Casanova, 2004; Heilman & Saruwatari, 1979; Mavin & Grandy, 2016). The literature on PA has explored various work and life outcomes; however, it is restricted only to the individual level. We argue that the attractiveness advantage or the disadvantage extends beyond the individual level. Therefore, we have examined the impact of PA on a few work and life outcomes at multiple levels: individual, dyad and group.

In the first chapter, we have examined the relationship between PA and performance at an individual level. We have focused on the supply side of the attractiveness advantage and argued that the perception of others is not the sole reason for receiving such advantage. Further, we have examined the variation in this relationship based on sex. Drawing on the data from an academic and an organizational setting, we found that PA individuals perform better than less attractive individuals. We base the arguments on self-fulfilling prophecy (Pygmalion effect) and stereotype content model. We found the relationship to be stronger for males in both settings. The study has implications for theory and practice.

In the second chapter, we examined the effect of PA on the dyadic relationship, i.e., friendship. We engaged with several theories to understand the impact of physical

attractiveness on negative affect and the mediating role of friendship developed within a network. We argued that PA can be a determinant of friendship ties and can impact individual emotions. Drawing on the sample of 409 participants, we found a negative relationship between PA and friendship ties, and this relationship is stronger for females. Furthermore, no significant relationship was found between PA and affect; however, the relationship was mediated by friendship ties. The study contributes to the literature on PA and friendship.

In the third chapter, we have classified physical attractiveness as an attribute of diversity. PA evokes categories within a group leading to subgroups and intergroup biases. Therefore, we examined the impact of a group's physical attractiveness diversity (similarity) on team performance. We draw on the performance data of 72 groups to test the hypotheses. We found PA diversity to be negatively related to team performance. The results did not report any significant relationship between PA similarity and team performance. The implications for organizations and diversity literature are discussed.

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