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Emotional labor and discretionary behaviors: Exploring the mediating and moderating effects of felt inauthenticity and emotional exhaustion

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Emotional Labor and Discretionary Behaviors: Exploring the Mediating and Moderating Effects of Felt Inauthenticity and Emotional Exhaustion

by

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Abstract

The service industry is a growing sector in most countries and emotional labor is a major component of service employees' jobs. As such, it is important to understand how emotional labor influences employee discretionary behaviors such as counter-productive workplace behaviors (CWBs) and organizational citizenship behaviors (OCBs), both of which affect the well-being of employees and organizations. This dissertation presents two studies that examined the mechanisms underlying, and boundary conditions surrounding, emotional labor and employee discretionary behaviors. Drawing on theories and research regarding ego depletion, inauthenticity, and behavior consistency, this paper proposed a theoretical model that hypothesized how two potential mechanisms (i.e., felt inauthenticity and emotional exhaustion) work interactively to connect emotional labor with discretionary behaviors. Two multi-wave studies consisting of three measurement periods of 240 (Study 1) and 441 (Study 2) employees conducted on MTurk provided partial support for the hypothesized model. As hypothesized, felt inauthenticity and emotional exhaustion interacted to influence the two types of counterproductive workplace behaviors (CWBs). As such, the indirect effects between surface acting and CWBs through felt inauthenticity were moderated by emotional exhaustion. More specifically, the indirect effects were positive and stronger at low levels of emotional exhaustion but weaker at high levels of emotional exhaustion.

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Chapter 1: General Introduction

An integral part of post-industrialized economies is the service economy. Soubbotina and Sheram (2000) reported that in 1995 in high-income countries, the service industry contributed 66% of their GDPs. Similarly, in the year 2014, 91% of the female and 69% of the male workforce in the United Kingdom held jobs in the service sector (World Bank, 2016a; 2016b). The continued and growing importance of the service sector reflects, in part, non-service based companies increasingly incorporating elements of service into their product offerings (Auguste, Harmon & Pandit, 2006).

Because a major component of service delivery quality is how employees manage their emotions (Pugh, 2001; Tsai, 2001), scholars increasingly attend to service employees' emotional labor, which is the "management of feeling to create a publicly observable facial and bodily display" (Hochschild, 1983, p. 7). The spike in attention to emotional labor was chronicled by Grandey, Diefendorff, and Rupp (2013) who highlighted a substantial increase in published studies on emotional labor over the last three decades with research appearing not only in management and business journals, but also in healthcare, education, and public service journals, signaling the topic's relevance in many domains.

This increased research attention has broadened our understanding of emotional labor's effects on individuals and organizations. More than three decades of research indicate that emotional labor relates to many important individual (e.g., emotional exhaustion, task performance) and organizational outcomes (e.g., customer satisfaction, customer return intentions; Grandy & Gabriel, 2015; Hülsheger & Schewe, 2011; Lee & Ok, 2014; Mesmer-Magnus, DeChurch, & Wax, 2012). Overall, this research indicates that surface acting, a form of emotional labor in which one displays the expected emotions without changing the experienced emotions (Hochschild, 1983), is predominantly detrimental to organizations and

employees (Grandey & Gabriel, 2015). In contrast, deep acting, a form of emotional labor in which one changes experienced emotions in order to display the expected emotions (Hochschild, 1983), has been shown to have null or inconsistent relations with organizational and employee criteria (Grandey & Gabriel, 2015). More recently, researchers have begun to explore the relations between emotional labor and employee discretionary behaviors because of discretionary behaviors' importance to organizational and employee well-being (Gonzalez-Mulé, Mount, & Oh, 2014).

Two major categories of discretionary behaviors include counter-productive work behaviors (CWBs; e.g., taking time and resources from the organization) and organizational citizenship behaviors (OCBs; e.g., using personal time to assist colleagues; Spector, Bauer, & Fox, 2010). In general, the existing research indicates that surface acting positively relates to CWBs (Bechtoldt, Welk, Zapf, & Hartig, 2007; Yue, Wang, & Groth, 2016) and negatively relates to OCBs (Kiffin-Petersen, Jordan, & Soutar, 2011); Park, O'Rourke, O'Brien, 2014; Xuan & Park, 2012; Yue et al., 2016). In contrast, research indicates that deep acting positively relates to OCBs (Kiffin-Petersen et al., 2011; Xuan & Park, 2012; Yue et al., 2016) but has mixed relations with CWBs (Bechtoldt et al., 2007; Park et al., 2014; Yue et al., 2016).

A better and more complete understanding of how emotional labor affects discretionary behaviors is important because discretionary behaviors "shape the organizational, social, and psychological context that serves as the catalyst for task activities and processes" (Borman & Motowidlo, 1997, p. 100). Indeed, discretionary behaviors have been shown to influence both employees (e.g., task performance) and organizations (e.g., objective business unit performance) (Dunlop & Lee, 2004; Podsakoff, Whiting, Podsakoff, & Blume, 2009). Hence, it is important to have a fuller understanding of how, and under what

conditions, emotional labor relates to employee discretionary behaviors in order to better understand and promote OCBs and discourage CWBs.

The vast majority of studies linking emotional labor to discretionary behaviors utilizes a regulatory-resources (i.e., ego depletion) (Muraven & Baumeister, 2000) perspective in which emotional exhaustion, a state of resources depletion, (Grandey, 2003; Goldberg & Grandey, 2007), is the theoretical mechanism (Lee & Ok, 2014; Trougakos, Beal, Cheng, Hideg, & Zweig, 2015). This line of research proposed and found support that emotional exhaustion mediates the relationships between surface acting and discretionary behaviors because employees who are emotionally exhausted are presumed to lack the self-regulation required to initiate OCBs or to inhibit CWBs (Lee & Ok, 2014; Trougakos et al., 2015). In addition to emotional exhaustion, felt inauthenticity is another potential theoretical mechanism linking the two workplace phenomena (Brotheridge & Lee, 2002; Gino, Norton, Ariely, 2010),

In contrast to emotional exhaustion, which is a state of resource depletion associated with lower ability to self-regulate (Grandey, 2003; Goldberg & Grandey, 2007), felt inauthenticity is a state of disconnectedness that occurs when individuals behave inconsistently with their identities and values (Erickson, 1995; Kernis & Goldman, 2006). Theoretically, feeling inauthentic is a mentally taxing experience that is associated with negative employee well-being including increased stress and anxiety, and reduced job satisfaction (Sheldon, Ryan, Rawsthorne, & Ilardi, 1997).

Employees who surface act are expected to experience higher felt inauthenticity because they do not genuinely experiece the emotions they display (Hochschild, 1983). Conversely, employees who deep act are expected to experience lower felt inauthenticity because they attempt to align their emotional experiences with their displays (Grandey,

2000). Consistent with these views, research indicates surface acting is associated with higher felt inauthenticity whereas deep acting is associated with lower felt inauthenticity (Brotheridge & Lee, 2002). Research further indicates that felt inauthenticity mediates the relations, for example, between surface acting and depressed mood (Erickson & Wharton, 1997) and perceived personal accomplishments (Brotheridge & Lee, 2002). However, research has yet to investigate whether felt inauthenticity mediates the relationship between emotional labor and employee discretionary behaviors.

Theoretically, feeling inauthentic likely is associated with higher CWBs and lower OCBs due to behavior consistency, a phenomenon in which individuals' present and future actions are highly related with their past actions (Albarracín & Wyer, 2000). Scholars have argued that surface acting is deceitful (Grandey, 2000; Groth, Hennig-Thurau, & Walsh, 2009) because it involves employees trying to express emotions (e.g., I am happy that you are visiting this store) that they are not experiencing and that this likely is part of the reason surface acting positively relates with feelings of inauthenticity (Brotheridge & Lee, 2002; Grandey, 2000). Having acted deceitfully, behavior consistency predicts that employees are likely to behave unethically in other areas of their work. The unethical behaviors may be manifested through discretionary behaviors because research indicates that employees see discretionary behaviors through a moral lens (Cohen, Panter, & Turan, 2013).

In addition to the above arguments regarding feeling inauthentic (i.e., state inauthenticity), theory suggests that one's trait authenticity may also influence one's discretionary behaviors. Because individuals low on trait inauthenticity are less likely to adhere to a consistent set of internal standards (Knoll, Meyer, Kroemer, & Schröder-Abé, 2015), they are more likely to engage in cognitive processes (e.g., moral disengagement; Knoll, Lord, Petersen, & Weigelt, 2016) that are associated with higher CWBs and lower OCBs (Cohen, Panter, Turan, Morse, & Kim, 2014). Despite the theoretical arguments

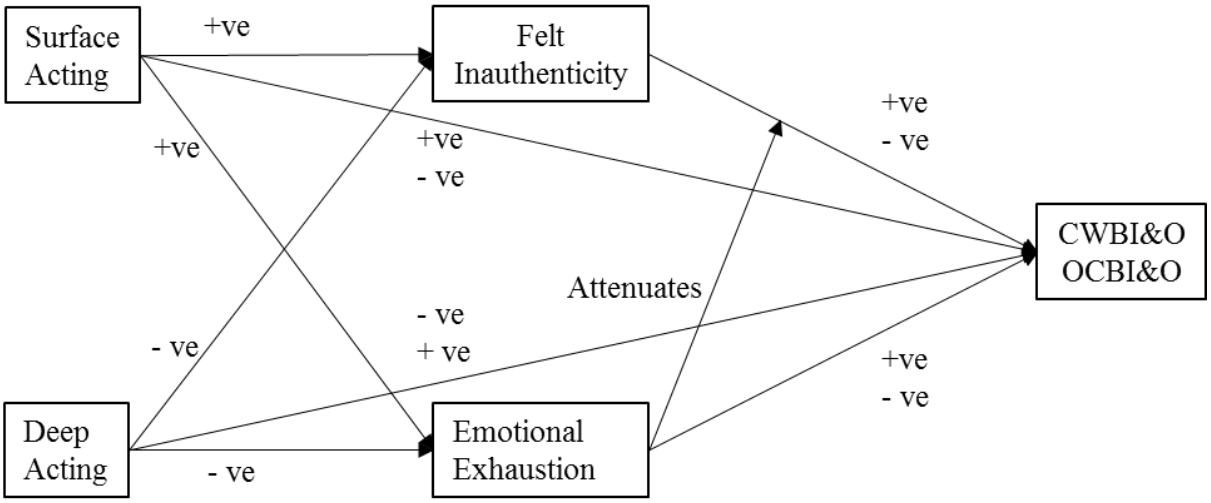
indicating that surface acting and deep acting likely positively and negatively relate with one's felt inauthenticity, and that felt inauthenticity likely increases the likelihood of less desirable discretionary behaviors, surprisingly emotional labor research has not explored whether felt inauthenticity mediates the relations between emotional labor and employee discretionary behaviors. Based on the above arguments, I hypothesize and investigate felt inauthenticity as a mediator connecting emotional labor with discretionary behaviors.

Also unexplored is whether emotional exhaustion plays a moderating role in the relationship between felt inauthenticity and discretionary behaviors. I argue that, based on ego depletion and behavior consistency, emotional exhaustion likely weakens the relationship between felt inauthenticity and discretionary behaviors because it reduces individuals' abilities to pursue goals (Inzlicht & Gutsell, 2007). As will be elaborated in the next chapter where I build and test the theoretical model, I hypothesized that emotional exhaustion weakens the positive relations between felt inauthenticity and CWBs and weakens the negative relations between felt inauthenticity and OCBs.

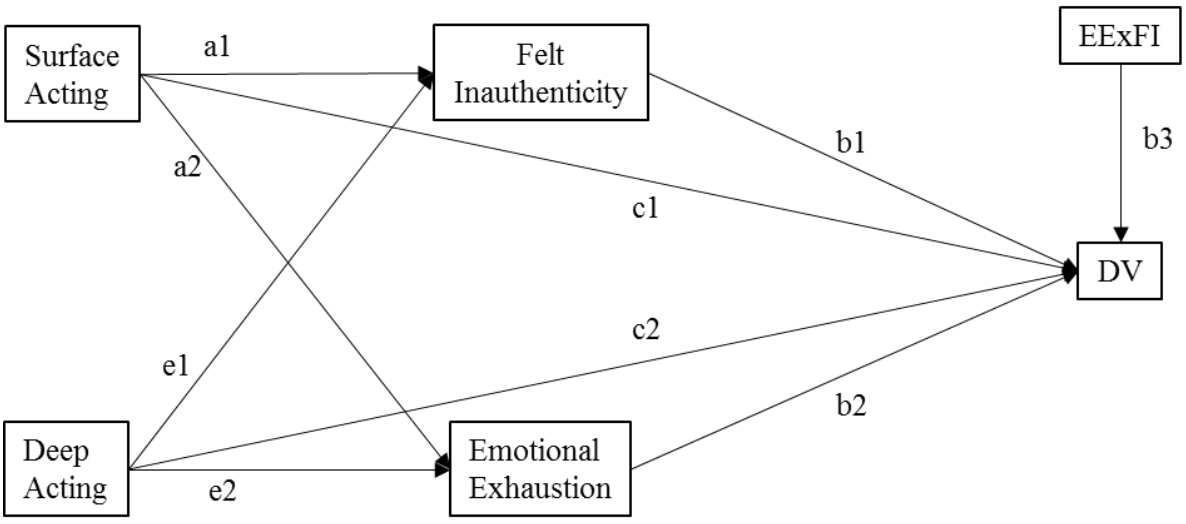
To contribute to a better understanding of the mechanisms underlying emotional labor and discretionary behaviors, I conducted two studies on MTurk with employees who had frequent interactions with external parties (e.g., clients) and internal parties (e.g., colleagues and students) to test a theoretical model (see Figure 1) that hypothesized that emotional labor leads to discretionary behaviors through emotional exhaustion, felt inauthenticity, and their interaction. Through developing and testing this model, the paper makes four contributions to existing literatures.

Figure 1 Theoretical model outlining the hypotheses and the statistical model outlining the paths tested in the statistical analysis

Theoretical Model



Statistical Model



Firstly, this paper contributes to the small but growing body of research that investigates how emotional labor influences employee discretionary behaviors. As Grandey and Gabriel (2015) stated in their review of the emotional labor literature, research in this

area needs to expand to include organizationally important outcomes such as CWBs and OCBs.

Secondly, this paper extends the literature on emotional labor's effects on employee discretionary behaviors by examining felt inauthenticity and emotional exhaustion as simultaneous mediators. As such, this paper presents the first studies to investigate the potential dual pathways through which emotional labor might influence employee discretionary behaviors.

Thirdly, this paper explores whether emotional exhaustion and felt inauthenticity interact to influence discretionary behaviors and as such, advances our understanding of the boundary conditions in which emotional labor may relate to discretionary behaviors and as a result, improves our ability to promote OCBs and discourage CWBs.

Lastly, this paper contributes to the literature on discretionary behaviors by investigating inauthenticity experienced at work as a predictor. Although research has shown that a person's trait authenticity influences ethical behaviors (Knoll et al., 2016), the literature has not yet investigated whether job-derived inauthenticity influences employees' discretionary behaviors. It is important to fill this knowledge gap because service employees frequently encounter situations in which they may behave inauthentically (Brotheridge & Lee, 2002; Grandey, 2000), which might then influence them to engage in negative discretionary behaviors (i.e., higher CWBs and lower OCBs). Additionally, research has shown that emotional labor is not limited to interactions with customers, but also applies equally to interactions with co-workers (Kim, Bhave, & Glomb, 2013). In this way, the prevalence of inauthenticity experienced at work might be higher than expected and its influence on discretionary behaviors more extensive.

Chapter 2: Study 1 – Hypothesizing and Testing the Theoretical Model

Hypothesis Development

Figure 1 presents the hypothesized theoretical model. To develop this hypothesized model, I first theorize how each emotional labor strategy relates to employee discretionary behaviors. I then hypothesize the mediating effects of emotional exhaustion and felt inauthenticity linking emotional labor to discretionary behaviors. Finally, I theorize how emotional exhaustion and felt inauthenticity interact to qualify the indirect effects of emotional labor on discretionary behaviors through felt inauthenticity. As such, these moderated indirect effects capture the hypothesized model and are of primary interest.

Emotional Labor and Employee Discretionary Behaviors through Emotional Exhaustion

Emotional labor refers to the "management of feeling to create a publicly observable facial and bodily display" (Hochschild, 1983, p. 7) and occurs commonly in a wide range of occupations and work situations (Grandey, 2003). Hochschild (1983) introduced surface acting and deep acting as the two common strategies that comprise emotional labor. As mentioned, surface acting is defined as the regulation of emotional displays without trying to align emotional experiences with the displays whereas deep acting is defined as the conscious modification of emotional experience for the sake of displaying the desired emotion (Grandey, 2000). Recent research indicates that both surface acting and deep acting are associated with employee discretionary behaviors (i.e., counter-productive workplace behaviors and organizational citizenship behaviors; Yue et al., 2016).

Employee discretionary behaviors are commonly discussed in terms of employee counter-productive workplace behaviors (CWBs) and organizational citizenship behaviors

(OCBs) (Gonzalez-Mulé et al., 2014). CWBs, also referred to as workplace deviance in some papers (e.g., in Judge, Scott, & Ilies, 2006), are deliberate behaviors that violate organizational rules and harm organizations' and stakeholders' interests (Bennett & Robinson, 2000; Gruys & Sackett, 2003). CWBs consist of behaviors directed toward organization (CWBO) and behaviors directed toward individual (CWBI; Robinson & Bennett, 1995). CWBOs consist of behaviors that harm the organization, such as theft and shirking and CWBIs consist of behaviors that harm people in the organization, such as yelling at and insulting colleagues (Bennett & Robinson, 2000). Studies observe both types of CWBs to be associated with a variety of negative employee and organizational criteria such as decreased employee well-being and satisfaction, increased stress and depression, increased organizational financial losses, and longer customer waiting time (Bowling & Beehr, 2006; Berry, Carpenter, & Barratt, 2012; Burke, Tomlinson, & Cooper, 2011; Dunlop & Lee; 2004).

OCBs are "individual behaviors that [are] discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promote the efficient and effective functioning of the organization" (Organ, Podsakoff, & Mackenzie, 2006, p. 8). Similar to CWBs, OCBs are divided into behaviors directed toward the organization (OCBO) and behaviors directed toward individuals (OCBI; Chiaburu, Oh, Berry, Li, & Gardner, 2011). OCBOs consist of behaviors that benefit the organization, such as working overtime voluntarily and OCBIs consist of behaviors that benefit individuals, such as helping colleagues (Chiaburu et al., 2011). Studies have found both types of OCBs to be associated with better organizational (e.g., better unit productivity, efficiency, costs, profitability, and customer satisfaction) and individual work-related criteria (e.g., lower turnover and better performance) (Organ et al., 2006; Parker, Williams, & Turner, 2006; Podsakoff, Whiting, Podsakoff, & Blume, 2009). As such, both forms of discretionary behaviors are important

contributors to employee and organizational well-being (Borman & Motowidlo, 1993; Dalal, 2005; Lievens, Conway, & De Corte, 2008; Organ & Ryan, 1995; Robinson & Bennett, 1995; Rotundo & Sackett, 2002; Sackett & Lievens, 2008).

Research generally indicates that surface acting positively relates to CWBs (Bechtoldt et al., 2007; Yue et al., 2016) and negatively relates to OCBs (Kiffin-Petersen et al., 2011; Park et al., 2014; Xuan & Park, 2012; Yue et al., 2016) whereas deep acting positively relates to OCBs (Kiffin-Petersen et al., 2011; Xuan & Park, 2012; Yue et al., 2016) but does not relate with CWBs (Bechtoldt et al., 2007; Yue et al., 2016). As discussed below, based on Ego Depletion Theory, one mechanism likely linking emotional labor to employee discretionary behaviors is emotional exhaustion (Grandey, 2000).

Ego Depletion Theory posits that individuals have a finite amount of regulatory resources that governs their capacity to regulate and persevere at behaviors (Muraven & Baumeister, 2000). An expanding body of research supports that one's ability to behave prosocially or ethically is reduced when one is exhausted regardless of the type of exhaustion (i.e., emotional, mental, and physical; Moore & Gino, 2015; Schmeichel, 2007). That is, evidence indicates that individuals are more likely to perform CWBs and less likely to perform OCBs when resource depleted (Christian & Ellis, 2011; Trougakos et al., 2015). Although individual and contextual factors influence people's intention to act ethically and unethically (Crocker, Canevello, & Brown 2017), most individuals wish to see themselves as morally upright people (Moore & Gino, 2015) and thus, are likely to self-regulate to suppress their unethical intentions (e.g., to not engage in CWBs) and also self-regulate to act on their ethical intentions (e.g., to engage in OCBs). However, when individuals are emotionally exhausted and have lower regulatory resources, they are less able to suppress their unethical intentions and to act on their ethical intentions, thereby increasing CWBs and decreasing

OCBs (Baumeister, Gailliot, DeWall, & Oaten, 2006; Baumeister & Vohs, 2007). As such, emotional exhaustion likely positively relates with CWBs and negative relates with OCBs.

Readers may question whether emotional exhaustion should be negatively associated with CWBs because CWBs may possibly be effortful, such that individuals feeling emotionally exhausted may be too tired to act counterproductively. This question likely is built on the assumption that certain CWBs require a large amount of effort (e.g., careful planning or coordinated execution of behaviors) to perform them. However, CWBs are often simple behaviors that may be performed without much effort or careful thought and some CWBs actually result from reduced effort (Bennett & Robinson, 2000). For instance, behaviors such as spending too much time fantasizing or daydreaming, coming in late to work without permission, and putting little effort into one's work are behaviors that often reflect a decrease of effort. CWBs that require action, such as saying something hurtful to a colleague, acting rudely to a colleague, taking property from work without permission, and littering one's work environment, may also be performed without much effort or thoughtfulness (Bolton, Harvey, Grawitch, & Barber, 2012).

Among the two emotional labor strategies, surface acting appears to be a more difficult and stressful strategy that results in greater ego depletion and feelings of emotional exhaustion (Beal, Trougakos, Weiss, & Dalal, 2013; Beal, Trougakos, Weiss, & Green, 2006). Theoretically, surface acting depletes self-regulatory resources (e.g., Baumeister et al., 1998; Grandey, Rupp, & Brice, 2015; Hülsheger & Schewe, 2011; Trougakos et al., 2015; Trougakos, Jackson, & Beal, 2011) because it requires employees to self-regulate to display emotions that are contrary to their experienced emotions. As such, consistent with past theorizing and empirical results, I hypothesize that surface acting positively relates with CWBI and CWBO and negatively relates with OCBI and OCBO, with emotional exhaustion mediating the relationship between surface acting and the discretionary behaviors.

Hypothesis 1: Surface acting is positively associated with a) CWBI and b) CWBO and negatively associated with c) OCBI and d) OCBO.

Hypothesis 2: Emotional exhaustion mediates the relationship between surface acting and a) CWBI, b) CWBO, c) OCBI, and d) OCBO.

In contrast to surface acting which consistently positively relates to CWBS and consistently negatively relates to OCBs (Bechtoldt et al., 2007; Yue et al., 2016), deep acting positively relates to OCBs (Kiffin-Petersen et al., 2011; Xuan & Park, 2012; Yue et al., 2016) but does not relate with CWBs (Bechtoldt et al., 2007; Yue et al., 2016). By definition deep acting involves aligning one's felt emotions with organizationally-prescribed display rules that typically are to display positive emotions and hide negative emotions (Grandey, 2000).

Theoretically, deep acting may be depleting in the short-run because of the mental efforts required to change one's emotions but energizing in the long-run because it aligns employees' feelings with the display rules (e.g., to display positive affect) and may enduringly remove the source of incongruence such that employees are more consistently in a positive mood (Côté, 2005; Goodwin, 2011). Additionally, the experience of these positive emotions (Fredrickson & Joiner, 2002) also is likely to lead to the building of rewarding interactions with customers and others (Côté, 2005). In turn, these rewarding interactions improve one's positive affect. Given this upward spiral in positive affect (Côté, 2005), subsequently less energy and resources are required to display the positive emotion because one would be experiencing more positive emotions naturally. Hence, I predict that deep acting is negatively associated with emotional exhaustion based on the above theoretical arguments. Taken together, I hypothesize that deep acting is negatively associated with CWBI and CWBO and positively associated with OCBI and OCBO with emotional exhaustion mediating these relationships.

Hypothesis 3: Deep acting is negatively associated with a) CWBI and b) CWBO and positively associated with c) OCBI and d) OCBO.

Hypothesis 4: Emotional exhaustion mediates the relationship between deep acting and a) CWBI, b) CWBO, c) OCBI, and d) OCBO.

Emotional Labor and Employee Discretionary Behaviors through Felt Inauthenticity

In addition to emotional exhaustion, emotional labor likely exerts its influence on employee discretionary behaviors through a second mechanism: felt inauthenticity (Brotheridge & Lee, 2002; Erickson & Wharton, 1997; Erickson & Ritter, 2001). Felt inauthenticity is a state of disconnectedness from one's true self (Kernis & Goldman, 2006) when behaviors do not match beliefs, attitudes, or emotions. Highlighting that emotional displays at work often are not true reflections of employees' experienced emotions, Hochschild (1983) discussed the experience of disconnectedness as an outcome of emotional labor. Since then research has built on Hochschild's seminal work by theorizing (Ashforth & Humphrey, 1993; Ashforth & Tomiuk, 2000) and investigating (Brotheridge & Lee, 2002; Erickson & Wharton, 1997; Erickson & Ritter, 2001) the role that emotional labor plays in affecting one's sense of authenticity.

Consistent with research indicating that feeling inauthentic is stressful, surface acting has been shown to be associated with somatic symptoms (Schaubroeck & Jones, 2000), job dissatisfaction, and burnout (Bakker, & Heuven, 2006; Diefendorff, Erickson, Grandey, & Dahling, 2011; Diefendorff, Richard, & Croyle, 2006; Hülsheger & Schewe, 2011; Kammeyer-Mueller et al. 2013) likely due to the psychological tension felt from the incongruence between emotions displayed and emotions felt (Kammeyer-Mueller et al. 2013; Mesmer-Magnus et al. 2012). In contrast to surface acting, deep acting involves bringing experienced emotions in line with the emotional requirements of the job (Grandey, 2000) and

therefore is predicted to relate negatively with feelings of authenticity because individuals experience the displayed emotions as part of their self (Brotheridge & Lee, 2002). As such, surface acting likely positively relates with felt inauthenticity and deep acting likely negatively relates with felt inauthenticity. Indeed, research by Brotheridge and Lee (2002) provided evidence that surface acting positively, and deep acting negatively, relates with felt inauthenticity. Additionally, results from an experiment showed that deep acting increased, and surface acting decreased, feelings of authenticity (Shulei & Miner, 2006).

Feeling inauthentic also likely has repercussions for future behaviours due to the behavior consistency effect (Ouellette & Wood, 1998), a phenomenon in which individuals' future behaviors are consistent with their past behaviors. For instance, experiments demonstrate that being made aware of past behavior increased participants' likelihood of repeating the same behavior due to increased accessibility of cognitions and attitudes consistent with the past behavior (Albarracín & Wyer, 2000). Additionally, well-established theories such as cognitive dissonance theory (Festinger, 1957) and self-perception theory (Bem, 1972) propose that people strive to maintain consistency because acting inconsistently is psychologically stressful.

Felt inauthenticity's potential association with employee discretionary behaviors was tested by Gino and colleagues (2010) who induced felt inauthenticity in experimental participants by letting them wear counterfeit products and found that felt inauthenticity increased rates of dishonest behaviors. More specifically, participants in the counterfeit (i.e., inauthentic) condition were more likely to act dishonestly by reporting falsely on the success of a task. In addition to behaving unethically themselves, Gino and colleagues (2010) found that participants in the inauthentic condition believed that other people were more likely to act unethically and also were more likely to judge other people's explanations of their own behaviors to be lies. Building on behaviour consistency, Gino and colleagues (2010) argued

that the outcomes were the results of participants acting consistently with their previous inauthentic act of a wearing counterfeit product.

These results are relevant to the current study because they suggest behaviors that influence authenticity in one domain (e.g., wearing a pair of fake branded sunglasses) may influence subsequent behaviors and perceptions in different domains (i.e., the misreporting of success on a task and the perceiving of the ethicality of other people's actions). Related to the current study, behaviors that influence authenticity in one domain (e.g., surface acting and deep acting) may influence subsequent behaviors in a different domain (e.g., CWBs and OCBs).

I argue that feeling inauthentic may influence employee workplace behaviors (e.g., CWBs and OCBs) because research indicates that employee discretionary behaviors are associated with individual factors that are also related to ethical behaviors, such as moral identity (Cohen et al., 2014; Reynolds & Ceranic, 2007) and propensity to morally disengage (Cohen et al., 2014; Moore, Detert, Klebe Treviño, Baker, & Mayer, 2012). Given that discretionary behaviors are closely related to ethical behaviors, felt inauthenticity likely relates positively with CWBs and negatively with OCBs.

In addition to the above arguments, the wearing of counterfeit product presented in Gino et al. (2010) is relevant to emotional labor because service with a smile is widely construed as the act of wearing or putting on a fake smile or mask (Hochschild, 1983). This is because surface acting conveys inaccurate information to the audience and is deceptive in nature (Grandey, 2000; Groth et al., 2009), much like the wearing of counterfeit products. Additionally, Gino and colleagues (2010) measured and tested feelings of inauthenticity as the mediator connecting the experimental manipulation of wearing a counterfeit product with unethical behaviors (e.g., false report of one's success on task), providing evidence that felt

inauthenticity mediated the effect between behaving inauthentically (just as in surface acting, while deep acting is the opposite) and unethical behaviors. For these reasons, I hypothesize that felt inauthenticity acts as the second mechanism through which emotional labor relates to discretionary behaviors.

Hypothesis 5: Felt inauthenticity mediates the relationship between surface acting and a) CWBI, b) CWBO, c) OCBI, and d) OCBO.

Hypothesis 6: Felt inauthenticity mediates the relationship between deep acting and a) CWBI, b) CWBO, c) OCBI, and d) OCBO.

It is important to note that a paper by Gino, Kouchaki, and Galinky (2015) reported evidence that contradicts the above hypotheses regarding felt inauthenticity and discretionary behaviors. More specifically, experiments conducted by the authors found that behaving inauthentically caused individuals to experience a sense of impurity, which refers to feelings of moral contamination toward individuals' self-concept such that individuals view their moral-self as being tainted. Based on the Sacred-Value-Protection Model (SVPM; Tetlock, Kristel, Elson, Green, & Lerner, 2000), people cope with feelings of impurity by performing acts of moral cleansing that could either be real compensatory behaviors (e.g., acting morally) or symbloic cleansing (e.g., washing hands).

Building on the SVPM, Gino and colleagues (2015) demonstrated through a series of experiments that behaving inauthentically increased participants' feelings of impurity and reduced participants' moral self-regard. Feelings of impurity and moral self-regard were then positively and negatively, respectively, related to participants' desire for cleansing-related products and decisions to help. Additional support that felt inauthenticity influences individuals' desire to cleanse themselves comes from an earlier work by Casciaro, Gino, and Kouchaki (2014) in which the authors proposed and found support that engaging in

instrumental networking (networking motivated by personal gain and accomplishment) increased one's desire to cleanse oneself and that this relationship was mediated by feelings of dirtiness (with felt inauthenthicity being a dimension of dirtiness).

Of relevance to the performance of emotional labor in the paper (Gino et al., 2015) is the way felt inauthenticity was manipulated in the series of experiments. Gino and colleagues asked participants to recall an incident in their professional or personal life in which they behaved in a way that was untrue to themselves and found that many of the participants reported displaying emotions that they did not feel; behaviors that would be considered as surface acting if performed in the work context (Hochschild, 1983). This suggests that emotional labor has the potential to activate the desire for moral cleansing in individuals. Because employee discretionary behaviors can be looked upon as morally desirable or undesirable (Dalal, Lam, Weiss, Welch, & Hulin, 2009), employees with the desire to cleanse themselves could engage in OCBs to help fulfil the desire while at the same time trying to avoid CWBs.

As presented, there are two competing theoretical arguments regarding the direction in which felt inauthenticity might relate with discretionary behaviors. Among these two competing theories (i.e., behavior consistency and SVPM), I believe that behavior consistency stands out as the more parsimonious argument that is grounded in well-tested theories, such as cognitive dissonance theory (Festinger, 1957) and self-perception theory (Bem, 1972), and supported by recent research in ethics (Mulder & Aquino, 2013). Additionally, research on trait authenticity (Knoll et al., 2016) indicates that high trait inauthenticity is associated with higher moral disengagement, which positively relates with unethical behaviors (Cohen et al., 2014; Moore et al., 2012). Hence, my predictions regarding the relationships between felt inauthenticity and discretionary behaviors were built on

behavior consistency, as outlined in hypotheses 5 to 8. The current study provides an empirical test of these competing possibilities.

Felt Inauthenticity by Emotional Exhaustion Interaction

Although emotional exhaustion and felt inauthenticity were already discussed as theoretical mediators in the sections above, I now argue that their effects on discretionary behaviors may be more complex such that they interact to predict discretionary behaviors. Specifically, I argue that the mediated effects of emotional labor via felt inauthenticity with discretionary behaviors are likely moderated by emotional exhaustion. Interestingly, opposite predictions are plausible regarding whether increases in emotional exhaustion strengthen or weaken the indirect effects of emotional labor on discretionary behaviors via felt inauthenticity.

On the one hand, emotional exhaustion may strengthen the relations between felt inauthenticity and discretionary behaviors because both felt inauthenticity and emotional exhaustion positively relate with CWBs and negatively relate with OCBs. As discussed, past inauthentic behaviors (i.e., surface acting) may encourage future unethical behaviors that may manifest as higher CWBs and lower OCBs due to the behavior consistency effect. Also discussed, emotional exhaustion disinhibits individuals from acting out their unethical intentions and inhibits individuals from acting out their ethical intentions because of a lack of resources. As such, high levels of felt inauthenticity and emotional exhaustion may synergistically increase CWBs and reduce OCBs. Despite the above possibility, I argue for an interaction such that higher levels of emotional exhaustion will weaken the association between felt inauthenticity and discretionary behaviors because, as discussed below, I believe the theoretical arguments better support hypothesizing an interaction of this nature.

As mentioned previously, most people wish to see themselves as morally good (Moore & Gino, 2015) because people's perception of their own morality is an important part of their identity (Aquino & Reed, 2002). Supporting this, research indicates that people engage in cognitive processes (e.g., moral disengagement) that help them maintain their positive moral self-perception after acting unethically (Shu, Gino, & Bazerman, 2011). Despite our desire to maintain a positive moral self-identity, research indicates that people continue to act unethically after behaving unethically (Mulder & Aquino, 2013) or inauthentically (Gino et al., 2010). This is likely because people can, and do, engage in cognitive processes to maintain positive moral self-perceptions despite their unethical actions (Shu et al., 2011). As such, the behavior consistency effect is a relatively strong and robust predictor of behaviors, although certain factors, such as when past behaviors led to poor outcomes, do limit the effect (Albarracín & Wyer, 2000; Ouellette & Wood, 1998). I argue below that being emotionally exhausted is one such factor that weakens the behavior consistency effect.

Emotional exhaustion is a state of emotional overexertion and resource depletion (Maslach & Jackson, 1986; Maslach, Schaufeli, & Leiter; 2001) associated with lower ability to self-regulate (Grandey, 2003; Goldberg & Grandey, 2007) and to use executive function (Schmeichel, 2007; Vohs, Baumeister, & Schmeichel, 2012). Executive function is defined as processes that enable engagement in goal-directed behavior, such as working memory, planning, inhibition, and cognitive flexibility (Mahone et al., 2002) and it is a significant determinant of one's goal-pursuit ability (Hofmann, Vohs, & Baumeister, 2012). More specifically, executive function influences one's ability to detect discrepancies between, and monitor changes in, actual states and desired states. This ability is known as the comparator function (Inzlicht & Gutsell, 2007) and is an important element in successful goal-pursuit (Carver & Scheier, 1998). Research indicates that depleted experimental participants

exhibited reduced comparator function (Jia & Hirt, 2016; Servincer, Schlier, & Oettingen, 2015). Additionally, Inzlicht and Gutsell (2007) investigated the physiological reason underlying the reduced comparator function by analyzing neural signals. Their results indicated that the relationship between resource depletion and poor task performance was mediated by reduced neural signals at the brain region responsible for detecting discrepancies and monitoring changes in desired and actual states.

The above evidence suggests that emotional exhaustion may attenuate the association between felt inauthenticity and discretionary behaviors because exhaustion compromises one's ability to detect the need to act on one's attitudes and intentions such that acts of goal-pursuits are reduced. Recall above I argued that when a person feels inauthentic they are more likely to act unethically. As such, these pursuits (as do all forms of goal pursuit) require individuals to sense the need to act by detecting that there is a discrepancy between desired and current states (Carver & Scheier, 1998). However, when an employee is depleted (e.g., high emotional exhaustion), the individual is less likely to detect the discrepancies between desired (e.g., to act rudely toward or to offer assistance to a colleague) and actual (e.g., the current lack of action) states.

As such, felt inauthenticity's influence on discretionary behaviors is likely to be weakened when employees are exhausted because their weakened comparator function reduces their likelihood of sensing discrepancies between current and ideal states. Hence, high levels of emotional exhaustion likely weaken the positive relationships between felt inauthenticity and CWBs and weaken the negative relationships between felt inauthenticity and OCBs. As such, I hypothesize that the indirect relationships between emotional labor and discretionary behaviors that are mediated by felt inauthenticity are moderated by emotional exhaustion in the following ways:

Hypothesis 7: Emotional exhaustion weakens the indirect relationships of surface acting to a) CWBI, b) CWBO, c) OCBI, and d) OCBO that are through felt inauthenticity. As such, the indirect effects between surface acting and discretionary behaviors will be stronger when emotional exhaustion is low, but weaker when emotional exhaustion is high.

Hypothesis 8: Emotional exhaustion moderate and weaken the indirect relationships of deep acting to a) CWBI, b) CWBO, c) OCBI, and d) OCBO that are through felt inauthenticity. As such, the indirect effects between deep acting and discretionary behaviors will be stronger when emotional exhaustion is low, but weaker when felt inauthenticity or emotional exhaustion is high.

Method

Participants and Procedures

Participants were recruited via Amazon Mechanical Turk (MTurk). MTurk is a crowdsourcing internet portal that enables workers and task givers to coordinate the performance of tasks that computers are currently unable to do. These tasks include transcription, code writing, content generation, and feedback collection. Many researchers (e.g., Lim & Desteno, 2016; Peer, Vosgerau, & Acquisti, 2014) have collected data on MTurk and found the data to be of good quality.

Participation was restricted to MTurk workers in the United States who were employees who held jobs that required them to interact with external parties (e.g., customers) and internal parties (e.g., coworkers or students) frequently. Additionally, participation was restricted to MTurk workers who had a task approval rate of 98% (i.e., at least 98% of the total number of tasks they performed on MTurk were found to be of good quality and were

approved by MTurk task givers) and task approval number of greater than 10000 (i.e., they had performed at least 10000 tasks on MTurk that were of good quality and approved by MTurk task givers).

Three surveys were administered with each survey posted on MTurk one week apart. The first survey measured demographic information, Surface Acting, Deep Acting, and Trait Negative Affectivity (Trait NA), included as a control variable in analyses. The second survey measured Felt Inauthenticity and Emotional Exhaustion. The third survey measured CWBI, CWBO, OCBI, and OCBO. Each survey included two attention check items that asked participants to select a specific response on the scale (e.g., Please select strongly agree for this item). Participants reported their MTurk IDs on all three surveys and these IDs were used to match their responses. Participants were paid US$0.95 for completing survey one, US$0.95 for survey two, and US$1.20 for survey three.

At Time 1, the survey task for 500 MTurk workers to take part was posted and 479 MTurk workers responded to the survey task and 406 (84.76% of 479) respondents passed the attention check items and were invited for the second survey. Multivariate analysis of variance (MANOVA) conducted indicated that participants' who passed the attention check items (n = 406) did not differ significantly from those who did not (n = 73) on age, gender, organizational tenure, and numbers of hours worked per week, $F(4, 474) = 0.483$, ns.

Among those invited for the second survey, 337 (83% of 406) responded and 313 (77.09% of 406) passed the attention check items and were invited for the third survey. MANOVA conducted indicated that participants who responded at Time 2 (n = 337) did not differ significantly from those who were invited and did not respond (n = 69) on age, gender, organizational tenure, and numbers of hours worked per week, $F(4, 401) = 0.329$, ns. Additionally, MANOVA conducted to compare participants who responded and passed the

attention check items at Time 2 (n = 313) with those who were invited and did not respond (n = 93) on the same set of variables indicate that the two groups are not significantly different, $F(4, 401) = 0.411$, ns.

Among those invited for the third survey, 296 (94.57% of 313) responded and 240 (76.68% of 313; 59.11% of 406 valid responses from Time 1) passed the attention check items and their responses were used in the final data analysis. MANOVA conducted indicated that participants who responded at Time 3 (n = 296) did not differ significantly from those who were invited but did not respond (n = 17) on age, gender, organizational tenure, and numbers of hours worked per week, $F(4, 308) = 1.621$, ns. Additionally, MANOVA conducted comparing participants who passed the attention check items at Time 3 (n = 240) with those who were invited but did not respond (n = 73) on the same set of variables indicated that these two group of people did not differ significantly, $F(4, 308) = 1.559$, ns.

Comparing the final set of participants (n = 240) with the original set of participants who responded to the Time 1 survey but did not make it into the final set of data (n = 239) on the same set of descriptive variables indicated that these two groups did not differ significantly, $F(4, 474) = 0.634$, ns. Similarly, there was no difference between the final set of participants (n = 240) and the original set of participants who passed the attention check items at Time 1 but did not make it into the final sample (n = 166) on the above noted descriptive variables, $F(4, 401) = 0.459$, ns.

In this pool of 240 participants, 53% were male, 73.3% were Caucasian (0.4% Native American, 8.7% Asian, 7.1% African American, 6.3% Hispanic, and 4.2 % others), and 45.8% had Bachelor's degree (7.1% high school diploma, 32.5% some colleague degree, 11.3% Master's degree, 2.5% advance graduate work or Ph.D, and 8% others). The participants spent an average of 40.14 hours per week working (SD = 8.52; range from 4

hours (n = 1) to 85 hours (n = 1)), spent an average of 56.83 % of their working time interacting with customers (SD = 24.39), had an average age of 37.6 years (SD = 11.23), and had an average tenure of 6.7 years in the current organization (SD = 5.28). Participants came from a wide range of industries (e.g., retail, education, manufacturing, IT) and held a wide range of jobs (e.g., insurance agent, sales agent, store manager).

Measures

Surface acting and deep acting. Surface acting and deep acting were measured at Time 1 with the Emotional Labor Scale (Grandey, 2003) with five items assessing surface acting and four items assessing deep acting. Participants were asked to rate the average extent to which they perform certain behaviors to be effective in their jobs on a five-point scale (1 = never to 5 = always). Sample items assessing surface acting include "resist expressing my true feelings," "pretend to have emotions that I don't really care," and "hide my true feelings about a situation." Sample items assessing deep acting include "make an effort to actually feel the emotions that I need to display to others," "try to actually experience the emotions that I need to display to others," and "really try to feel the emotions I have to show as part of my job." Estimated reliabilities in the current study were $\alpha = .88$ for surface acting and $\alpha = .95$ for deep acting.

Felt inauthenticity. Felt inauthenticity was measured at Time 2 with the Inauthenticity at Work Scale (Erickson & Ritter, 2001) that is comprised of six items. Consistent with previous research using this scale (Erickson & Ritter, 2001), participants were asked to rate the frequency they encounter feeling inauthentic at work in the past six months on a seven-point scale (1 = never felt this way before to 7 = felt this way every day). Sample items include "to get through my work day, I feel like I have to become mechanical or robot-like," "when I am at work, I become unsure of what my 'real' feelings are," and "I

don't feel I can be myself at work." The estimated reliability was α = .92 for felt inauthenticity.

Emotional exhaustion. Emotional exhaustion was measured at Time 2 with the Emotional Exhaustion Scale (Wharton, 1993) that is comprised of six items. Participants were asked to rate the frequency they encounter certain experiences at work on a seven-point scale (1 = never felt this way while at work to 7 = feel this way every day). Sample items include "I feel emotionally drained from my work," "I feel used up at the end of the work day," and "I dread getting up in the morning and having to face another day on the job." The estimated reliability was α = .95 for emotional exhaustion.

CWBs. At Time 3, CWBs were measured with the Interpersonal and Organizational Deviance Scale (Bennett & Robinson, 2000) with seven items assessing CWBI and 12 items assessing CWBO. Participants were asked to rate the frequency they engaged in certain behaviors in the last year on a seven-point scale (1 = never to 7 = daily). Sample items assessing CWBI include "made fun of someone at work," "said something hurtful to someone at work," and "publicly embarrassed someone at work." Sample items assessing CWBO include "taken property from work without permission," "spent too much time fantasizing or daydreaming instead of working," and "come in late to work without permission." The estimated reliabilities were α = .88 for CWBI and α = .86 for CWBO.

OCBs. At Time 3, OCBs were measured at with the Organizational Citizenship Behavior Scale (Lee & Allen, 2002) with eight items assessing OCBI and eight items assessing OCBO. Participants were asked to rate the frequency they engaged in certain behaviors on a seven-point scale (1 = never to 7 = always). Sample items assessing OCBI include "help others who have been absent," "assist others with their duties," and "share personal property with others to help their work." Sample items assessing OCBO include

"defend the organization when other employees criticize it," "offer ideas to improve the functioning of the organization," and "express loyalty toward the organization." The estimated reliabilities were α = .92 for OCBI and α = .95 for OCBO.

Control variable. Trait negative affectivity (Trait NA) was used as a control variable in all analyses because it has been shown to relate to emotional exhaustion and employee discretionary behaviors (Kammeyer-Mueller et al., 2013; Kiffin-Petersen et al., 2011). Trait NA was measured with the NA subscale of PANAS (Watson & Clark, 1991) at Time 1 with 10 items. Participants were asked to indicate the extent they generally felt afraid, ashamed, distressed, guilty, hostile, irritable, jittery, nervous, scared, and upset on a five-point scale (1 = very slightly or not at all to 7 = extremely). The estimated reliability was α = 93 for Trait NA.

Results

Preliminary Analyses

Before testing the hypotheses, confirmatory factor analyses (CFA) were conducted in Mplus 7.4 to evaluate the discriminant validity of all variables. The baseline model specified nine factors: Trait NA, Deep Acting, Surface Acting, Emotional Exhaustion, Felt Inauthenticity, CWBI, CWBO, OCBI, and OCBO. Due to the large number of latent variables, I used item parceling to reduce the number of indicators of each construct (Little, Cunningham, Shahar, & Widaman, 2002). As recommended (Hall, 1999) and applied by numerous researchers (e.g., Chen, Sharma, Edinger, Shapiro, & Farh, 2011; Huang, Wellman, Ashford, Lee, & Wang, 2017), two items from each scale with the highest and lowest factor loadings were combined first and then the method repeated until three indicators for each construct were produced. For instance, OCBI was measured with eight

indicators and the two indicators with the highest and lowest factor loadings were combined, the two indicators with the second highest and second lowest factor loadings were combined, the two indicators with the third highest and third lowest factor loadings were combined, and the remaining two indicators were combined to produce four indicators. These four indicators were then loaded on one factor and the two indicators with the highest and lowest factor loadings were combined, resulting in a final set of three indicators.

CFAs were performed with latent variables allowed to correlate. The baseline nine-factor model fit the data well, χ^2 (288) = 365.39, CFI = .985, RMSEA = .033, SRMR = .031, and all factor loadings were significant with an average factor loading of 0.90. Table 1 summarizes the results of other CFAs performed on alternative models with $\Delta\chi^2$ compared to the baseline nine-factor model. In these alternative models, the latent variables were grouped based on their roles in the structural model (i.e., control variable, independent variables, mediators, and dependent variables). The results (see Table 1) indicate that the theorized nine-factor model was superior to each of the alternative models.

Table 1 CFA results comparing alternative models to the baseline nine-factor model (Study 1)

No. of Factors	Variables	Fit Indices
9	TNA, SA, DA, FI, EE, CWBI, CWBO, OCBI, and OCBO	χ^2 (288) = 365.39, CFI = .985, RMSEA = .033, SRMR = .031
8	TNA, SA+DA, FI, EE, CWBI, CWBO, OCBI, and OCBO	$\Delta\chi^2$ (8) = 398.48, $p < .01$, CFI = .910, RMSEA = .081, SRMR = .115
8	TNA, SA, DA, FI+EE, CWBI, CWBO, OCBI, and OCBO	$\Delta\chi^2$ (8) = 271.97, $p < .01$, CFI = .934, RMSEA = .069, SRMR = .041
8	TNA, SA, DA, FI, EE, CWBI+CWBO, OCBI, and OCBO	$\Delta\chi^2$ (8) = 182.31, $p < .01$, CFI = .952, RMSEA = .060, SRMR = .054
8	TNA, SA, DA, FI, EE, CWBI, CWBO, and OCBI+OCBO	$\Delta\chi^2$ (8) = 296.974, $p < .01$, CFI = .930, RMSEA = .072, SRMR = .051
7	TNA, SA+DA, FI+ EE, CWBI, CWBO, OCBI, and OCBO	$\Delta\chi^2$ (15) = 659.84, $p < .01$, CFI = .861, RMSEA = .100, SRMR = .118
7	TNA, SA, DA, FI, EE, CWBI+CWBO, and OCBI+OCBO	$\Delta\chi^2$ (15) = 479.47, $p < .01$, CFI = .896, RMSEA = .086, SRMR = .068
6	TNA, SA+DA, FI, EE, CWBI+CWBO, and OCBI+OCBO	$\Delta\chi^2$ (21) = 877.239, $p < .01$, CFI = .820, RMSEA = .112, SRMR = .129
6	TNA, SA, DA, FI+EE, CWBI+CWBO, and OCBI+OCBO	$\Delta\chi^2$ (21) = 750.43, $p < .01$, CFI = .845, RMSEA = .104, SRMR = .073
5	TNA, SA+DA, FI+ EE, CWBI+CWBO, and OCBI+OCBO	$\Delta\chi^2$ (26) = 1135.27, $p < .01$, CFI = .772, RMSEA = .125, SRMR = .131
5	TNA, SA+DA, FI+ EE, CWBI+OCBI, and CWBO+OCBO	$\Delta\chi^2$ (26) = 1936.85, $p < .01$, CFI = .618, RMSEA = .162, SRMR = .188
4	TNA, SA+DA, FI+ EE, and CWBI+CWBO+OCBI+OCBO	$\Delta\chi^2$ (30) = 1711.65, $p < .01$, CFI = .662, RMSEA = .152, SRMR = .175
3	TNA, SA+DA+FI+ EE and CWBI+CWBO+OCBI+OCBO	$\Delta\chi^2$ (33) = 2330.68, $p < .01$, CFI = .543, RMSEA = .176, SRMR = .199
2	TNA+SA+DA+FI+ EE and CWBI+CWBO+OCBI+OCBO	$\Delta\chi^2$ (35) = 2602.82, $p < .01$, CFI = .491, RMSEA = .208, SRMR = .180
1	TNA+SA+DA+FI+ EE+CWBI+CWBO+OCBI+OCBO	$\Delta\chi^2$ (36) = 3336.81, $p < .01$, CFI = .350, RMSEA = .185, SRMR = .172

TNA = Trait NA; SA = Surface Acting; DA = Deep Acting; FI = Felt Inauthenticity; EE = Emotional Exhaustion

+ indicates that the indicators for these variables were loaded on one factor

$\Delta\chi^2$ results are compared to the baseline nine-factor model

Descriptive Statistics

Scales were created by averaging the items for each scale. As can be observed from the descriptive statistics presented in Table 2, all measures exhibited acceptable estimated reliabilities (i.e., .88 to .95). Consistent with existing research (e.g., Brotheridge & Lee, 2002; Yue et al., 2016) and providing some support for the hypotheses (with one exception), correlations show that surface acting positively relates with emotional exhaustion (r = .49, *p* = .000), felt inauthenticity (r = .56, *p* = .000), and CWBO (r = .22, *p* = .001), and is negatively associated with OCBI (r = -.16, *p* = .013) and OCBO (r = -.28, *p* = .000), but does not relates with CWBI (r = .07, *p* = .302; this is the one exception). Similarly, deep acting negatively relates with emotional exhaustion (r = -.27, *p* = .000), felt inauthenticity (r = -.24, *p* = .000), CWBI (r = -.17, *p* = .009), and CWBO (r = -.19, *p* = .004), and positively relates with OCBI (r = .31, *p* = .000) and OCBO (r = .34, *p* = .000). Also providing some support for the hypotheses, emotional exhaustion and felt inauthenticity were positively associated with CWBI (r = .20, *p* = .001; r = .18, *p* = .007) and CWBO (r = .34, *p* = .000; r = .35; *p* = .000) and negatively associated with OCBI (r = -.20, *p* = .002; r = -.17, *p* = .008) and OCBO (r = -.47, *p* =.000; r = -.37, *p* = .000).

Table 2 Descriptive statistics (Study 1)

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1 Gender[a]	1.47	0.50	-													
2 Age (in years)	37.6	11.23	.05	-												
3 Organization Tenure (in years)	6.7	5.28	.03	.42**	-											
4 Working Hours Per Week	40.14	8.52	-.06	-.02	.18**	-										
5 % Customer Interaction	56.83	24.39	.16*	-06	-.06	-.08	-									
6 TraitNA	1.39	0.56	.02	-.23**	-.23**	-.15*	.10	(.93)								
7 Surface acting	2.81	0.76	.08	-.09	-.14*	-.01	.23**	.25**	(.88)							
8 Deep acting	2.97	0.98	.09	.15*	.07	.01	.12	-.09	-.20**	(.95)						
9 Emotional exhaustion	3.59	1.53	.10	-.12	-.09	-.01	.08	.34**	.49**	-.27**	(.95)					
10 Felt Inauthenticity	3.04	1.62	.05	-.27**	-.15*	-.04	.15	.34**	.56**	-.24**	.74**	(.92)				
11 CWBI	1.62	0.87	-.19**	-.06	.03	.00	-.07	.25**	.07	-.17**	.20**	.18**	(.88)			
12 CWBO	1.9	0.83	-.10	-.13*	-.10	-.08	-.11	.31**	.22**	-.19**	.34**	.35**	.59**	(.86)		
13 OCBI	5.02	1.22	.17**	.18**	.09	.08	.11	-.19**	-.16*	.31**	-.20**	-.17**	-.17**	-.26**	(.92)	
14 OCBO	4.65	1.51	.07	.19**	.17	.11	.03	-.22**	-.28**	.34**	-.47**	-.37**	-.08	-.26**	.68**	(.95)

Note. N = 240. Reliability coefficients of latent variables are presented on the diagonal.

Surface Acting and Deep Acting were measured on a five-point scale. All other constructs were measured on a seven-point scale.

[a] 1 = Male (n = 127); 2 = Female (n = 113)

*p < .05. **p < .01.

Method of Analysis

Statistical analyses were performed on Mplus 7.4. Following studies that tested similar models (i.e., mediation and moderation with multiple independent variables and mediators; e.g., Chen et al., 2011; Huang et al., 2017), direct effects were tested using hierarchical regressions whereas indirect effects and conditional indirect effects were tested using path analysis and moderated path analysis with bootstrapping to produce confidence intervals (Edwards & Lambert, 2007). The analyses were performed with all predictor variables standardized (i.e., independent variables and mediators). As mentioned previously, trait negative affectivity (Trait NA) was used as a control variable in hypothesis testing because it has been shown to be related to emotional exhaustion and employee discretionary behaviors (Kammeyer-Mueller et al., 2013; Kiffin-Petersen et al., 2011). As such, trait negativity was controlled for on the mediators and the dependent variables. Analysis of indirect effects and conditional indirect effects were conducted based on the paths detailed in Figure 1, which was tested separately for each dependent variable. Mplus commands used to test the statistical model are presented in Appendix.

Emotional Labor and Discretionary Behaviors

Hypothesis 1 predicted that surface acting is positively associated with a) CWBI and b) CWBO and negatively associated with c) OCBI and d) OCBO. Hypothesis 3 predicted that deep acting is negatively associated with a) CWBI and b) CWBO and positively associated with c) OCBI and d) OCBO. Table 3 presents the hierarchical regression results. Following previous research that tested models with multiple independent variables and mediators (e.g., Chen et al., 2011), surface acting and deep acting simultaneously were included as predictor variables. The results (see Step 2; Table 3) indicate that surface acting was positively associated with CWBO ($\beta = 0.126$, $p = .048$) and negatively associated with OCBO ($\beta =$ -

0.188, p = .003) but not significantly associated with CWBI and OCBI. Deep acting was negatively associated with CWBI (β = -0.150, p = .020) and CWBO (β = -0.136, p = .028) and positively associated with OCBI (β = 0.283, p = .000) and OCBO (β = 0.287, p = .000). As such, hypotheses 1b, 1d, 3a, 3b, 3c, and 3d were supported and hypotheses 1a and 1c were not supported.

Table 3 Summary of hierarchical regression results with discretionary behaviors as DVs (Study 1)

	DV = CWBI			DV = CWBO			DV = OCBI			DV = OCBO		
Variables	B	SE	Beta	B	SE	Beta	B	SE	Beta	B	SE	Beta
					Step 1							
TraitNA	0.215***	0.054	0.248***	0.261***	0.051	0.314***	-0.233**	0.078	-0.191**	-0.334**	0.095	-0.221**
R^2		0.062			0.098			0.036			0.049	
ΔR^2		0.062***			0.098***			0.036**			0.049**	
					Step 2							
TraitNA	0.208***	0.056	0.241***	0.224***	0.052	0.269***	-0.180*	0.077	-0.148*	-0.222*	0.092	-0.147*
SA	-0.021	0.057	-0.024	0.105*	0.053	0.126*	-0.080	0.078	-0.066	-0.284**	0.093	-0.188**
DA	-0.130*	0.055	-0.150*	-0.113*	0.051	-0.136*	0.346***	0.076	0.283***	0.433***	0.091	0.287***
R^2		0.083			0.138			0.127			0.183	
ΔR^2		0.021†			0.040**			0.090***			0.134***	
					Step 3							
TraitNA	0.179**	0.058	0.207**	0.173**	0.053	0.208**	-0.166*	0.080	-0.136*	-0.099	0.091	-0.065
SA	-0.077	0.066	-0.089	-0.001	0.060	-0.002	-0.058	0.091	-0.048	-0.062	0.103	-0.041
DA	-0.109†	0.056	-0.126†	-0.079	0.051	-0.095	0.335***	0.078	0.275***	0.344***	0.088	0.228***
FI	0.033	0.085	0.038	0.139†	0.078	0.167†	0.026	0.118	0.021	-0.007	0.134	-0.005
EE	0.101	0.082	0.116	0.100	0.075	0.120	-0.085	0.114	-0.070	-0.541***	0.129	-0.358***
R^2		0.097			0.182			0.129			0.272	
ΔR^2		0.014			0.044**			0.002			0.089***	
					Step 4							
TraitNA	0.166**	0.066	0.192**	0.163**	0.052	0.196**	-0.152†	0.079	-0.124†	-0.098	0.091	-0.065
SA	-0.118†	0.065	-0.137†	-0.034	0.060	-0.040	-0.011	0.091	-0.009	-0.060	0.105	-0.039
DA	-0.101†	0.055	-0.116†	-0.073	0.050	-0.087	0.326***	0.077	0.267***	0.343***	0.088	0.227***
FI	0.137	0.089	0.158	0.220**	0.082	0.264**	-0.093	0.124	-0.076	-0.015	0.142	-0.010
EE	0.064	0.081	0.073	0.071	0.075	0.085	-0.043	0.113	-0.035	-0.538***	0.130	-0.357***
EExFI	-0.194**	0.056	-0.224**	-0.151**	0.052	-0.181**	0.221**	0.079	0.181**	0.013	0.090	0.009
R^2		0.141			0.210			0.158			0.272	
ΔR^2		0.044**			0.029**			0.028**			0.000	

†p <.10; *p <.05; **p <.01; ***p <.001

SA = Surface Acting; DA = Deep Acting; FI = Felt Inauthenticity; EE = Emotional Exhaustion

Indirect Effects with Felt Inauthenticity and Emotional Exhaustion as Mediators

Mediation was tested with path analysis using 1,000 bootstrapped samples to compute confidence intervals for significance testing (Edwards & Lambert, 2007). Nonetheless, it is informative to look at results from the analyses of direct effects to understand how felt inauthenticity and emotional exhaustion relate with emotional labor and discretionary behaviors.

Table 4 presents the multiple linear regression results for felt inauthenticity and emotional exhaustion as dependent variables. The results (see Table 4) indicate that surface acting was positively associated with felt inauthenticity ($\beta = 0.478$, $p = .000$) and emotional exhaustion ($\beta = 0.403$, $p = .000$) and that deep acting was negatively associated with felt inauthenticity ($\beta = -0.129$, $p = .014$) and emotional exhaustion ($\beta = -0.164$, $p = .003$). These are consistent with theory presented above and previous empirical findings (Brotheridge & Lee, 2002). Hierarchical regression results (see Step 3; Table 3) indicate that felt inauthenticity was not significantly associated with discretionary behaviors whereas emotional exhaustion was negatively associated with OCBO ($\beta = -0.358$, $p = .000$) but not with other discretionary behaviors. It should be noted that these are conservative tests given that these analyses simultaneously control for trait negative affectivity, surface acting, deep acting, and the other mediator (i.e., felt inauthenticity or emotional exhaustion).

Table 4 Summary of multiple linear regression results with Felt Inauthenticity and Emotional Exhaustion as DVs (Study 1)

	DV = FI			DV = EE		
Variables	B	SE	Beta	B	SE	Beta
TraitNA	0.203***	0.053	0.203***	0.225***	0.055	0.225***
SA	0.478***	0.054	0.478***	0.403***	0.056	0.403***
DA	-0.129*	0.053	-0.129*	-0.164**	0.054	-0.164**
R^2	0.365***			0.319***		

†p <.10; *p <.05; **p <.01; ***p <.001
SA = Surface Acting; DA = Deep Acting
FI = Felt Inauthenticity; EE = Emotional Exhaustion

Results of path analysis using 1,000 bootstrapped samples are presented in Tables 5a and 5b in the rows labelled SA to DV via FI (surface acting to outcomes via felt inauthenticity), SA to DV via EE (surface acting to outcomes via emotional exhaustion), DA to DV via FI, and DA to DV via EE. Hypotheses 2 and 4 predicted that emotional exhaustion would mediate the relationships between surface acting and deep acting with a) CWBI, b) CWBO, c) OCBI, and d) OCBO. Analyses of emotional exhaustion as a mediator indicate that emotional exhaustion mediated the relationship between surface acting and OCBO (indirect effect = -0.217, 95% CI [-0.365 to -0.098]) but no other outcomes and that emotional exhaustion mediated the relationship between deep acting and OCBO (indirect effect = 0.088, 95% CI [0.029 to 0.179]) but no other outcomes. Hence, hypotheses 2d and 4d were supported and hypotheses 2a, 2b, 2c, 4a, 4b, and 4c, were not supported.

Table 5a Bootstrapped results for conditional indirect effects for CWBI and CWBO (Study 1)

	DV = CWBI			DV = CWBO		
Paths	B	SE	95%CI	B	SE	95%CI
	Conditional Indirect Effect					
SA to DV via EE	0.026	0.037	[-0.046, 0.102]	0.029	0.034	[-0.037, 0.096]
SA to DV via FI at -2EE	0.251**	0.088	[0.087, 0.435]	0.249**	0.093	[0.081, 0.448]
SA to DV via FI at -1EE	0.158*	0.063	[0.040, 0.290]	0.177**	0.067	[0.056, 0.322]
SA to DV via FI	0.065	0.045	[-0.017, 0.159]	0.105*	0.048	[0.019, 0.209]
SA to DV via FI at 1EE	-0.027	0.042	[-0.112, 0.054]	0.033	0.043	[-0.049, 0.122]
SA to DV via FI at 2EE	-0.120*	0.057	[-0.235, -0.012]	-0.039	0.057	[-0.149, 0.075]
Difference +/- 1 SD	0.185**	0.059	[0.072, 0.308]	0.144*	0.061	[0.027, 0.265]
DA to DV via EE	-0.010	0.017	[-0.051, 0.016]	-0.012	0.015	[-0.046, 0.013]
DA to DV via FI at -2EE	-0.068†	0.037	[-0.165, -0.011]	-0.067†	0.038	[-0.166, -0.011]
DA to DV via FI at -1EE	-0.043†	0.025	[-0.111, -0.006]	-0.048†	0.028	[-0.122, -0.008]
DA to DV via FI	-0.018	0.015	[-0.062, 0.002]	-0.028	0.019	[-0.080, -0.003]
DA to DV via FI at 1EE	0.007	0.012	[-0.013, 0.039]	-0.009	0.014	[-0.047, 0.010]
DA to DV via FI at 2EE	0.032	0.021	[0.003, 0.087]	0.011	0.017	[-0.018, 0.052]
Difference +/- 1 SD	-0.050†	0.026	[-0.116, -0.009]	-0.039†	0.023	[-0.097, -0.005]

†p <.10; *p <.05; **p <.01; ***p <.001

SA = Surface Acting; DA = Deep Acting

FI = Felt Inauthenticity; EE = Emotional Exhaustion; DV = Dependent Variable

Table 5b Bootstrapped results for conditional indirect effects for OCBI and OCBO (Study 1)

	DV = OCBI			DV = OCBO		
Paths	B	SE	95%CI	B	SE	95%CI
	Conditional Indirect Effect					
SA to DV via EE	-0.017	0.049	[-0.119, 0.076]	-0.217**	0.067	[-0.365, -0.098]
SA to DV via FI at -2EE	-0.255*	0.113	[-0.487, -0.045]	-0.020	0.134	[-0.271, 0.259]
SA to DV via FI at -1EE	-0.150†	0.083	[-0.316, 0.010]	-0.013	0.096	[-0.199, 0.179]
SA to DV via FI	-0.044	0.063	[-0.166, 0.080]	-0.007	0.074	[-0.148, 0.142]
SA to DV via FI at 1EE	0.061	0.063	[-0.059, 0.188]	-0.001	0.081	[-0.152, 0.163]
SA to DV via FI at 2EE	0.167*	0.083	[0.012, 0.339]	0.006	0.112	[-0.212, 0.222]
Difference +/- 1 SD	-0.211**	0.077	[-0.373, -0.071]	-0.013	0.099	[0.199, 0.193]
DA to DV via EE	0.007	0.021	[-0.034, 0.052]	0.088*	0.037	[0.029, 0.179]
DA to DV via FI at -2EE	0.069	0.044	[0.008, 0.187]	0.005	0.039	[-0.070, 0.092]
DA to DV via FI at -1EE	0.040	0.030	[0.001, 0.122]	0.004	0.028	[-0.048, 0.068]
DA to DV via FI	0.012	0.019	[-0.017, 0.062]	0.002	0.022	[-0.039, 0.050]
DA to DV via FI at 1EE	-0.016	0.019	[-0.070, 0.012]	0.000	0.024	[-0.048, 0.050]
DA to DV via FI at 2EE	-0.045	0.030	[-0.127, -0.003]	-0.002	0.032	[-0.069, 0.066]
Difference +/- 1 SD	0.057†	0.032	[0.009, 0.142]	0.003	0.028	[-0.054, 0.065]

†p <.10; *p <.05; **p <.01; ***p <.001

SA = Surface Acting; DA = Deep Acting

FI = Felt Inauthenticity; EE = Emotional Exhaustion; DV = Dependent Variable

Hypotheses 5 and 6 predicted that felt inauthenticity would mediate the relationships between surface acting and deep acting and a) CWBI, b) CWBO, c) OCBI, and d) OCBO. Analyses of felt inauthenticity as a mediator indicate that felt inauthenticity mediated the relationship between surface acting and CWBO (indirect effect = 0.105, 95% CI [0.019 to 0.209]) but no other outcomes and that felt inauthenticity mediated the relationship between deep acting and CWBO (indirect effect = -0.028, 95% CI [-0.080 to -0.003]) but no other outcomes. Hence, hypotheses 5b and 6b were supported and hypotheses 5a, 5c, 5d, 6a, 6c, and 6d were not supported.

Moderated Indirect Effects

As noted above, the primary tests of our theoretical model are the tests of the moderated indirect effects. The interaction term (see Step 4, Table 3) of felt inauthenticity and emotional exhaustion was significant with CWBI (β = -0.224, p = .001), CWBO (β = -0.181, p = .004), and OCBI (β = 0.181, p = .005) but was not significant with OCBO (β = 0.009, p = .882)[1]. Following the significant interaction term on these three outcomes, I tested conditional indirect effects at different levels (-2SD, -1SD, 1SD, and 2SD) of emotional exhaustion with moderated path analysis using 1,000 bootstrapped samples to compute confidence intervals for significance testing (Edwards & Lambert, 2007). Tables 5a and 5b present the analyses of the conditional indirect effects. Figures 2a, 2b, and 2c display the two-way interactions between felt inauthenticity and emotional exhaustion for the three DVs

[1] Table 6 displays the results of multiple linear regressions from analyzing the full structural model in Mplus. These results are the same as the hierarchical regression results reported in Table 3, Step 4, with regard to the variables that are statistically significant. Table 7 displays the results of multiple linear regressions with more control variables (i.e., age, tenure in organization, and tenure as service employee). These results indicate that the addition of more control variables did not change the results presented in Table 3, Step 4. More specifically, every predictor variable that is statistically significant in Table 3, Step 4, is also statistically significant in Table 7. Additionally, predictor varibles that are not statistically significant in Table 3, Step 4, are also not statistically significant in Table 7. Finally, testing the full structural model with these additional control variables also did not change the results in any way. Seeing that controlling for these variables did not change the results at all, I decided to only control for Trait NA, consistent with previous research on emotional labor (e.g., Kammeyer-Mueller et al., 2013; Kiffin-Petersen et al., 2011).

(CWBI, CWBO, and OCBI) for which the interaction term was significant. These results are discussed below.

CWBI. Hypothesis 7a predicted that emotional exhaustion weakens the indirect relationship between surface acting and CWBI that occur through felt inauthenticity, such that the positive relationship is weaker when emotional exhaustion is higher than when emotional exhaustion is lower. Results from the tests of conditional indirect effects (Table 5a) show that surface acting had a significant positive relationship with CWBI at -1SD of emotional exhaustion (SA to DV via FI at -1EE: indirect effect = 0.158, 95% CI [0.040 to 0.290]) and a non-significant relationship with CWBI at 1SD of emotional exhaustion (SA to DV via FI at 1EE: indirect effect = -0.027, 95% CI [-0.112 to 0.054]). Following Edwards and Lambert's (2007) recommendation, analysis of differences in indirect effects at +/- 1SD of emotional exhaustion is significant (Δ indirect effect = 0.185, 95% CI [0.072 to 0.308]). These results support hypothesis 7a. Unexpectedly, surface acting had a significant negative relationship with CWBI at 2SD of emotional exhaustion (SA to DV via FI at 2EE: indirect effect = -0.120, 95% CI [-0.235 to -0.012]), indicating a cross-over effect at a very high level of emotional exhaustion.

Table 6 Multiple linear regression results from the test of full structural model on Mplus (Study 1)

	DV = CWBI			DV = CWBO			DV = OCBI			DV = OCBO			DV = FI			DV = EE		
Variables	B	SE	Beta	B	SE	Beta	B	SE	Beta	B	SE	Beta	B	SE	Beta	B	SE	Beta
TraitNA	0.166**	0.056	0.191**	0.163**	0.051	0.195**	-0.152†	0.078	-0.124†	-0.098	0.090	-0.065	0.203***	0.053	0.203***	0.225***	0.055	0.225***
SA	-0.118†	0.064	-0.136†	-0.034	0.059	-0.040	-0.011	0.090	-0.009	-0.060	0.103	-0.039	0.478***	0.054	0.478***	0.403***	0.056	0.403***
DA	-0.101†	0.054	-0.116†	-0.073	0.050	-0.087	0.326***	0.075	0.266***	0.343***	0.087	0.228***	-0.129*	0.053	-0.129*	-0.164**	0.054	-0.164**
FI	0.137	0.087	0.157	0.220**	0.081	0.263**	-0.093	0.122	-0.076	-0.015	0.140	-0.010						
EE	0.064	0.080	0.073	0.071	0.074	0.085	-0.043	0.112	-0.035	-0.538***	0.129	-0.357***						
EExFI	-0.194***	0.056	-0.222***	-0.151**	0.051	-0.180**	0.221**	0.077	0.180**	0.013	0.089	0.009						
R^2	0.151***			0.218***			0.163***			0.270***			0.365***			0.319***		
CFI	0.613			0.633			0.618			0.651								
RMSEA	0.445			0.445			0.445			0.445								
SRMR	0.084			0.085			0.083			0.086								

†p <.10; *p <.05; **p <.01; ***p <.001

Table 7 Multiple linear regression results with more control variables (Study 1)

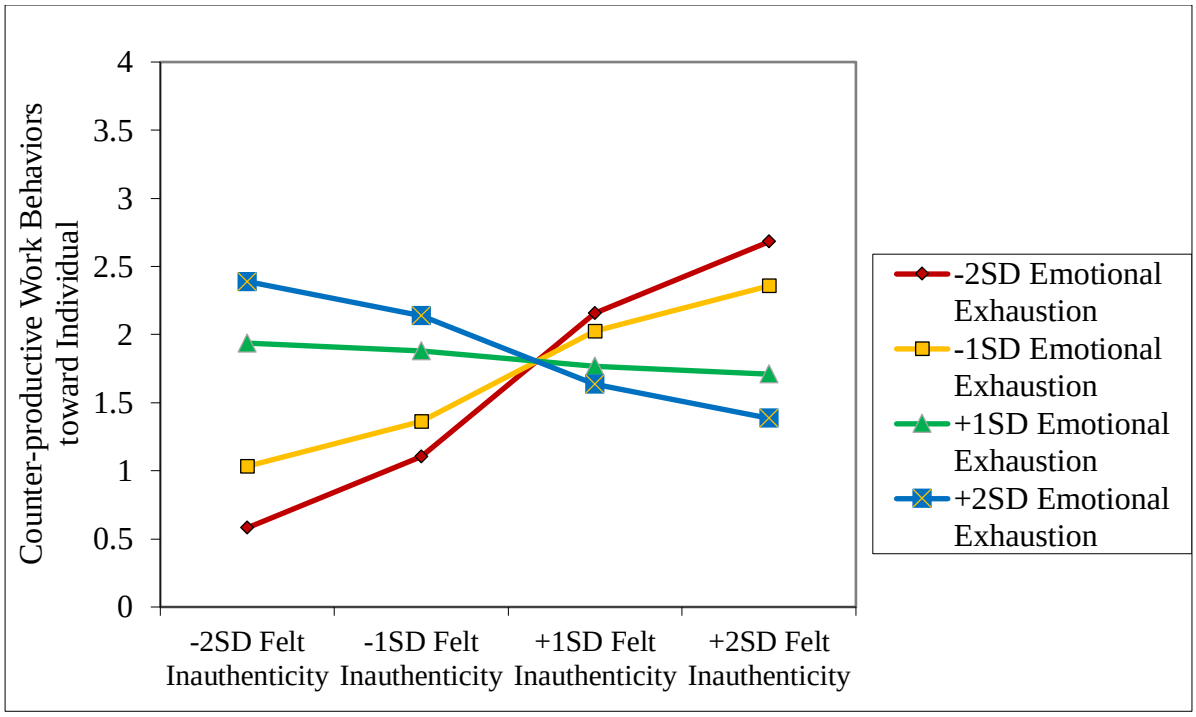
	DV = CWBI			DV = CWBO			DV = OCBI			DV = OCBO		
Variables	B	SE	Beta	B	SE	Beta	B	SE	Beta	B	SE	Beta
TraitNA	0.176**	0.059	0.203**	0.162**	0.054	0.195**	-0.119	0.081	-0.098	-0.037	0.092	-0.024
Age	0.015	0.068	0.018	0.002	0.063	0.002	0.075	0.094	0.061	0.029	0.107	0.019
OrgTen	0.029	0.063	0.034	-0.004	0.058	-0.004	-0.055	0.087	0.045	0.044	0.099	0.029
SerTen	0.004	0.070	0.005	-0.004	0.065	-0.005	0.143	0.097	0.117	0.224*	0.111	0.149*
SA	-0.119†	0.067	-0.137†	-0.033	0.062	-0.040	-0.045	0.092	-0.037	-0.096	0.105	-0.064
DA	-0.104†	0.056	-0.120†	-0.072	0.051	-0.087	0.308***	0.077	0.253***	0.321***	0.087	0.212***
FI	0.149	0.093	0.172	0.219*	0.086	0.263*	-0.014	0.129	-0.011	0.089	0.147	0.059
EE	0.056	0.083	0.064	0.072	0.077	0.087	-0.092	0.115	-0.076	-0.610***	0.131	-0.404***
EExFI	-0.196**	0.057	-0.226**	-0.151**	0.052	-0.181**	0.217**	0.078	0.178**	0.008	0.089	0.005
R^2	0.143***			0.210***			0.175***			0.299***		

†p <.10; *p <.05; **p <.01; ***p <.001
OrgTen = Organizational Tenure; SerTen = Service Tenure
SA = Surface Acting; DA = Deep Acting; FI = Felt Inauthenticity; EE = Emotional Exhaustion

Hypothesis 8a predicted that emotional exhaustion weakens the indirect relationship between deep acting and CWBI that occur through felt inauthenticity, such that the negative relationship is weaker when emotional exhaustion is higher than when emotional exhaustion is lower. Results from the tests of conditional indirect effects (Table 5a) show that deep acting had a significant negative relationship with CWBI at -1SD of emotional exhaustion (DA to DV via FI at -1EE: indirect effects = -0.043, 95% CI [-0.111 to -0.006]) and a non-significant relationship with CWBI at 1SD of emotional exhaustion (DA to DV via FI at 1EE: indirect effect = 0.007, 95% CI [-0.013 to 0.039]). Analysis of differences in indirect effects at +/- 1SD of emotional exhaustion is significant (Δ indirect effect = -0.050, 95% CI [-0.116 to -0.009]). These results support hypothesis 8a. Unexpectedly, deep acting had a significant positive relationship with CWBI at 2SD of emotional exhaustion (DA to DV via FI at 2EE: indirect effect = 0.032, 95% CI [0.003 to 0.087]), indicating a cross-over effect at a very high level of emotional exhaustion.

Consistent with my prediction, Figure 2a illustrates that the highest CWBI was reported when participants reported either high felt inauthenticity and low emotional exhaustion or low felt inauthenticity and high emotional exhaustion.

Figure 2a Plot of two-way interaction between felt inauthenticity and emotional exhaustion predicting CWBI (Study 1)

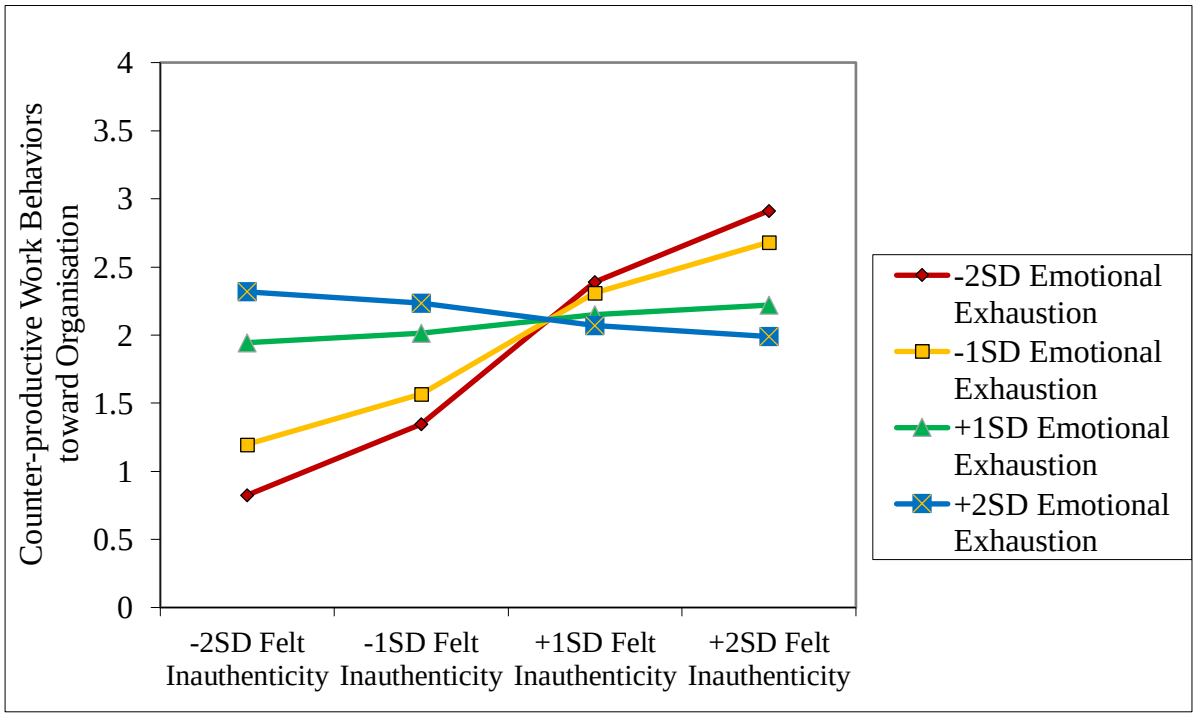


CWBO. Hypothesis 7b predicted that emotional exhaustion weakens the indirect relationship between surface acting and CWBO that occur through felt inauthenticity, such that the positive relationship is weaker when emotional exhaustion is higher than when emotional exhaustion is lower. Results from the tests of conditional indirect effects (Table 5a) show that surface acting had a significant and positive relationship with CWBO at -1SD of emotional exhaustion (SA to DV via FI at -1EE: indirect effect = 0.177, 95% CI [0.056 to 0.322]) and non-significant relationship with CWBO at 1SD of emotional exhaustion (SA to DV via FI at 1EE: indirect effect = 0.033, 95% CI [-0.049 to 0.122]). Additionally, analysis of differences in indirect effects at +/- 1SD of emotional exhaustion is significant (Δ indirect effect = 0.144, 95% CI [0.027 to 0.265]). These results support hypothesis 7b.

Hypothesis 8b predicted that emotional exhaustion weakens the indirect relationship between deep acting and CWBO that occur through felt inauthenticity, such that the negative

relationship is weaker when emotional exhaustion is higher than when emotional exhaustion is lower. Results from the tests of conditional indirect effects (Table 5a) show that deep acting a significant negative relationship with CWBO at -1SD of emotional exhaustion (DA to DV via FI at -1EE: indirect effect = -0.048, 95% CI [-0.122 to -0.008]) and non-significant relationship with CWBO at 1SD of emotional exhaustion (DA to DV via FI at 1EE: indirect effect = -0.009, 95% CI [-0.047 to 0.010]). Analysis of differences in indirect effects at +/- 1SD of emotional exhaustion is significant (Δ indirect effect = -0.039, 95% CI [-0.097 to -0.005]). These results support hypothesis 8b. Consistent with my prediction, Figure 2b illustrates that the highest CWBO was reported when participants reported either high felt inauthenticity and low emotional exhaustion or low felt inauthenticity and high emotional exhaustion.

Figure 2b Plot of two-way interaction between felt inauthenticity and emotional exhaustion predicting CWBO (Study 1)

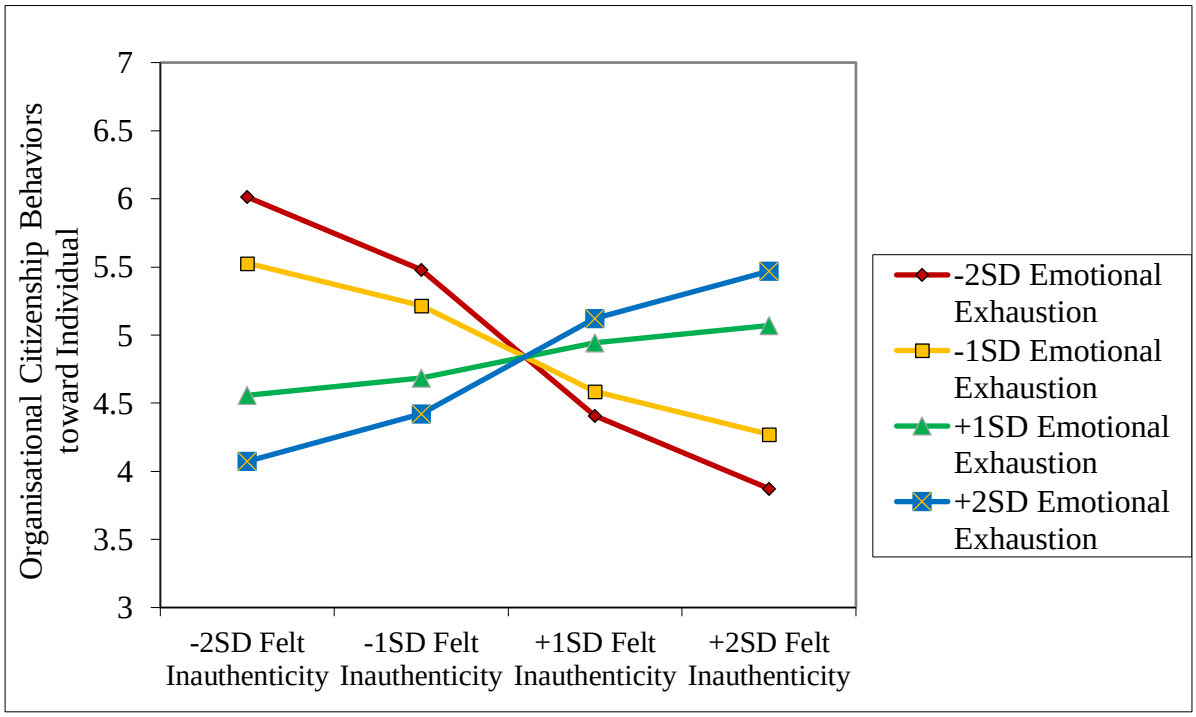


OCBI. Hypothesis 7c predicted that emotional exhaustion weakens the indirect relationship between surface acting and OCBI that occur through felt inauthenticity, such that the negative relationship is weaker when emotional exhaustion is higher than when emotional exhaustion is lower. Results from the tests of conditional indirect effects (Table 5b) indicate that surface acting a non-significant relationship with OCBI at -1SD of emotional exhaustion (SA to DV via FI at -1EE: indirect effect = -0.150, 95% CI [-0.316 to 0.010]) and a non-significant relationship with OCBI at 1SD of emotional exhaustion (SA to DV via FI at 1EE: indirect effect = 0.061, 95% CI [-0.059 to 0.188]). Despite the non-significant relationships at + and -1SD of emotional exhaustion, analysis of differences in indirect effects at +/- 1SD of emotional exhaustion is significant (Δ indirect effect = -0.221, 95% CI [-0.373 to -0.071]). This result supports hypothesis 7c. Unexpectedly, surface acting had a significant positive relationship with OCBI at 2SD of emotional exhaustion (SA to DV via FI at 2EE: indirect effect = 0.167, 95% CI [0.012 to 0.339]), indicating a cross-over effect.

Hypothesis 8c predicted that emotional exhaustion weakens the indirect relationship between deep acting and OCBI that occur through felt inauthenticity, such that the positive relationship is weaker when emotional exhaustion is higher than when emotional exhaustion is lower. Results from the tests of conditional indirect effects (Table 5b) indicate that deep acting had a significant positive relationship with OCBI at -1SD of emotional exhaustion (DA to DV via FI at -1EE: indirect effect = 0.040, 95% CI [0.001 to 0.122]) and a non-significant relationship with OCBI at 1SD of emotional exhaustion (DA to DV via FI at 1EE: indirect effect = -0.016, 95% CI [-0.070 to 0.012]). Analyses of differences in indirect effects at +/- 1SD of emotional exhaustion is significant (Δ indirect effect = 0.057, 95% CI [0.009 to 0.142]), thus supporting hypothesis 8c. Unexpectedly, deep acting had a significant negative relationship with OCBI at 2SD of emotional exhaustion (DA to DV via FI at 2EE: indirect effect = -0.045, 95% CI [-0.127 to -0.003]), indicating a cross-over effect.

Consistent with my prediction, Figure 2c illustrates that the lowest OCBI was reported when participants reported either high felt inauthenticity and low emotional exhaustion or low felt inauthenticity and high emotional exhaustion.

Figure 2c Plot of two-way interaction between felt inauthenticity and emotional exhaustion predicting OCBI (Study 1)



OCBO. Hypothesis 7d predicted that emotional exhaustion weakens the indirect relationship between surface acting and OCBO that occur through felt inauthenticity, such that the negative relationship is weaker when emotional exhaustion is higher than when emotional exhaustion is lower. Hypothesis 9d predicted that emotional exhaustion weakens the indirect relationship between deep acting and OCBO that occur through felt inauthenticity, such that the positive relationship is weaker when emotional exhaustion is higher than when emotional exhaustion is lower.

Because the interaction term is not significant for OCBO, hypotheses 7d and 8d, were not supported. A summary of the hypotheses and whether they are supported is presented in

Table 8. In sum, the indirect effect for emotional labor with CWBI, CWBO, and OCBI (but not with OCBO) through felt inauthenticity was moderated by emotional exhaustion as expected. As such, our hypothesized model received substantial support[2].

Table 8 Summary of hypotheses and whether they are supported in both studies

#	Hypothesis	Supported in Study 1	Supported in Study 2
1a	Surface acting is positively associated with CWBI.	No	No
1b	… CWBO.	Yes	Yes
1c	Surface acting is negatively associated with OCBI.	No	Yes
1d	… OCBO.	Yes	Yes
2a	Emotional exhaustion mediates the relationship between surface acting and CWBI.	No	No
2b	… CWBO.	No	No
2c	… OCBI.	No	No
2d	… OCBO.	Yes	Yes
3a	Deep acting is negatively associated with CWBI.	Yes	No
3b	… CWBO.	Yes	No
3c	Deep acting is positively associated with OCBI.	Yes	Yes
3d	… OCBO.	Yes	Yes
4a	Emotional exhaustion mediates the relationship between deep acting and CWBI.	No	No
4b	… CWBO.	No	No
4c	… OCBI.	No	No
4d	… OCBO.	Yes	Yes
5a	Felt inauthenticity mediates the relationship between surface acting and CWBI.	No	No
5b	… CWBO.	Yes	Yes
5c	… OCBI.	No	Yes
5d	… OCBO.	No	No
6a	Felt inauthenticity mediates the relationship between deep acting and CWBI.	No	No
6b	… CWBO.	Yes	No
6c	… OCBI.	No	No
6d	… OCBO.	No	No
7a	Emotional exhaustion weakens the indirect relationship of surface acting to CWBI that is through felt inauthenticity.	Yes	Yes
7b	… CWBO …	Yes	Yes
7c	… OCBI …	Yes	No
7d	… OCBO …	No	No
8a	Emotional exhaustion weakens the indirect relationship of deep acting to CWBI that is through felt inauthenticity.	Yes	No
8b	… CWBO …	Yes	No

[2] Testing the full structural model without TraitNA as a control variable did not change the results in any way.

8c	… OCBI …	Yes	No
8d	… OCBO …	No	No

Additional mediation analyses. To investigate whether the lack of mediation of emotional exhaustion and felt inauthenticity between emotional labor and discretionary behaviors (Hypotheses 2, 4, 5, and 6; Tables 5a and 5b in the rows labelled SA to DV via FI and DA to DV via FI) is due to emotional exhaustion and felt inauthenticity sharing variance, I conducted path analysis using the same procedure stated above but with only one emotional labor strategy and one mediator on outcomes while controlling for trait negative affectivity. With regard to emotional exhaustion, results indicate that it mediated 5 out of 8 relations between emotional labor and discretionary behaviors. More specifically, emotional exhaustion mediated the relationships between surface acting and CWBI (indirect effect = 0.063, 95% CI: [0.005 to 0.133]), CWBO (indirect effect = 0.087, 95% CI: [0.037 to 0.152]), and OCBO (indirect effect = -0.270, 95% CI: [-0.401 to -0.156]), but not OCBI (indirect effect = -0.063, 95% CI: [-0.151 to 0.012]). Additionally, emotional exhausted mediated the relationships between deep acting and CWBO (indirect effect = -0.046, 95% CI: [-0.090 to -0.018]) and OCBO (indirect effect = 0.135, 95% CI: [0.064 to 0.229]) but not CWBI (indirect effect = -0.021, 95% CI: [-0.057 to 0.002]) and OCBI (indirect effect = 0.022, 95% CI: [-0.014 to 0.071]).

With regard to felt inauthenticity, results indicate that it mediated 4 out of 8 relations between emotional labor and discretionary behaviors. More specifically, felt inauthenticity mediated the relationships between surface acting and CWBO (indirect effect = 0.110, 95% CI: [0.043 to 0.192]) and OCBO (indirect effect = -0.213, 95% CI: [-0.354 to -0.094]) but not CWBI (indirect effect = 0.059, 95% CI: [-0.001 to 0.135]) and OCBI (indirect effect = -0.047, 95% CI: [-0.155 to 0.049]). Similarly, felt inauthenticity mediated the relations between deep acting and CWBO (indirect effect = -0.044, 95% CI: [-0.092 to -0.016]) and

OCBO (indirect effect = -0.088, 95% CI: [0.035 to 0.169]) but not CWBI (indirect effect = -0.013, 95% CI: [-0.043 to 0.005]) and OCBI (indirect effect = 0.013, 95% CI: [-0.018 to 0.060])

In sum, 9 out of the 16 indirect relationships were significant, suggesting that the mediators share some variance in predicting discretionary behaviors. To investigate further, I conducted path analysis using the same procedure with one emotional labor strategy and one mediator but without controlling for trait negative affectivity. Results indicate that emotional exhaustion mediated all the relations between emotional labor and discretionary behaviors. Specifically, the results of the indirect effect from surface acting to the DVs through emotional exhaustion are as follow: CWBI (indirect effect = 0.097, 95% CI: [0.029 to 0.177]), CWBO (indirect effect = 0.124, 95% CI: [0.063 to 0.201]), OCBI (indirect effect = -0.094, 95% CI: [-0.193 to -0.011]), and OCBO (indirect effect = -0.320, 95% CI: [-0.462 to -0.198]). The results of the indirect effect from deep acting to the DVs through emotional exhaustion are as follow: CWBI (indirect effect = -0.040, 95% CI: [-0.085 to -0.011]), CWBO (indirect effect = -0.069, 95% CI: [-0.122 to -0.036]), OCBI (indirect effect = -0.040, 95% CI: [0.002 to 0.097]), and OCBO (indirect effect = 0.162, 95% CI: [0.082 to 0.246]).

With regard to felt inauthenticity, results indicate that it mediated 6 out of 8 relations between emotional labor and discretionary behaviors. More specifically, felt inauthenticity mediated the relationships between surface acting and CWBI (indirect effect = 0.095, 95% CI: [0.024 to 0.186]), CWBO (indirect effect = 0.150, 95% CI: [0.072 to 0.247]), and OCBO (indirect effect = -0.259, 95% CI: [-0.401 to -0.133]), but not OCBI (indirect effect = -0.079, 95% CI: [-0.199 to 0.022]). Similarly, felt inauthenticity mediated the relations between deep acting and CWBI (indirect effect = -0.030, 95% CI: [-0.072 to -0.007]), CWBO (indirect effect = -0.065, 95% CI: [-0.122 to -0.028]) and OCBO (indirect effect = 0.113, 95% CI: [0.051 to 0.204]) but not OCBI (indirect effect = 0.030, 95% CI: [-0.003 to 0.086]). These

results, coming from a less conservative test of mediation, indicates that emotional exhaustion and felt inauthenticity do mediate the relations between emotional labor and discretionary behaviors.

Additional moderation analyses. To investigate whether the direct effects between emotional labor and discretionary behaviors are moderated by felt inauthenticity and emotional exhaustion, additional analyses were conducted. More specifically, the two-way interactions between each emotional labor strategy and each mediator (e.g., surface acting with emotional exhaustion and surface acting with felt inauthenticity) and the three-way interactions between each emotional labor with each mediator (e.g., surface acting with emotional exhaustion with felt inauthenticity) were tested with multiple linear regressions. These analyses were performed with the control variable of trait negative affectivity.

With regard to surface acting, the two-way interaction between surface acting and emotional exhaustion is significant for CWBI ($\beta = -0.220$, $p = .000$)[3] and CWBO ($\beta = -0.165$, $p = .006$)[4] but not for other outcomes. Figures 3a and 3b illustrate the two-way interactions and suggest that emotional exhaustion weakens the positive relationships between surface acting and CWBs.

[3] The coefficients and p-values for each predictor on CWBI are as follow: trait negative affectivity ($\beta = 0.215$, $p = .001$); surface acting ($\beta = 0.095$, $p = .180$); emotional exhaustion ($\beta = 0.157$, $p = .031$); surface acting x emotional exhaustion ($\beta = -0.220$, $p = .000$).

[4] The coefficients and p-values for each predictor on CWBO are as follow: trait negative affectivity ($\beta = 0.224$, $p = .000$); surface acting ($\beta = 0.027$, $p = .692$); emotional exhaustion ($\beta = 0.234$, $p = .001$); surface acting x emotional exhaustion ($\beta = -0.165$, $p = .006$).

Figure 3a Plot of two-way interaction between surface acting and emotional exhaustion predicting CWBI (Study 1)

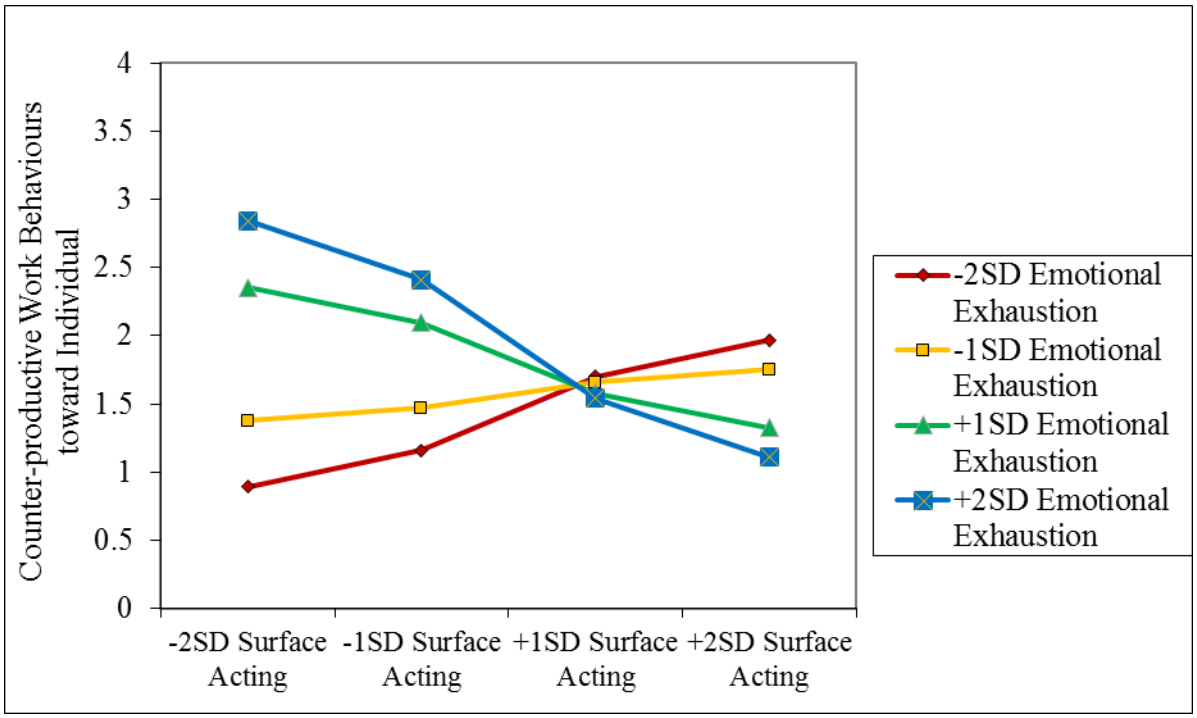
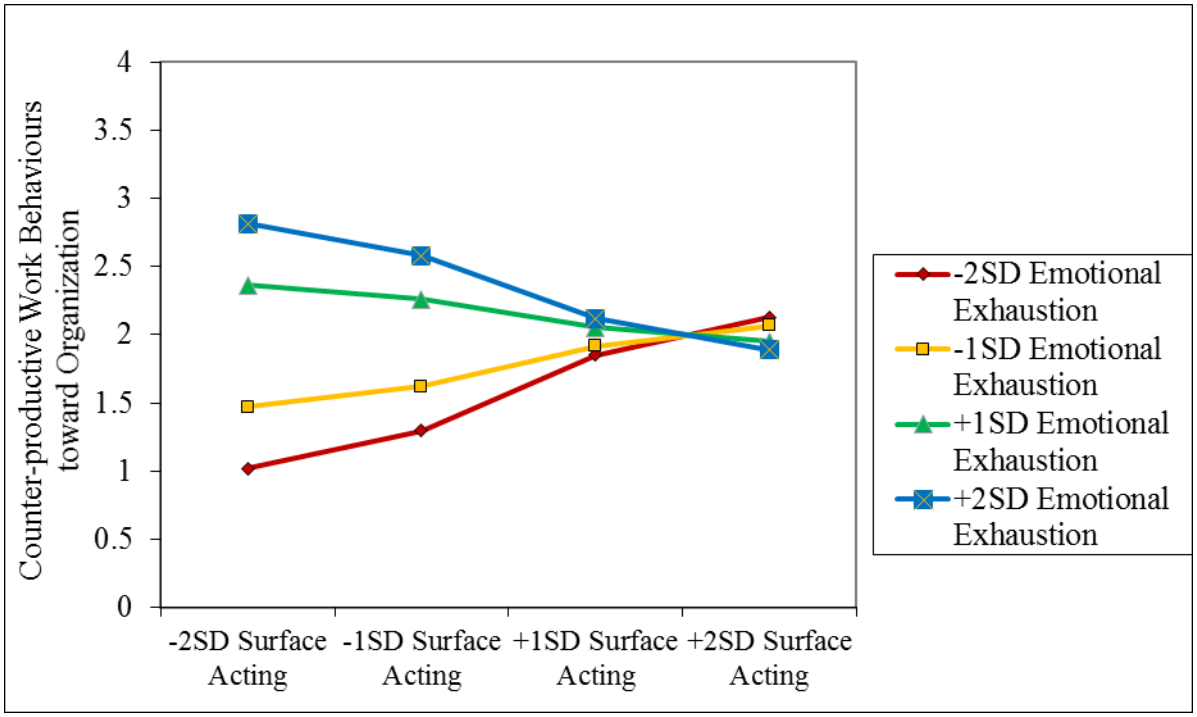
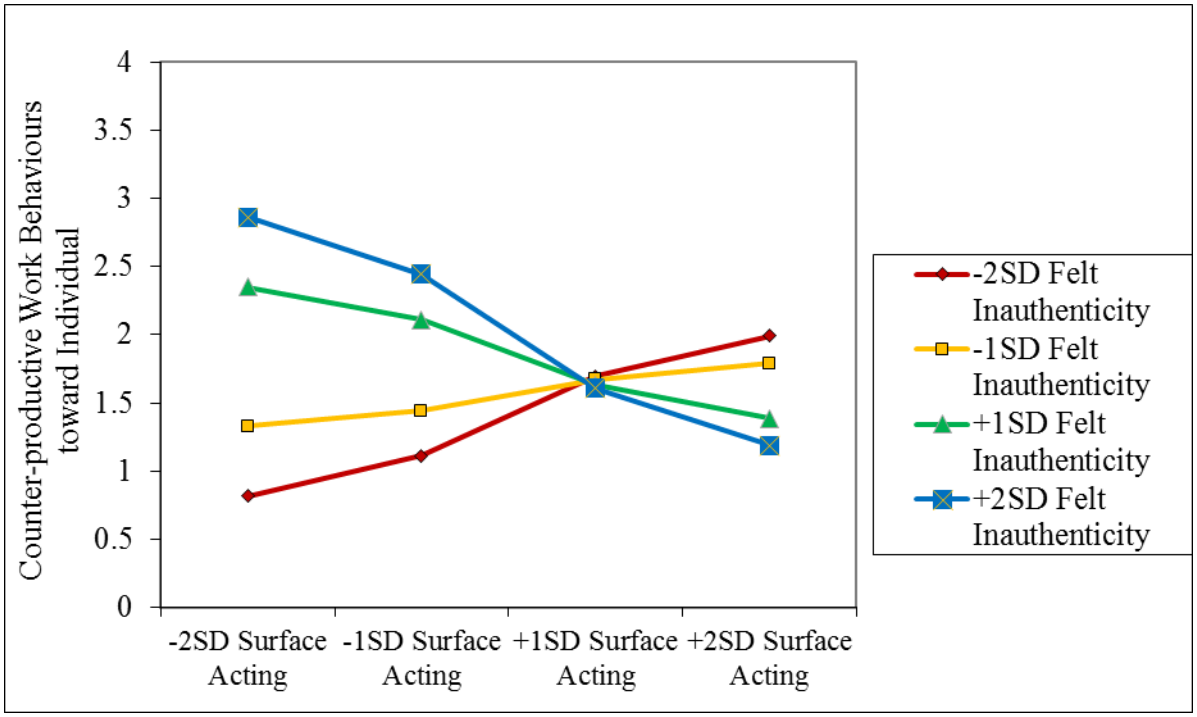


Figure 3b Plot of two-way interaction between surface acting and emotional exhaustion predicting CWBO (Study 1)



The two-way interaction between surface acting and felt inauthenticity is significant for CWBI (β = -0.229, *p* = .000)[5], CWBO (β = -0.255, *p* = .000)[6], and OCBO (β = -0.156, *p* = .010)[7] but not for OCBI. Figures 3c, 3d, and 3e illustrate the two-way interactions and suggest that felt inauthenticity weakens the positive relationship between surface acting and CWBI and CWBO and weaken the negative relationship between surface acting and OCBO. The three-way interaction between surface acting and the two mediators is not significant for all outcomes.

Figure 3c Plot of two-way interaction between surface acting and felt inauthenticity predicting CWBI (Study 1)



[5] The coefficients and p-values for each predictor on CWBI are as follow: trait negative affectivity (β = 0.209, *p* = .001); surface acting (β = -0.073, *p* = .322); felt inauthenticity (β = 0.179, *p* = .020); surface acting x felt inauthenticity (β = -0.229, *p* = .000).

[6] The coefficients and p-values for each predictor on CWBO are as follow: trait negative affectivity (β = 0.210, *p* = .001); surface acting (β = 0.011, *p* = .878); felt inauthenticity (β = 0.310, *p* = .000); surface acting x felt inauthenticity (β = -0.190, *p* = .000).

[7] The coefficients and p-values for each predictor on OCBO are as follow: trait negative affectivity (β = -0.095, *p* = .133); surface acting (β = -0.096, *p* = .181); felt inauthenticity (β = -0.310, *p* = .000); surface acting x felt inauthenticity (β = -0.156, *p* = .010).

Figure 3d Plot of two-way interaction between surface acting and felt inauthenticity predicting CWBO (Study 1)

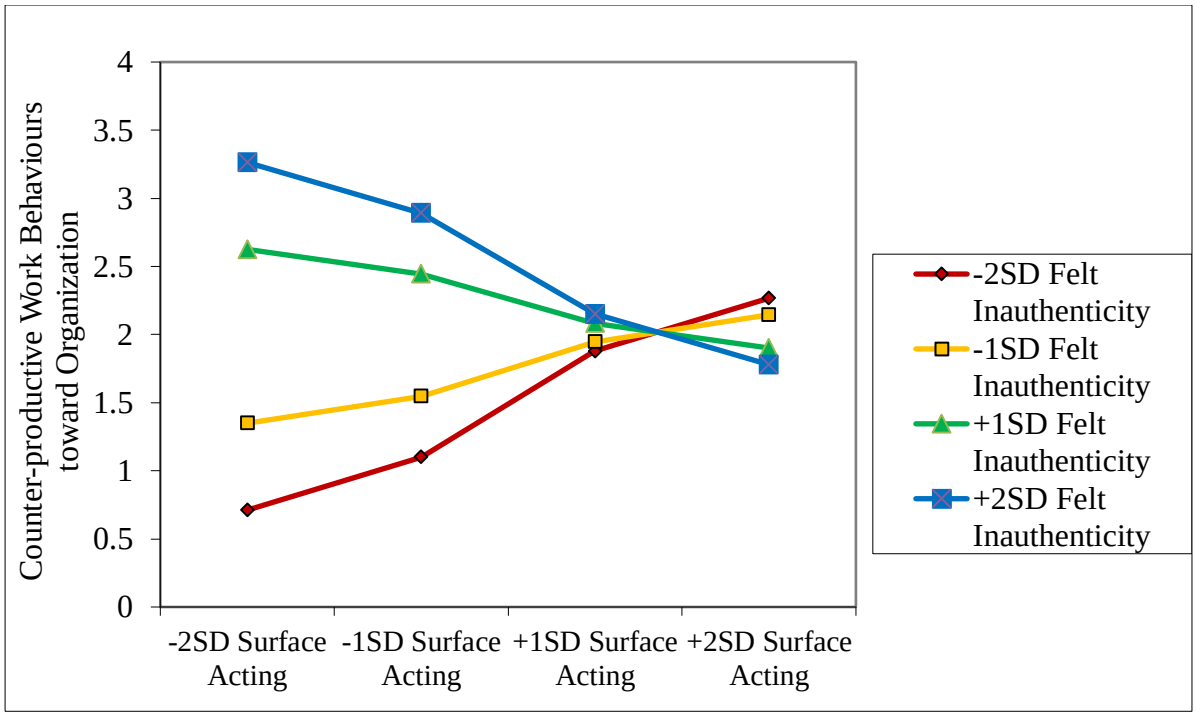
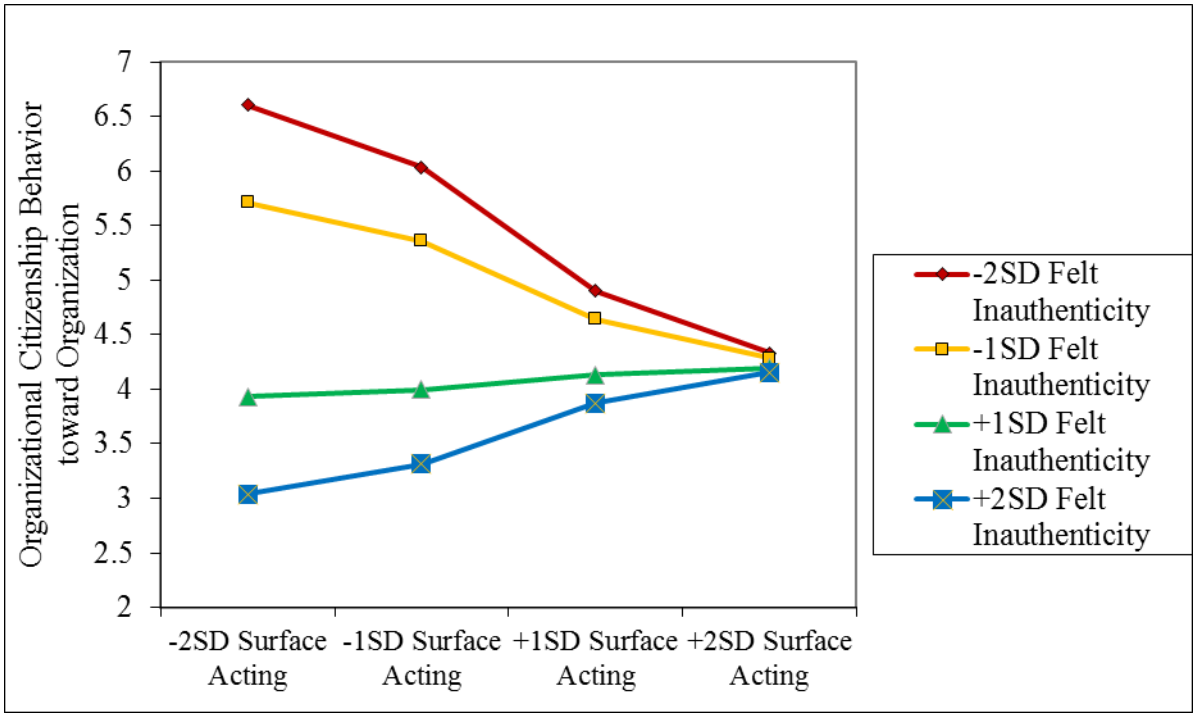


Figure 3e Plot of two-way interaction between surface acting and felt inauthenticity predicting OCBI (Study 1)



Regarding deep acting, analyses of two-way interactions of deep acting with emotional exhaustion and deep acting with felt inauthenticity did not produce significant results for all criteria. Analyses of three-way interaction of deep acting with emotional exhaustion with felt inauthenticity also did not produce significant results for any outcome.

Discussion

Results of Study 1 provided substantial support for the theories discussed above. More specifically, correlational results indicated that surface acting and deep acting correlated with the mediators, CWBs, and OCBs, in the theoretically argued manner. More importantly, the results supported 3 of 4 conditional indirect effects, which were the main hypotheses of interest. Specifically, the attenuation effect was demonstrated for the three discretionary behaviors of CWBI, CWBO, and OCBI.

Unexpectedly, cross-over effects were observed for 2 of these 3 discretionary behaviors. Whereas the original hypotheses predicted that the effects of felt inauthenticity on discretionary behaviors would be weaker at higher emotional exhaustion compared to lower emotional exhaustion, the results indicated that very high emotional exhaustion (i.e., at 2SD) reversed the relationships between felt inauthenticity and CWBI and OCI. More specifically, feeling inauthentic negatively relates with CWBI and positively relates OCBI at 2SD of emotional exhaustion. These above results suggest that feeling inauthentic may be beneficial, albeit at very high levels of emotional exhaustion.

Given that this study was the first to investigate the proposed relationships and that unexpected results were observed, it is important to replicate the results through another study. Indeed, a replication study was performed and presented in the next chapter; chapter three. A more detailed comparison of the results in Study 1 and Study 2 is also presented in

chapter three. The next section discusses the limitations of Study 1 and how they were addressed in Study 2.

Limitations and Directions for Future Research

This study contains five limitations. First, although the data were collected through three waves of questionnaire with the independent variables, mediators, and dependent variables collected at different time points, all the data were self-reported by the same participants. Hence, common method biased could be present in the data although I attempted to mitigate this concern by spacing each questionnaire a week apart. Further, I hypothesized and tested an interaction which is less likely to be affected by common method variance (Podsakoff, MacKenzie, & Podsakoff, 2012).

Second, the cross-sectional nature of the study did not allow causality to be tested. Hence, future research may consider testing the theory outlined in this paper in an experimental setting. Third, although it was stated in the first study that participants needed to have a job with frequent interactions with external and internal parties, job duration and frequency of interaction were not defined. For instance, participants' number of hours worked per week ranged from 4 to 85 hours and percentage of time spent interacting with customers ranged from 5 to 100 percent. As such, the current pool of participants is quite diverse in their opportunity to perform emotional labor and to engage in discretionary behaviors.

Fourth, time references stated in the scales in the first study were different because they were based on their original sources. More specifically, the time reference was six months for felt inauthenticity, one year for CWBs, and in-general for the other measures. Fifth, it could be argued that an individual's trait authenticity should be controlled for because research indicates that trait authenticity relates with ethical behaviors (Knoll et al.,

2016) and that discretionary behaviors are associated with morality-related concepts (Cohen et al., 2014; Moore et al., 2012). For these reasons, and the importance of replicating results, I proposed a replication study in which several of these limitations were addressed and will be discussed in the next chapter.

Chapter Three: Study 2 – Replication Study and Addressing Limitations of Study 1

Given the complexity and novelty of the hypothesized model in Study 1, and given the possibility of various opposite predictions for various hypotheses (e.g. felt inauthenticity negatively associated with CWBs and positively associated with OCBs due to the Sacred-Value-Protection Model or emotional exhaustion enhancing the effects of felt inauthenticity) it is important to attempt to replicate these results. In addition to replicating the results of the first study using the same protocol, I made a few changes that addressed the limitations stated in the previous chapter. Specifically, these changes included specifying the number of hours participants should work per week and the amount of time participants needed to spend with external (e.g., customers) and/or internal (e.g., coworkers or students) parties at work to qualify to take part in the study, standardizing the time reference in each scale, and controlling for trait authenticity.

Elaborating on the above changes sequentially, I specified that participants needed to work at least 35 hours (US Department of Labor specifies that a standard workweek is between 35 and 44 hours) and that participants needed to interact with external and/or internal parties daily to qualify to participate in the study. Next, I standardized the time references of all scales to 'in-general', following the original time reference of the majority of the scales that also include the Emotional Labor Scale. Lastly, I assessed and controlled participants' trait authenticity at Time 1 using the Integrated Authenticity Scale (Knoll et al., 2015).

Method

Participants and Procedures

Consistent with Study 1, participants were recruited via Amazon Mechanical Turk (MTurk), a crowdsourcing internet portal that enables workers and task givers to coordinate the performance of tasks that computers are currently unable to do. Participation was, again, restricted to MTurk workers in the United States who were employees who held full-time jobs (i.e., at least 35 hours per week) that required them to interact with external parties (e.g., customers) and/or internal parties (e.g., coworkers or students) daily. Similarly, participation was restricted to MTurk workers who had a task approval rate of 98% (i.e., at least 98% of the total number of tasks they performed on MTurk were found to be of good quality and were approved by MTurk task givers) and task approval number of greater than 10000 (i.e., they had performed at least 10000 tasks on MTurk that were of good quality and approved by MTurk task givers).

Three surveys were administered with each survey posted on MTurk one week apart. The first survey measured demographic information, Surface Acting, Deep Acting, and control variables (i.e., Trait Negative Affectivity (Trait NA) and Trait Authenticity). The second survey measured Felt Inauthenticity and Emotional Exhaustion. The third survey measured CWBI, CWBO, OCBI, and OCBO. Each survey included two attention check items that asked participants to select a specific response on the scale (e.g., Please select strongly agree for this item). Participants reported their MTurk IDs on all three surveys and these IDs were used to match their responses. Participants were paid US$0.95 for completing survey one, US$0.95 for survey two, and US$1.20 for survey three.

At Time 1, the survey task for 800 MTurk workers to take part was posted and 612 MTurk workers responded to the survey task and 582 (95.09% of 612) respondents passed

the attention check items and were invited for the second survey. Multivariate analysis of variance (MANOVA) conducted indicated that participants' who passed the attention check items (n = 582) did not differ significantly from those who did not (n = 30) on age, gender, organizational tenure, and numbers of hours worked per week, $F(4,607) = 0.730$, ns.

Among those invited for the second survey, 501 (86.08% of 582) responded and 488 (97.41% of 501) passed the attention check items and were invited for the third survey. MANOVA conducted indicated that participants who responded at Time 2 (n = 501) differed significantly from those who were invited and did not respond (n = 81) on age, gender, organizational tenure, and numbers of hours worked per week, $F(4, 577) = 2.820$, $p = .024$. However, MANOVA conducted to compare participants who responded and passed the attention check items at Time 2 (n = 488) with those who were invited and did not respond (n = 13) on the same set of variables indicate that the two groups are not significantly different, $F(4, 496) = 1.268$, ns.

Among those invited for the third survey, 444 (90.98% of 488) responded and 441 (99.32% of 444; 75.77% of 582 valid responses from Time 1) passed the attention check items and their responses were used in the final data analysis. MANOVA conducted indicated that participants who responded at Time 3 (n = 444) did not differ significantly from those who were invited but did not respond (n = 44) on age, gender, organizational tenure, and numbers of hours worked per week, $F(4, 483) = 1.270$, ns. Additionally, MANOVA conducted comparing participants who passed the attention check items at Time 3 (n = 441) with those who were invited but did not respond (n = 3) on the same set of variables indicated that these two group of people did not differ significantly, $F(4, 439) = 1.122$, ns.

Comparing the final set of participants (n = 441) with the original set of participants who responded to the Time 1 survey but did not make it into the final set of data (n = 172) on

the same set of descriptive variables produced significant results, $F(4, 607) = 4.082$, $p = .003$. Similarly, there was significant difference between the final set of participants (n = 441) and the original set of participants who passed the attention check items at Time 1 but did not make it into the final sample (n = 141) on the above noted descriptive variables, $F(4, 577) = 3.427$, $p = .009$.

To further investigate the differences between the original set of participants who passed the attention check items at Time 1 but did not make it into the final sample (n = 141) and the final set of participants (n = 441), I conducted independent sample t-test for each of the four variables. Results indicate that there was a significant difference in age between the original (M = 34.67, SD = 9.42) and the final (M = 38.24, SD = 10.49) set of participants; t (580) = 3.603, $p = .000$. Additionally, there was significant difference in organizational tenure between the original (M = 5.79, SD = 4.75) and the final (M = 6.96, SD = 5.60) set of participants; t (580) = 2.236, $p = .026$. However, there was no difference in the number of work hours per week between the original (M = 41.03, SD = 6.95) and the final (M = 41.47, SD = 4.817) set of participants; t (580) = 0.829, ns. Additionally, there was no difference in gender between the original (M = 1.44, SD = 0.498) and the final (M = 1.47, SD = 0.5) set of participants; t (580) = 0.829, ns. As observed, the final set of participants was older and had been working in their organizations for longer.

In this pool of 441 participants, 52.6% were male, 75.1% were Caucasian (0.7% Native American, 7.9% Asian, 8.4% African American, 5.9% Hispanic, and 2% others), and 44.7% had Bachelor's degree (10.7% high school diploma, 33.1% some colleague degree, 9.8% Master's degree, and 1.8% advance graduate work or Ph.D). The participants spent an average of 41.47 hours per week working (SD = 4.82; range from 30 hours (n = 2) to 70 hours (n = 1)), spent an average of 59.84 % of their working time interacting with customers (SD = 26.17), had an average age of 38.24 years (SD = 10.49), and had an average tenure of

6.96 years in the current organization (SD = 5.60). Participants came from a wide range of industries (e.g., retail, education, manufacturing, IT) and held a wide range of jobs (e.g., insurance agent, sales agent, store manager).

Measures

Surface acting and deep acting. Surface acting and deep acting were measured at Time 1 with the Emotional Labor Scale (Grandey, 2003), that was used in Study 1. Estimated reliabilities in the current study were α = .90 for surface acting and α = .92 for deep acting.

Felt inauthenticity. Felt inauthenticity was measured at Time 2 with the Inauthenticity at Work Scale (Erickson & Ritter, 2001), that was used in Study 1. The estimated reliability was α = .93 for felt inauthenticity.

Emotional exhaustion. Emotional exhaustion was measured at Time 2 with the Emotional Exhaustion Scale (Wharton, 1993), that was used in Study 1. The estimated reliability was α = .95 for emotional exhaustion.

CWBs. At Time 3, CWBI and CWBO were measured with the Interpersonal and Organizational Deviance Scale (Bennett & Robinson, 2000), that was used in Study 1. The estimated reliabilities were α = .86 for CWBI and α = .85 for CWBO.

OCBs. At Time 3, OCBI and OCBO were measured at with the Organizational Citizenship Behavior Scale (Lee & Allen, 2002), that was used in Study 1. The estimated reliabilities were α = .94 for OCBI and α = .95 for OCBO.

Control variables. Similar to Study 1, trait negative affectivity (Trait NA) was used as a control variable in all analyses. Trait NA was measured with the NA subscale of PANAS (Watson & Clark, 1991) that was used in Study 1. The estimated reliability was α = .94 for Trait NA. Trait authenticity was also used as a control variable. Trait authenticity was

measured using the Integrated Authenticity Scale (Knoll et al., 2015), which asks participants to answer eight questions on a seven-point scale (1 = does not describe me at all to 7 = describes me very well). These questions are "I understand why I think about myself as I do," "for good or worse, I know who I really am." "I understand well why I behave like I do," "I feel like I don't know myself particularly well," "I always stand up for what I believe in," "I am easily influenced by others' opinions," "sometimes I say nothing about issues or decisions or agree although don't think it's right," and "to express what I think I also bear negative consequences." The estimated reliability was $\alpha = .75$ for trait authenticity.

Results

Preliminary Analyses

Before testing the hypotheses, confirmatory factor analyses (CFA) were conducted in Mplus 7.4 to evaluate the discriminant validity of all variables. The baseline model specified 10 factors: Trait NA, Trait Authenticity, Deep Acting, Surface Acting, Emotional Exhaustion, Felt Inauthenticity, CWBI, CWBO, OCBI, and OCBO. Similar to Study 1, I used item parceling to reduce the number of indicators of each construct (Little, Cunningham, Shahar, & Widaman, 2002) due to the large number of latent variables. As recommended (Hall, 1999) and applied by numerous researchers (e.g., Chen, Sharma, Edinger, Shapiro, & Farh, 2011; Huang, Wellman, Ashford, Lee, & Wang, 2017), two items from each scale with the highest and lowest factor loadings were combined first and then the method repeated until three indicators for each construct were produced. For instance, OCBI was measured with eight indicators and the two indicators with the highest and lowest factor loadings were combined, the two indicators with the second highest and second lowest factor loadings were combined, the two indicators with the third highest and third lowest factor loadings were combined, and the remaining two indicators were combined to produce four indicators. These four indicators

were then loaded on one factor and the two indicators with the highest and lowest factor loadings were combined, resulting in a final set of three indicators.

CFAs were performed with latent variables allowed to correlate. The baseline 10-factor model fit the data well, χ^2 (360) = 585.62, CFI = .975, RMSEA = .038, SRMR = .032, and all factor loadings were significant with an average factor loading of 0.88. Table 9 summarizes the results of other CFAs performed on alternative models with $\Delta\chi^2$ compared to the baseline 10-factor model. In these alternative models, the latent variables were grouped based on their roles in the structural model (i.e., control variable, independent variables, mediators, and dependent variables). The results (see Table 9) indicate that the theorized 10-factor model was superior to each of the alternative models.

Table 9 CFA results comparing alternative models to the baseline 10-factor model (Study 2)

No. of Factors	Variables	Fit Indices
10	TNA, TA, SA, DA, FI, EE, CWBI, CWBO, OCBI, and OCBO	χ^2 (360) = 585.62, CFI = .975, RMSEA = .038, SRMR = .032
9	TNA+TA, SA, DA, FI, EE, CWBI, CWBO, OCBI, and OCBO	$\Delta\chi^2$ (9) = 365.59, $p < .01$, CFI = .936, RMSEA = .060, SRMR = .064
9	TNA, TA, SA+DA, FI, EE, CWBI, CWBO, OCBI, and OCBO	$\Delta\chi^2$ (9) = 862.12, $p < .01$, CFI = .882, RMSEA = .081, SRMR = .082
9	TNA, TA, SA, DA, FI+EE, CWBI, CWBO, OCBI, and OCBO	$\Delta\chi^2$ (9) = 456.37, $p < .01$, CFI = .927, RMSEA = .064, SRMR = .039
9	TNA, TA, SA, DA, FI, EE, CWBI+CWBO, OCBI, and OCBO	$\Delta\chi^2$ (9) = 315.72, $p < .01$, CFI = .942, RMSEA = .057, SRMR = .050
9	TNA, TA, SA, DA, FI, EE, CWBI, CWBO, and OCBI+OCBO	$\Delta\chi^2$ (9) = 500.57, $p < .01$, CFI = .922, RMSEA = .066, SRMR = .044
8	TNA+TA, SA+DA, FI, EE, CWBI, CWBO, OCBI, and OCBO	$\Delta\chi^2$ (17) = 1230.25, $p < .01$, CFI = .843, RMSEA = .093, SRMR = .099
8	TNA, TA, SA+DA, FI+ EE, CWBI, CWBO, OCBI, and OCBO	$\Delta\chi^2$ (17) = 1318.55, $p < .01$, CFI = .833, RMSEA = .096, SRMR = .085
8	TNA, SA, DA, FI, EE, CWBI+CWBO, and OCBI+OCBO	$\Delta\chi^2$ (17) = 813.93, $p < .01$, CFI = .888, RMSEA = .078, SRMR = .059
7	TNA+TA, SA+DA, FI+ EE, CWBI, CWBO, OCBI, and OCBO	$\Delta\chi^2$ (24) = 1683.69, $p < .01$, CFI = .794, RMSEA = .106, SRMR = .101
7	TNA, TA, SA, DA, FI, EE, CWBI+CWBO+OCBI+OCBO	$\Delta\chi^2$ (24) = 1760.46, $p < .01$, CFI = .786, RMSEA = .0108, SRMR = .120
6	TNA+TA+SA+DA, FI+ EE, CWBI, CWBO, OCBI, and OCBO	$\Delta\chi^2$ (30) = 2345.25, $p < .01$, CFI = .723, RMSEA = .122, SRMR = .137
6	TNA, TA, SA, DA, FI+EE, CWBI+CWBO+OCBI+OCBO	$\Delta\chi^2$ (30) = 2211.43, $p < .01$, CFI = .737, RMSEA = .118, SRMR = .122
5	TNA+TA, SA+DA, FI+ EE, CWBI+CWBO, and OCBI+OCBO	$\Delta\chi^2$ (35) = 2479.82, $p < .01$, CFI = .709, RMSEA = .124, SRMR = .112
5	TNA+TA, SA+DA, FI+ EE, CWBI+OCBI, and CWBO+OCBO	$\Delta\chi^2$ (35) = 3876.44, $p < .01$, CFI = .556, RMSEA = .153, SRMR = .174
4	TNA+TA, SA+DA, FI+ EE, and CWBI+CWBO+OCBI+OCBO	$\Delta\chi^2$ (39) = 3403.39, $p < .01$, CFI = .608, RMSEA = .143, SRMR = .153
3	TNA+TA, SA+DA+FI+ EE and CWBI+CWBO+OCBI+OCBO	$\Delta\chi^2$ (42) = 3804.40, $p < .01$, CFI = .565, RMSEA = .565, SRMR = .155
2	TNA+TA+SA+DA+FI+ EE and CWBI+CWBO+OCBI+OCBO	$\Delta\chi^2$ (44) = 4537.00, $p < .01$, CFI = .485, RMSEA = .163, SRMR = .161
1	TNA+TA +SA+DA+FI+ EE+CWBI+CWBO+OCBI+OCBO	$\Delta\chi^2$ (45) = 5750.17, $p < .01$, CFI = .353, RMSEA = .182, SRMR = .163

TNA = Trait NA; TA = Trait Authenticity; SA = Surface Acting; DA = Deep Acting; FI = Felt Inauthenticity; EE = Emotional Exhaustion

+ indicates that the indicators for these variables were loaded on one factor

$\Delta\chi^2$ results are compared to the baseline 10-factor model

Descriptive Statistics

Scales were created by averaging the items for each scale. As can be observed from the descriptive statistics presented in Table 10, all measures exhibited acceptable estimated reliabilities (i.e., .75 to .95). Consistent with existing research (e.g., Brotheridge & Lee, 2002; Yue et al., 2016) and providing some support for the hypotheses, correlations show that surface acting positively relates with emotional exhaustion (r = .46, *p* = .000), felt inauthenticity (r = .53, *p* = .000), CWBI (r = .13, *p* = .005), and CWBO (r = .26, *p* = .000), and negatively relates with OCBI (r = -.22, *p* = .000) and OCBO (r = -.34, *p* = .000). Similarly, deep acting negatively relates with emotional exhaustion (r = -.22, *p* = .000), felt inauthenticity (r = -.18, *p* = .000), CWBI (r = -.12, *p* = .015), and CWBO (r = -.12, *p* = .016), and positively relates with OCBI (r = .30, *p* = .000) and OCBO (r = .39, *p* = .000). Also providing some support for the hypotheses, emotional exhaustion and felt inauthenticity are positively associated CWBI (r = .20, *p* = .000; r = .18, *p* = .000) and CWBO (r = .32, *p* = .000; r = .35, *p* = .000) and negatively associated with OCBI (r = -.21, *p* = .000; r = -.26, *p* = .000) and OCBO (r = -.44, *p* = .000; r = -.43, *p* = .000). These results are exactly the same as Study 1's results, except that the correlation between surface acting and CWBI was not significant in Study 1 but was positive and significant in Study 2.

Table 10 Descriptive statistics (Study 2)

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1 Gender[a]	1.47	0.50	-														
2 Age (in years)	38.24	10.49	.22***	-													
3 Organization Tenture (in years)	6.96	5.60	.08	.50***	-												
4 Working Hours Per Week	41.47	4.817	-.14**	-.01	.12*	-											
5 % Customer Interaction	59.84	26.17	.26**	.94*	.01	-.05	-										
6 TraitNA	1.35	0.59	-.01	-.18***	-.11*	-.04	-.04	(.94)									
7 Trait Authenticity	5.24	0.87	.04	.17***	.13**	.12*	.04	-.37***	(.75)								
8 Surface acting	2.84	0.86	.06	.00	-.07	.00	.13**	.26***	-.23***	(.90)							
9 Deep acting	3.04	0.98	.06	.12*	.09	.01	.07	-.10*	.12*	-.16**	(.92)						
10 Emotional exhaustion	3.37	1.66	.00	-.07	-.04	-.05	.01	.39***	-.25***	.46***	-.22***	(.95)					
11 Felt Inauthenticity	2.87	1.69	-.06	-.17***	-.12*	-.03	.06	.40***	-.33***	.53***	-.18***	.75***	(.93)				
12 CWBI	1.54	0.84	-.13**	-.15**	-.07	.06	-.04	.26***	-.13**	.13**	-.12*	.20***	.18***	(.86)			
13 CWBO	1.74	0.79	-.15**	-.21***	-.10*	-.01	-.02	.26***	-.30**	.26**	-.12*	.32***	.35***	.56***	(.85)		
14 OCBI	5.10	1.27	.18***	.20***	.15**	.06	.10*	-.19***	.27***	-.22***	.30***	-.21***	-.26***	-.08	-.17***	(.94)	
15 OCBO	4.77	1.49	.07**	.14**	.15**	.10*	.01	-.24***	.30***	-.34***	.39***	-.44***	-.43***	-.09	-.27***	.70***	(.95)

Note. N = 441. Reliability coefficients are presented on the diagonal.

Surface Acting and Deep Acting were measured on a five-point scale. All other constructs were measured on a seven-point scale.

[a]1 = Male (n = 232); 2 = Female (n = 209)

*p < .05. **p < .01. ***p<.001

Method of Analysis

Similar to Study 1, statistical analyses were performed on Mplus 7.4, following studies that tested similar models (i.e., mediation and moderation with multiple independent variables and mediators; e.g., Chen et al., 2011; Huang et al., 2017). Hence, direct effects were tested using hierarchical regressions whereas indirect effects and conditional indirect effects were tested using path analysis and moderated path analysis with bootstrapping to produce confidence intervals (Edwards & Lambert, 2007). The analyses were performed with all predictor variables standardized (i.e., independent variables and mediators).

As mentioned previously, trait negative affectivity and trait authenticity were used as control variables in hypothesis testing because trait negative affectivity has been shown to be related to emotional exhaustion and employee discretionary behaviors (Kammeyer-Mueller et al., 2013; Kiffin-Petersen et al., 2011) while theory suggests that trait authenticity may be associated with discretionary behaviors (Knoll et al., 2016). As such, trait negative affectivity and trait authenticity were controlled for on the mediators and the dependent variables. Similar to Study 1, analysis of indirect effects and conditional indirect effects were conducted based on the paths detailed in Figure 1, which was tested separately for each dependent variable.

Emotional Labor and Discretionary Behaviors

Hypothesis 1 predicted that surface acting is positively associated with a) CWBI and b) CWBO and negatively associated with c) OCBI and d) OCBO. Hypothesis 3 predicted that deep acting is negatively associated with a) CWBI and b) CWBO and positively associated with c) OCBI and d) OCBO. Table 11 presents the hierarchical regression results. Following previous research that tested models with multiple independent variables and mediators (e.g., Chen et al., 2011), surface acting and deep acting simultaneously were included as predictor

variables. The results (see Step 2; Table 11) indicate that surface acting was positively associated with CWBO (β = 0.175, *p* = .037) and negatively associated with OCBI (β = -0.120, *p* = .010) and OCBO (β = -0.226, *p* = .000) but not significantly associated with CWBI. Deep acting was positively associated with OCBI (β = 0.244, *p* = .000) and OCBO (β = 0.326, *p* = .000) but not significantly associated with CWBI and CWBO. As such, hypotheses 1b, 1c, 1d, 3c, and 3d were supported and hypotheses 1a, 3a, and 3b were not supported.

Table 11 Summary of hierarchical regression results with discretionary behaviors as DVs (Study 2)

	DV = CWBI			DV = CWBO			DV = OCBI			DV = OCBO		
Variables	B	SE	Beta	B	SE	Beta	B	SE	Beta	B	SE	Beta
					Step 1							
TraitNA	0.202***	0.042	0.248***	0.144***	0.038	0.183***	-0.144**	0.063	-0.113**	-0.247**	0.071	-0.167**
TA	-0.041	0.042	-0.049	-0.183***	0.038	-0.233***	0.262***	0.063	0.205***	0.344***	0.071	0.233***
R^2		0.068			0.118			0.071			0.110	
ΔR^2		0.068***			0.118***			0.071***			0.110***	
					Step 2							
TraitNA	0.188***	0.042	0.233***	0.114**	0.038	0.145**	-0.093	0.062	-0.073	-0.149*	0.065	-0.101*
TA	-0.028	0.042	-0.034	-0.159***	0.038	-0.202***	0.211**	0.061	0.165**	0.249***	0.065	0.169***
SA	0.051	0.041	0.061	0.138***	0.037	0.175***	-0.153*	0.060	-0.120*	-0.333***	0.063	-0.226***
DA	-0.057	0.040	-0.067	-0.035	0.035	-0.044	0.312***	0.058	0.244***	0.480***	0.061	0.326***
R^2		0.077			0.150			0.151			0.281	
ΔR^2		0.009			0.032***			0.080***			0.171***	
					Step 3							
TraitNA	0.168***	0.044	0.200***	0.068†	0.039	0.087†	-0.064	0.064	-0.050	-0.033	0.066	-0.022
TA	-0.024	0.043	-0.029	-0.142***	0.038	-0.180***	0.19**	0.062	0.148**	0.212**	0.063	0.144**
SA	0.026	0.046	0.031	0.066	0.041	0.084	-0.091	0.067	-0.071	-0.158*	0.069	-0.107*
DA	-0.047	0.040	-0.056	-0.017	0.035	-0.022	0.308***	0.058	0.241***	0.433***	0.060	0.294***
FI	-0.001	0.064	-0.001	0.103†	0.056	0.130†	-0.208*	0.092	-0.163*	-0.188*	0.095	-0.127*
EE	0.072	0.060	0.086	0.079	0.053	0.101	0.078	0.088	0.061	-0.266**	0.090	-0.180**
R^2		0.082			0.179			0.162			0.333	
ΔR^2		0.005			0.029**			0.011†			0.052***	
					Step 4							
TraitNA	0.176***	0.044	0.208***	0.075†	0.039	0.095†	-0.064	0.064	-0.050	-0.032	0.066	-0.022
TA	0.001	0.043	0.002	-0.119**	0.038	-0.151**	0.192**	0.063	0.150**	0.216**	0.064	0.146**
SA	0.018	0.046	0.022	0.060	0.040	0.076	-0.092	0.067	-0.072	-0.159*	0.069	-0.108*
DA	-0.043	0.040	-0.051	-0.013	0.035	-0.017	0.308***	0.058	0.241***	0.434***	0.060	0.294***
FI	0.065	0.066	0.077	0.162**	0.058	0.205**	-0.202*	0.096	-0.158*	-0.180†	0.099	-0.122†
EE	0.072	0.060	0.086	0.079	0.053	0.100	0.078	0.088	0.061	-0.266**	0.090	-0.180**
EExFI	-0.138**	0.040	-0.174**	-0.123**	0.035	-0.166**	-0.013	0.059	-0.011	-0.017	0.060	-0.012
R^2		0.107			0.202			0.162			0.333	
ΔR^2		0.025**			0.023**			0.000			0.000	

†*p* <.10; **p* <.05; ***p* <.01; ****p* <.001

TA = Trait Authenticity; SA = Surface Acting; DA = Deep Acting; FI = Felt Inauthenticity; EE = Emotional Exhaustion

Table 8 presents a summary of the hypotheses that are supported for Study 1 and 2. As can be observed, the hypothesized negative association between surface acting and OCBI was not significant in Study 1 but was significant in Study 2. Conversely, the hypothesized positive associations between deep acting and CWBI and CWBO were significant in Study 1 but not significant in Study 2.

Indirect Effects with Felt Inauthenticity and Emotional Exhaustion as Mediators

Similar to Study 1, mediation was tested with path analysis using 1,000 bootstrapped samples to compute confidence intervals for significance testing (Edwards & Lambert, 2007). As before, it is informative to look at results from the analyses of direct effects to understand how felt inauthenticity and emotional exhaustion relate with emotional labor and discretionary behaviors.

Table 12 presents the multiple linear regression results for felt inauthenticity and emotional exhaustion as dependent variables. The results (see Table 12) indicate that surface acting was positively associated with felt inauthenticity ($\beta = 0.430$, $p = .000$) and emotional exhaustion ($\beta = 0.352$, $p = .000$) and that deep acting was negatively associated with emotional exhaustion ($\beta = -0.128$, $p = .002$) but not associated with felt inauthenticity. These are consistent with theory presented above, previous empirical findings (Brotheridge & Lee, 2002), and the results of Study 1, except for the non-significant relationship between deep acting and felt inauthenticity.

Table 12 Summary of multiple linear regression results with Felt Inauthenticity and Emotional Exhaustion as DVs (Study 2)

	DV = FI			DV = EE		
Variables	B	SE	Beta	B	SE	Beta
TraitNA	0.239***	0.041	0.239***	0.268***	0.044	0.268***
TA	-0.121**	0.041	-0.121**	-0.054	0.043	-0.054
SA	0.430***	0.040	0.430***	0.352***	0.042	0.352***
DA	-0.069†	0.039	-0.069†	-0.128**	0.041	-0.128**
R^2	0.375***			0.306***		

†p <.10; *p <.05; **p <.01; ***p <.001
TraitNA = Trait Negative Affectivity; TA = Trait Authenticity
SA = Surface Acting; DA = Deep Acting
FI = Felt Inauthenticity; EE = Emotional Exhaustion

Hierarchical regression results (see Step 3; Table 11) indicate that felt inauthenticity was negatively associated with OCBI (β = -0.163, p = .024) and OCBO (β = -0.127, p = .049) but not significantly associated with CWBI and CWBO whereas emotional exhaustion was negatively associated with OCBO (β = -0.180, p = .003) but not with other discretionary behaviors. It should be noted that these are conservative tests given that these analyses simultaneously control for trait negative affectivity, trait authenticity, surface acting, deep acting, and the other mediator (i.e., felt inauthenticity or emotional exhaustion). In contrast, result of Study 1 indicates that only the relationship between emotional exhaustion and OCBO was significant.

Results of path analysis using 1,000 bootstrapped samples are presented in Table 13 in the rows labelled SA to DV via FI (surface acting to outcomes via felt inauthenticity), SA to DV via EE (surface acting to outcomes via emotional exhaustion), DA to DV via FI, and DA to DV via EE. Hypotheses 2 and 4 predicted that emotional exhaustion would mediate the relationships between surface acting and deep acting with a) CWBI, b) CWBO, c) OCBI, and d) OCBO. Analyses of emotional exhaustion as a mediator indicate that emotional

exhaustion mediated the relationship between surface acting and OCBO (indirect effect = -0.094, 95% CI [-0.177 to -0.024]) but no other outcomes and that emotional exhaustion mediated the relationship between deep acting and OCBO (indirect effect = 0.034, 95% CI [0.006 to 0.085]) but no other outcomes. Hence, hypotheses 2d and 4d were supported and hypotheses 2a, 2b, 2c, 4a, 4b, and 4c, were not supported. These results are exactly the same as those of Study 1, as summarized in Table 8.

Table 13 Bootstrapped results for conditional indirect effects for CWBI, CWBO, OCBI, and OCBO (Study 2)

	DV = CWBI			DV = CWBO		
Paths	B	SE	95%CI	B	SE	95%CI
	Conditional Indirect Effect					
SA to DV via EE	0.025	0.025	[-0.022, 0.076]	0.028	0.021	[-0.012, 0.073]
SA to DV via FI at -2EE	0.147**	0.055	[0.049, 0.267]	0.176**	0.055	[0.080, 0.298]
SA to DV via FI at -1EE	0.088*	0.041	[0.015, 0.176]	0.123**	0.040	[0.054, 0.212]
SA to DV via FI	0.028	0.031	[-0.030, 0.092]	0.070*	0.029	[0.019, 0.132]
SA to DV via FI at 1EE	-0.031	0.031	[-0.097, 0.024]	0.016	0.027	[-0.035, 0.073]
SA to DV via FI at 2EE	-0.091*	0.040	[-0.180, -0.021]	-0.037	0.037	[-0.109, 0.038]
Difference +/- 1 SD	0.119**	0.036	[0.054, 0.196]	0.106**	0.037	[0.036, 0.183]
DA to DV via EE	-0.009	0.010	[-0.037, 0.006]	-0.010	0.009	[-0.034, 0.003]
DA to DV via FI at -2EE	-0.024	0.016	[-0.067, -0.001]	-0.028	0.018	[-0.072, 0.000]
DA to DV via FI at -1EE	-0.014	0.010	[-0.044, 0.000]	-0.020	0.013	[-0.051, 0.000]
DA to DV via FI	-0.005	0.006	[-0.023, 0.003]	-0.011	0.008	[-0.032, 0.000]
DA to DV via FI at 1EE	0.005	0.006	[-0.003, 0.026]	-0.003	0.005	[-0.018, 0.005]
DA to DV via FI at 2EE	0.015	0.011	[0.000, 0.047]	0.006	0.008	[-0.004, 0.029]
Difference +/- 1 SD	-0.019	0.012	[-0.050, 0.000]	-0.017	0.012	[-0.047, 0.000]

	DV = OCBI			DV = OCBO		
Paths	B	SE	95%CI	B	SE	95%CI
	Conditional Indirect Effect					
SA to DV via EE	0.028	0.034	[-0.036, 0.099]	-0.094*	0.038	[-0.177, -0.024]
SA to DV via FI	-0.087†	0.045	[-0.179, -0.004]	-0.077	0.047	[-0.174, 0.009]
DA to DV via EE	-0.010	0.013	[-0.043, 0.011]	0.034†	0.020	[0.006, 0.085]
DA to DV via FI	0.014	0.011	[0.000, 0.048]	0.012	0.011	[-0.001, 0.047]

†p <.10; *p <.05; **p <.01; ***p <.001

SA = Surface Acting; DA = Deep Acting

FI = Felt Inauthenticity; EE = Emotional Exhaustion; DV = Dependent Variable

Hypotheses 5 and 6 predicted that felt inauthenticity would mediate the relationships between surface acting and deep acting and a) CWBI, b) CWBO, c) OCBI, and d) OCBO. Analyses of felt inauthenticity as a mediator indicate that felt inauthenticity mediated the relationship between surface acting and CWBO (indirect effect = 0.070, 95% CI [0.019 to 0.132]) and OCBI (indirect effect = -0.087, 95% CI [-0.179 to 0.004]) but no other outcomes and that felt inauthenticity did not mediate the relationships between deep acting and discretionary behaviors. Hence, hypotheses 5b and 5c were supported and hypotheses 5a, 5d, 6a, 6b, 6c, and 6d were not supported. As can be observed in Table 8, the hypothesized indirect relationship from surface acting to OCBI via felt inauthenticity was significant in Study 2 but not in Study 1. Conversely the hypothesized indirect relationship from deep acting to CWBO via felt inauthenticity was significant in Study 1 but not in Study 2.

Moderated Indirect Effects

As noted, the primary tests of our theoretical model are the tests of the moderated indirect effects. The interaction term (see Step 4, Table 11) of felt inauthenticity and emotional exhaustion was significant with CWBI (β = -0.174, p = .001) and CWBO (β = -0.166, p = .001) but was not significant with OCBI (β = -0.011, p = .819) and OCBO (β = -0.012, p = .775).[8] Following the significant interaction term on CWBI and CWBO, I tested conditional indirect effects at different levels (-2SD, -1SD, 1SD, and 2SD) of emotional exhaustion with moderated path analysis using 1,000 bootstrapped samples to compute

[8] Table 14 displays the results of multiple linear regressions from analyzing the full structural model in Mplus. These results are the same as the hierarchical regression results reported in Table 11, Step 4, with regard to the variables that are statistically significant. Table 15 displays the results of multiple linear regressions with more control variables (i.e., age, tenure in organization, and tenure as service employee). These results indicate that the addition of more control variables did not change the results presented in Table 11, Step 4, with one exception. More specifically, every predictor variable that is statistically significant in Table 11, Step 4, is also statistically significant in Table 15, except that the association between felt inauthenticity and OCBI is non-significant in Table 15. Additionally, predictor variables that are not statistically significant in Table 11, Step 4, are also not statistically significant in Table 15. Finally, testing the full structural model with these additional control variables also did not change the results in any way. These results are the same as those of Study 1, with the exception that the association between felt inauthenticity and OCBI becoming non-significant with the inclusion of the three additional control variables, as noted above).

confidence intervals for significance testing (Edwards & Lambert, 2007). Table 13 present the analyses of the conditional indirect effects for CWBI and CWBO. Figures 4a and 4b display the two-way interactions between felt inauthenticity and emotional exhaustion for CWBI and CWBO. These results are discussed below.

CWBI. Hypothesis 7a predicted that emotional exhaustion weakens the indirect relationship between surface acting and CWBI that occur through felt inauthenticity, such that the positive relationship is weaker when emotional exhaustion is higher than when emotional exhaustion is lower. Results from the tests of conditional indirect effects (Table 13) show that surface acting has a significant positive relationship with CWBI at -1SD of emotional exhaustion (SA to DV via FI at -1EE: indirect effect = 0.088, 95% CI [0.015 to 0.176]) and a non-significant relationship with CWBI at 1SD of emotional exhaustion (SA to DV via FI at 1EE: indirect effect = -0.031, 95% CI [-0.097 to 0.024]). Following Edwards and Lambert's (2007) recommendation, analysis of differences in indirect effects at +/- 1SD of emotional exhaustion is significant (Δ indirect effect = 0.119, 95% CI [0.054 to 0.196]). These results support hypothesis 7a. Additionally, it is worth noting that the cross-over effect observed in Study 1 was also observed in Study 2, with SA having a significant negative relationship with CWBI at 2SD of emotional exhaustion (SA to DV via FI at 2EE: indirect effect = -0.091, 95% CI [-0.180 to -0.021]).

Table 14 Multiple linear regression results from the test of full structural model on Mplus (Study 2)

	DV = CWBI			DV = CWBO			DV = OCBI			DV = OCBO			DV = FI			DV = EE		
Variables	B	SE	Beta	B	SE	Beta	B	SE	Beta	B	SE	Beta	B	SE	Beta	B	SE	Beta
TraitNA	0.176**	0.061	0.208**	0.075	0.050	0.095	-0.064	0.091	-0.050	-0.032	0.084	-0.022	0.239***	0.042	0.239***	0.268***	0.041	0.268***
TA	0.001	0.044	0.002	-0.119**	0.042	-0.150**	0.192**	0.074	0.150**	0.216**	0.071	0.148**	-0.121	0.042	-0.121	-0.054	0.046	-0.054
SA	0.018	0.051	0.022	0.060	0.040	0.075	-0.092	0.071	-0.072	-0.159*	0.075	-0.109*	0.430***	0.042	0.430***	0.352***	0.049	0.352***
DA	-0.043	0.039	-0.051	-0.013	0.033	-0.017	0.308***	0.064***	0.240***	0.434***	0.068	0.297***	-0.069†	0.040	-0.069†	-0.128**	0.043	-0.128**
FI	0.065	0.071	0.077	0.162*	0.062	0.204**	-0.202*	0.100	-0.157*	-0.180†	0.105	-0.123†						
EE	0.072	0.070	0.085	0.079	0.060	0.100	0.078	0.095	0.061	-0.266**	0.103	-0.182**						
EExFI	-0.138***	0.056	-0.164***	-0.123**	0.041	-0.165**	-0.013	0.079	-0.011	-0.017	0.080	-0.013						
R^2	0.114**			0.208***			0.168***			0.320***			0.375***			0.306***		
CFI	0.581			0.609			0.598			0.647								
RMSEA	0.468			0.468			0.468			0.468								
SRMR	0.082			0.083			0.082			0.083								

†p <.10; *p <.05; **p <.01; ***p <.001

Table 15 Multiple linear regression results with more control variables (Study 2)

	DV = CWBI			DV = CWBO			DV = OCBI			DV = OCBO		
Variables	B	SE	Beta	B	SE	Beta	B	SE	Beta	B	SE	Beta
TraitNA	0.169**	0.044	0.202**	0.055	0.039	0.069	-0.027	0.064	-0.021	0.001	0.068	0.001
TA	0.005	0.043	0.006	-0.115**	0.038	-0.146**	0.199**	0.062	0.156**	0.212**	0.066	0.142**
Age	-0.158**	0.052	-0.189**	-0.154**	0.046	-0.195**	0.088	0.076	0.069	-0.015	0.080	-0.010
OrgTen	-0.004	0.045	-0.005	0.017	0.040	0.022	0.014	0.066	0.011	0.083	0.070	0.055
SerTen	0.119*	0.050	0.142*	0.052	0.045	0.066	0.107	0.074	0.084	0.071	0.078	0.047
SA	0.026	0.046	-0.031	0.071†	0.040	0.090†	-0.117†	0.067	-0.092†	-0.170*	0.071	-0.114*
DA	-0.045	0.039	-0.054	-0.004	0.035	-0.006	0.297***	0.057	0.233***	0.426***	0.061	0.285***
FI	0.031	0.066	0.037	0.131*	0.058	0.167*	-0.131	0.096	-0.103	-0.147	0.102	-0.099
EE	0.088	0.059	0.105	0.099†	0.053	0.126†	0.031	0.087	0.024	-0.311**	0.092	-0.208**
EExFI	-0.136**	0.039	-0.171**	-0.125***	0.035	-0.168***	-0.020	0.058	-0.017	-0.015	0.061	-0.011
R^2	0.128***			0.221***			0.190***			0.327***		

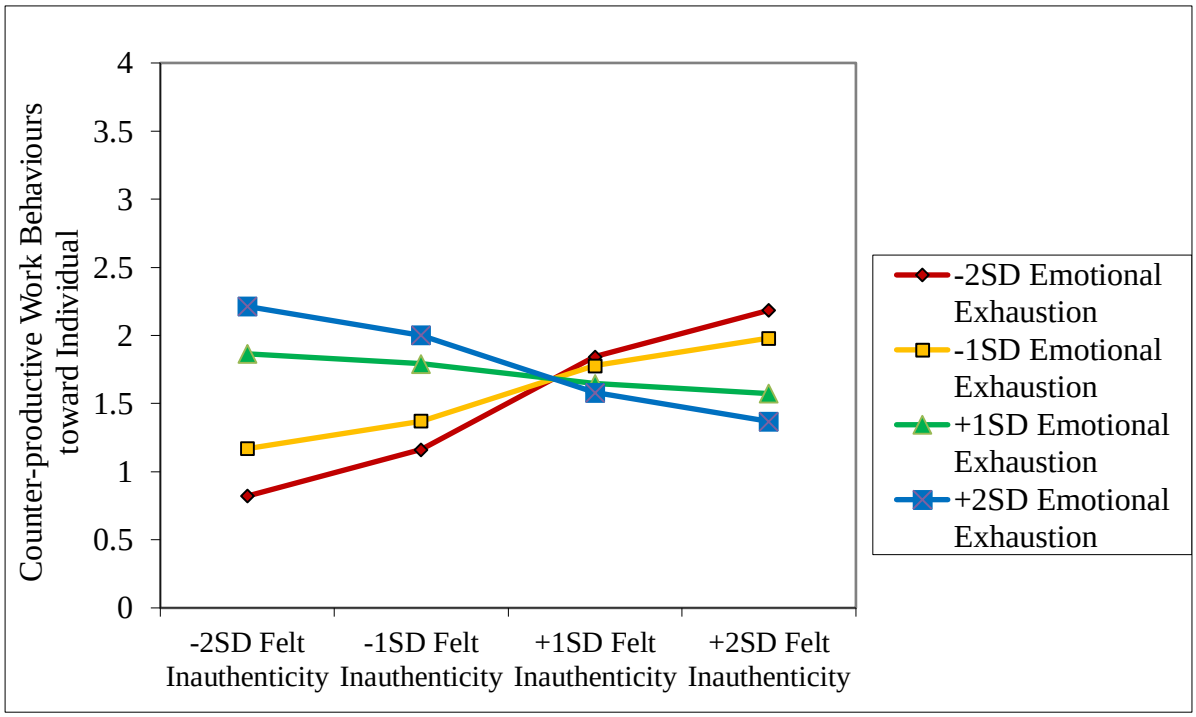
†p <.10; *p <.05; **p <.01; ***p <.001
OrgTen = Organizational Tenure; SerTen = Service Tenure
SA = Surface Acting; DA = Deep Acting; FI = Felt Inauthenticity; EE = Emotional Exhaustion

Hypothesis 8a predicted that emotional exhaustion weakens the indirect relationship between deep acting and CWBI that occur through felt inauthenticity, such that the negative relationship is weaker when emotional exhaustion is higher than when emotional exhaustion is lower. Results from the tests of conditional indirect effects (Table 13) show that deep acting has a non-significant relationship with CWBI at -1SD of emotional exhaustion (DA to DV via FI at -1EE: indirect effects = -0.014, 95% CI [-0.044 to 0.000]) and a non-significant relationship with CWBI at 1SD of emotional exhaustion (DA to DV via FI at 1EE: indirect effect = 0.005, 95% CI [-0.003 to 0.026]). Analysis of differences in indirect effects at +/- 1SD of emotional exhaustion is not significant (Δ indirect effect = -0.019, 95% CI [-0.050 to 0.000]). These results do not support hypothesis 8a.

In sum, results from Study 1 and Study 2 support the conditional indirect effect from surface acting to CWBI via felt inauthenticity. Despite the lack of conditional indirect effects for deep acting to CWBI via felt inauthenticity, the two-way interaction between felt inauthenticity and emotional exhaustion is significant. Figure 4a illustrates the effects this interaction has on CWBI. As illustrated, felt inauthenticity has positive associations with

CWBI at low levels of emotional exhaustion. However, these positive associations disappeared at high levels of emotional exhaustion.

Figure 4a Plot of two-way interaction between felt inauthenticity and emotional exhaustion predicting CWBI (Study 2)



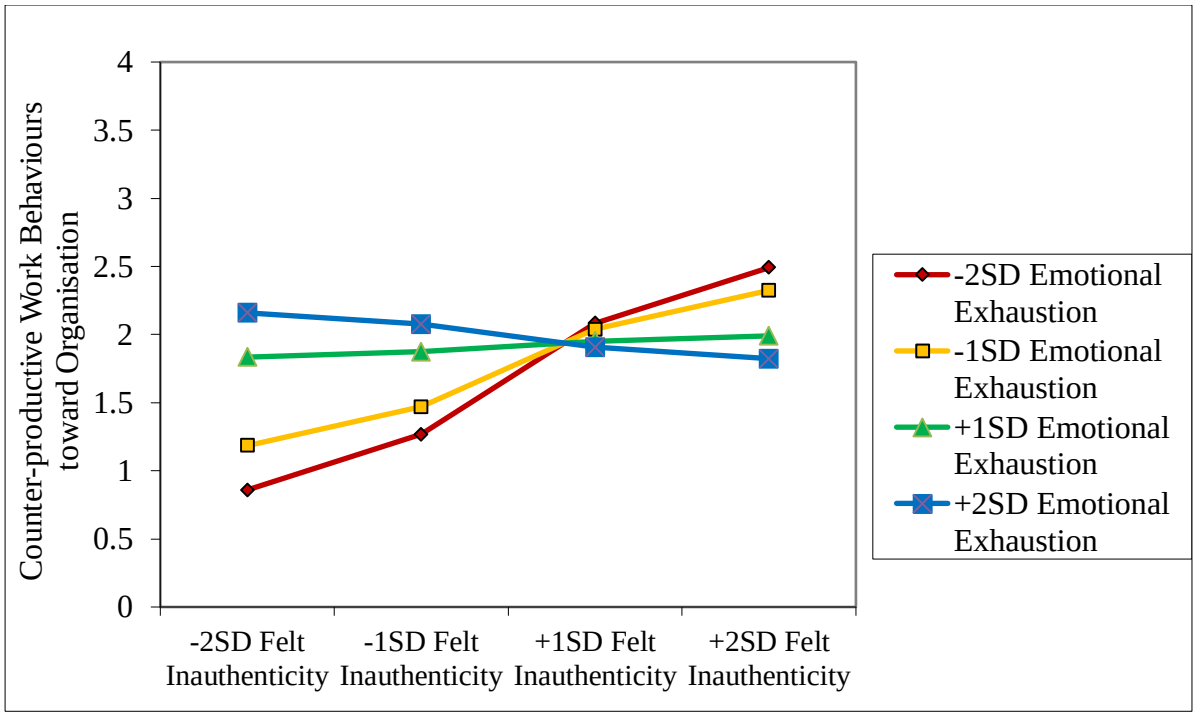
CWBO. Hypothesis 7b predicted that emotional exhaustion weakens the indirect relationship between surface acting and CWBO that occur through felt inauthenticity, such that the positive relationship is weaker when emotional exhaustion is higher than when emotional exhaustion is lower. Results from the tests of conditional indirect effects (Table 13) show that surface acting has a significant and positive relationship with CWBO at -1SD of emotional exhaustion (SA to DV via FI at -1EE: indirect effect = 0.123, 95% CI [0.054 to 0.212]) and a non-significant relationship with CWBO at 1SD of emotional exhaustion (SA to DV via FI at 1EE: indirect effect = 0.016, 95% CI [-0.035 to 0.073]). Additionally, analysis of differences in indirect effects at +/- 1SD of emotional exhaustion is significant (Δ

indirect effect = 0.106, 95% CI [0.036 to 0.183]). These results support hypothesis 7b. It is worth noting that the cross-over effect observed in Study 1 is not observed in Study 2.

Hypothesis 8b predicted that emotional exhaustion weakens the indirect relationship between deep acting and CWBO that occur through felt inauthenticity, such that the negative relationship is weaker when emotional exhaustion is higher than when emotional exhaustion is lower. Results from the tests of conditional indirect effects (Table 13) show that deep acting has a non-significant relationship with CWBO at -1SD of emotional exhaustion (DA to DV via FI at -1EE: indirect effect = -0.020, 95% CI [-0.051 to -0.000]) and a non-significant relationship with CWBO at 1SD of emotional exhaustion (DA to DV via FI at 1EE: indirect effect = -0.003, 95% CI [-0.018 to 0.005]). Analysis of differences in indirect effects at +/- 1SD of emotional exhaustion is not significant (Δ indirect effect = -0.017, 95% CI [-0.047 to 0.000]). These results do not support hypothesis 8b.

In sum, results from Study 1 and Study 2 support the conditional indirect effect from surface acting to CWBO via felt inauthenticity. Despite this lack of conditional indirect effects for deep acting to CWBO via felt inauthenticity, the two-way interaction between felt inauthenticity and emotional exhaustion is significant. Figure 4b illustrates the effects this interaction has on CWBO. As illustrated, felt inauthenticity has positive association with CWBO at low levels of emotional exhaustion. However, these positive associations disappeared at high levels of emotional exhaustion.

Figure 4b Plot of two-way interaction between felt inauthenticity and emotional exhaustion predicting CWBO (Study 2)



OCBI and OCBO. Hypothesis 7c and 7d predicted that emotional exhaustion weakens the indirect relationship between surface acting and OCBI and OCBO that occur through felt inauthenticity, such that the negative relationship is weaker when emotional exhaustion is higher than when emotional exhaustion is lower. Hypothesis 8c and 8d predicted that emotional exhaustion weakens the indirect relationship between deep acting and OCBI and OCBO that occur through felt inauthenticity, such that the positive relationship is weaker when emotional exhaustion is higher than when emotional exhaustion is lower.

Because the interaction term is not significant for OCBI and OCBO, hypotheses 7c, 7d, 8c, and 8d, were not supported. A summary of the hypotheses and whether they are supported is presented in Table 8. In sum, only the indirect effects for surface acting with

CWBI and CWBO through felt inauthenticity were moderated by emotional exhaustion. As such, our hypothesized model received weaker support in Study 2 compared to Study 1[9][10].

Additional mediation analyses. To investigate whether the lack of mediation of emotional exhaustion and felt inauthenticity between emotional labor and discretionary behaviors (Hypotheses 2, 4, 5, and 6; Tables 13 in the rows labelled SA to DV via FI and DA to DV via FI) is due to emotional exhaustion and felt inauthenticity sharing variance, I conducted path analysis using the same procedure stated above but with only one emotional labor strategy and one mediator on outcomes while controlling for trait negative affectivity and trait authenticity. With regard to emotional exhaustion, results indicate that it mediated 5 out of 8 relations between emotional labor and discretionary behaviors. More specifically, emotional exhaustion mediated the relationships between surface acting and CWBO (indirect effect = 0.054, 95% CI: [0.024 to 0.093]) and OCBO (indirect effect = -0.169, 95% CI: [-0.258 to -0.098]) but not CWBI (indirect effect = 0.030, 95% CI: [-0.005 to 0.073]) and OCBI (indirect effect = -0.038, 95% CI: [-0.102 to 0.020]). Additionally, emotional exhausted mediated the relationships between deep acting and CWBI (indirect effect = -0.031, 95% CI: [-0.058 to -0.013]), CWBO (indirect effect = -0.015, 95% CI: [-0.037 to -0.001]), and OCBO (indirect effect = 0.082, 95% CI: [0.038 to 0.146]) but not OCBI (indirect effect = 0.018, 95% CI: [-0.005 to 0.053]).

[9]Testing the full structural model without trait authenticity as a control variable did not change the results for CWBI, CWBO, and OCBI in any way, but improved certain results for OCBO, in that felt inauthenticity is positively associated with OCBO (β = -0.163, p = .023). As a result, the indirect effect from SA to OCBO via FI is significant (indirect effect = -0.106, 95% CI: [-0.208 to -0.015]). Additionally, the indirect effect from DA to OCBO via FI is significant (indirect effect = 0.018, 95% CI: [0.001 to 0.055]). As such, Hypotheses 5d and 6d are supported when trait authenticity is not controlled.

[10]Testing the full structural model without any control variable did not change the results for CWBI and CWBO and improved certain results for OCBI and OCBI. More specifically, the indirect effect from DA to OCBI via FI is significant (indirect effect = 0.025, 95% CI: [0.004 to 0.065]). As such, Hypothesis 6C is supported when no control variable is included. Additionally, felt inauthenticity is positively associated with OCBO (β = -0.258, p = .011). As a result, the indirect effect from SA to OCBO via FI is significant (indirect effect = -0.133, 95% CI: [-0.242 to -0.029]). Additionally, the indirect effect from DA to OCBO via FI is significant (indirect effect = 0.023, 95% CI: [0.003 to 0.064]). As such, Hypotheses 5d and 6d are supported when no control variable is included in the analysis.

With regard to felt inauthenticity, results indicate that it mediated 6 out of 8 relations between emotional labor and discretionary behaviors. More specifically, felt inauthenticity mediated the relationships between surface acting and CWBO (indirect effect = 0.070, 95% CI: [0.034 to 0.114]), OCBO (indirect effect = -0.183, 95% CI: [-0.277 to -0.103]), and OCBI (indirect effect = -0.083, 95% CI: [-0.160 to -0.013]) but not CWBI (indirect effect = 0.024, 95% CI: [-0.018 to 0.068]). Similarly, felt inauthenticity mediated the relations between deep acting and CWBO (indirect effect = -0.025, 95% CI: [-0.048 to -0.008]), OCBO (indirect effect = 0.059, 95% CI: [0.021 to 0.112]), and OCBI (indirect effect = 0.026, 95% CI: [0.007 to 0.060]) but not CWBI (indirect effect = -0.008, 95% CI: [-0.024 to 0.001]). In sum, 11 out of the 16 indirect relationships were significant, suggesting that the mediators share some variance in predicting discretionary behaviors.

To investigate further, I conducted path analysis using the same procedure with one emotional labor strategy and one mediator but without controlling for trait negative affectivity and trait authenticity. Results indicate that emotional exhaustion mediated all the relations between emotional labor and discretionary behaviors. Specifically, the results of the indirect effect from surface acting to the DVs through emotional exhaustion are as follow: CWBI (indirect effect = 0.090, 95% CI: [0.054 to 0.134]), CWBO (indirect effect = 0.065, 95% CI: [0.024 to 0.115]), OCBI (indirect effect = -0.076, 95% CI: [-0.154 to -0.008]), and OCBO (indirect effect = -0.234, 95% CI: [-0.330 to -0.152]). The results of the indirect effect from deep acting to the DVs through emotional exhaustion are as follow: CWBI (indirect effect = -0.034, 95% CI: [-0.065 to -0.014]), CWBO (indirect effect = -0.054, 95% CI: [-0.088 to -0.028]), OCBI (indirect effect = 0.042, 95% CI: [0.012 to 0.086]), and OCBO (indirect effect = 0.120, 95% CI: [0.064 to 0.191]).

With regard to felt inauthenticity, results indicate that IT mediated all the relations between emotional labor and discretionary behaviors. Specifically, the results of the indirect

effect from surface acting to the DVs through felt inauthenticity are as follow: CWBI (indirect effect = 0.067, 95% CI: [0.019 to 0.122]), CWBO (indirect effect = 0.119, 95% CI: [0.074 to 0.171]), OCBI (indirect effect = -0.140, 95% CI: [-0.224 to -0.061]), and OCBO (indirect effect = -0.265, 95% CI: [-0.365 to -0.177]). The results of the indirect effect from deep acting to the DVs through felt inauthenticity are as follow: CWBI (indirect effect = -0.025, 95% CI: [-0.050 to -0.010]), CWBO (indirect effect = -0.048, 95% CI: [-0.081 to -0.022]) and OCBO (indirect effect = 0.099, 95% CI: [0.047 to 0.163]) but not OCBI (indirect effect = 0.051, 95% CI: [0.022 to 0.095]). These results, coming from a less conservative test of mediation, indicate that emotional exhaustion and felt inauthenticity do, individually, mediate the relations between emotional labor and discretionary behaviors.

Additional moderation analyses. To investigate whether the direct effects between emotional labor and discretionary behaviors are moderated by felt inauthenticity and emotional exhaustion, additional analyses were conducted. More specifically, the two-way interactions between each emotional labor strategy and each mediator (e.g., surface acting with emotional exhaustion and surface acting with felt inauthenticity) and the three-way interactions between each emotional labor with each mediator (e.g., surface acting with emotional exhaustion with felt inauthenticity) were tested with multiple linear regressions. These analyses were performed with the two control variables of trait negative affectivity and trait authenticity.

With regard to surface acting, the two-way interaction between surface acting and emotional exhaustion is significant for CWBI ($\beta = -0.108$, $p = .019$)[11] but not for other outcomes. Figure 5a illustrates the two-way interaction and suggests that emotional exhaustion weakens the positive relationship between surface acting and CWBI. The two-

[11] The coefficients and p-values for each predictor on CWBI are as follow: trait negative affectivity ($\beta = 0.211$, $p = .000$); trait authenticity ($\beta = -0.024$, $p = .631$); surface acting ($\beta = 0.034$, $p = .517$); emotional exhaustion ($\beta = 0.103$, $p = .059$); surface acting x emotional exhaustion ($\beta = -0.108$, $p = .019$).

way interaction between surface acting and felt inauthenticity is significant for CWBI (β = -0.084, p = .024)[12] but not for other outcomes. Figure 5b illustrates the two-way interaction and suggests that felt inauthenticity weakens the positive relationship between surface acting and CWBI. The three-way interaction between surface acting and the two mediators is not significant for all criteria.

Figure 5a Plot of two-way interaction between surface acting and emotional exhaustion predicting CWBI (Study 2)

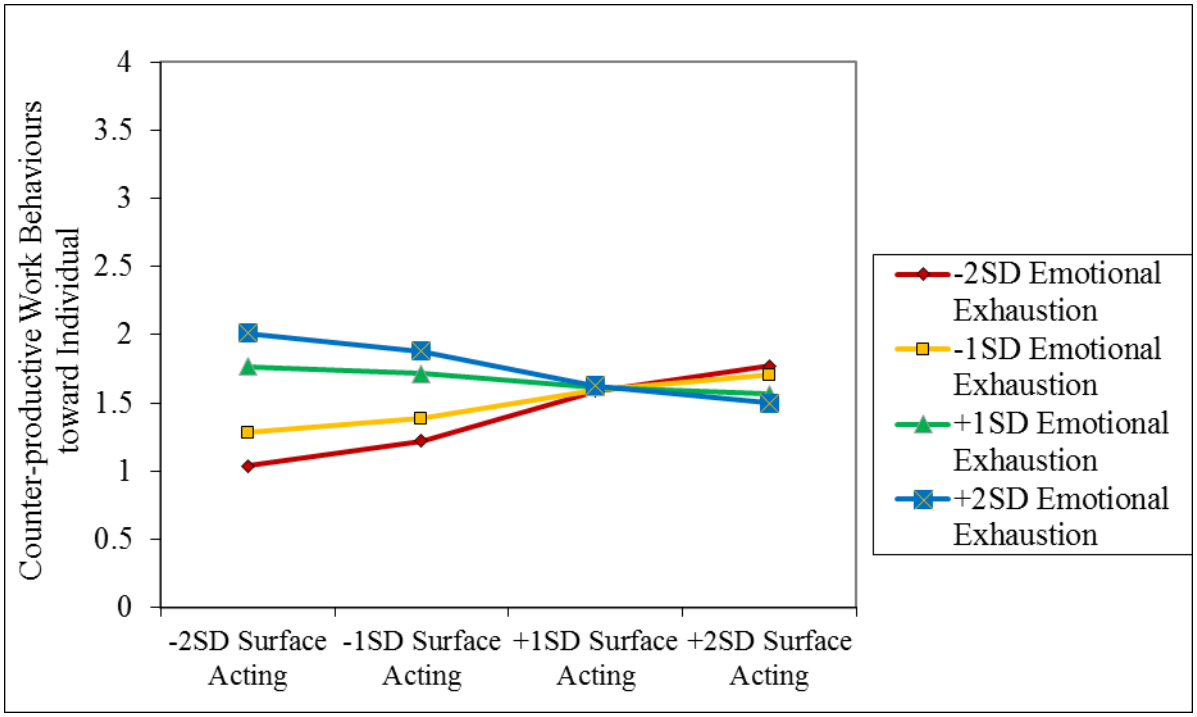
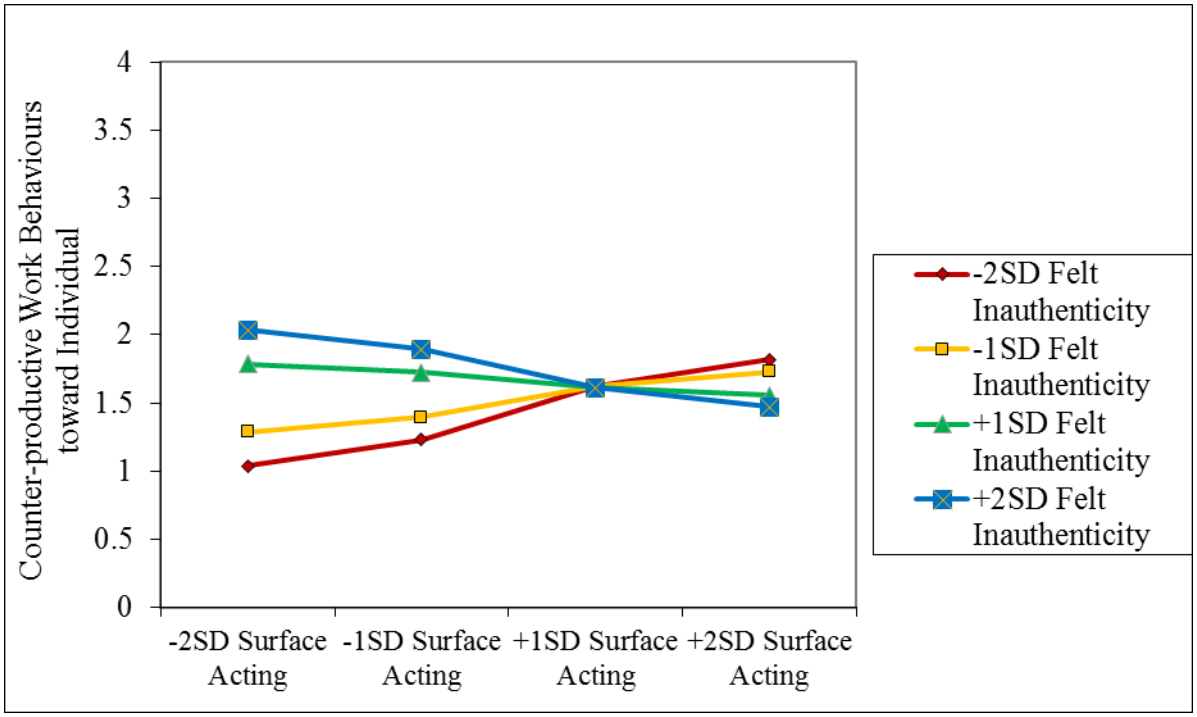


Figure 5b Plot of two-way interaction between surface acting and felt inauthenticity predicting CWBI (Study 2)

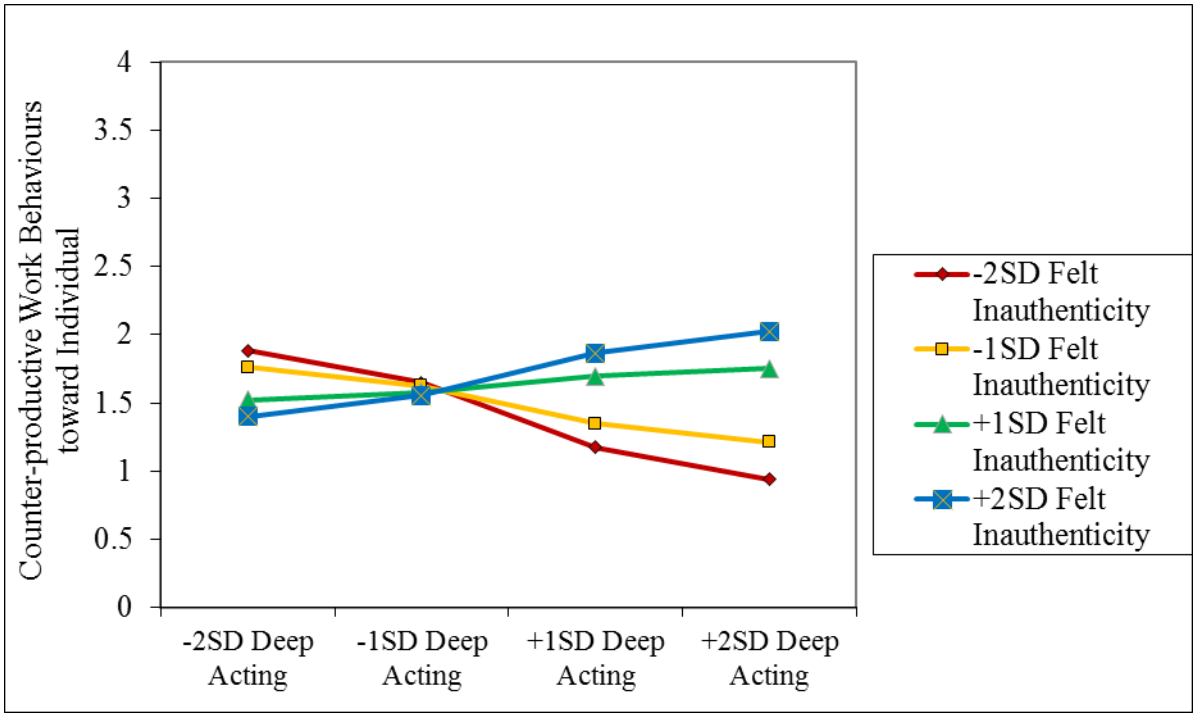
[12] The coefficients and p-values for each predictor on CWBI are as follow: trait negative affectivity (β = 0.220, p = .000); trait authenticity (β = -0.019, p = .709); surface acting (β = 0.032, p = .563); felt inauthenticity (β = 0.096, p = .107); surface acting x felt inauthenticity (β = -0.109, p = .024).



With regard to deep acting, the two-way interaction between deep acting and emotional exhaustion is not significant for all outcomes. The two-way interaction between deep acting and felt inauthenticity is significant for CWBI (β = 0.124, *p* = .008)[13] but not for other outcomes. Figure 5c illustrates the two-way interaction and suggests that felt inauthenticity weakens the negative relationship between deep acting and CWBI. The three-way interaction between deep acting and the two mediators is not significant for all criteria.

Figure 5c Plot of two-way interaction between deep acting and felt inauthenticity predicting CWBI (Study 2)

[13] The coefficients and p-values for each predictor on CWBI are as follow: trait negative affectivity (β = 0.214, *p* = .000); trait authenticity (β = -0.025, *p* = .619); deep acting (β = -0.048, *p* = .312); felt inauthenticity (β = 0.090, *p* = .084); deep acting x felt inauthenticity (β = 0.124, *p* = .008).



Discussion

Both studies provided consistent results for certain relationships and these results are informative for theoretical development and advancement. In this section, I outline the consistent results found in both studies and in the next chapter, I discuss these results in greater detail. First, the correlational results of both studies show that surface acting and deep acting were consistently related to the mediators and dependent variables in the theoretically argued manner. Specifically, in both studies, surface acting was positively correlated with emotional exhaustion, felt inauthenticity, CWBI (not in Study 1), and CWBO and negatively correlated with OCBI, and OCBO. Conversely, deep acting was negatively correlated with emotional exhaustion, felt inauthenticity, CWBI, and CWBO and positively correlated with OCBI.

Next, although the mediation analyses of both studies did not support the mediation hypotheses (Hypotheses 2, 4, 5, and 6), additional mediation analyses performed for both studies suggest that that felt inauthenticity and emotional exhaustion may share variance

when both mediators were used as simultaneous predictors. As such, felt inauthenticity and emotional exhaustion do mediate the relationships between emotional labor and discretionary behaviors as individual mediators. Even though this approach of assessing the mediators individuality is consistent with the majority of the literature (e.g., Trougakos et al., 2015; Yam, Fehr, Keng-Highberger, Klotz, & Reynolds, 2016), the results from the main mediation analyses suggest that studies that do not simultaneously assess the two mediators may misinterpret one as being a mediator and miss the bigger picture because real-world situations rarely have individual mediators.

The primary hypotheses of interest were the conditional indirect effects which predicted that high emotional exhaustion weakens the indirect relationships from emotional labor to discretionary behaviors via felt inauthenticity. As indicated by Study 2's results, there is weaker support for the eight hypothesized conditional indirect effects, with only two conditional indirect relationships being significant, compared to six significant conditional indirect relationships in Study 1. However, the root argument that felt inauthenticity and emotion exhaustion interact to influence discretionary behaviors was still supported for CWBO and CWBI. This was shown in the interaction term of felt inauthenticity and emotional exhaustion being significant for both types of CWBs in both studies. As such, the results provided consistent support that felt authenticity and emotional exhaustion interact to influence both types of CWBs. The unexpected cross-over effects that were observed four times in Study 1 were not as consistent in Study 2, appearing only once out of the two times that the analysis of differences were significant.

Despite the smaller number of significant results in Study 2, the consistency of the results outlined above (e.g., correlations between predictors and dependent variables are consistent with the theoretical arguments and the interaction between felt inauthenticity and emotional exhaustion to influence CWBI and CWBO) provide more support for these

hypotheses. In the next chapter, I discuss the theoretical and practical implications of these results in in greater detail.

Limitations and Directions for Future Research

As an attempt to replicate the results of Study 1, Study 2's design incorporated a few improvements over Study 1's design. These included having more stringent criteria for participant selection (e.g., increasing the requirements on the numbers of hours worked per week and the frequency of interaction with internal and external parties), including trait authenticity as a control variable, and standardizing the time reference of all variables in the questionnaires.

Despite these improvements in study design, the cross-sectional nature of Study 2 implies that it possesses a few limitations similar to those of Study 1. First, common method biased could be present in the data although I attempted to mitigate this concern by dividing data collection into three questionnaires with each questionnaire spaced a week apart. Additionally, I hypothesized and tested an interaction which is less likely to be affected by common method variance (Podsakoff, MacKenzie, & Podsakoff, 2012).

Second, the cross-sectional nature of the study did not allow causality to be tested. Hence, future research may consider testing the theory outlined in this paper in an experimental setting. More specifically, the manipulation of felt inauthenticity and emotional exhaustion to assess their interaction will allow the interaction hypothesis to be tested in a more controlled manner.

Chapter Four: General Discussion

Theoretical Contributions

As Grandey and Gabriel (2015) stated in their review of the literature, research on emotional labor needs to expand to include organizationally important outcomes such as CWBs and OCBs. The results of the two studies provide preliminary results regarding the relations between emotional labor and discretionary behaviors and contribute to this small but growing body of research. First, the results of both studies indicate that emotional labor is associated with discretionary behaviors. More specifically, surface acting consistently correlates positively with CWBs (although not with CWBI in Study 1) and negatively with OCBs and deep acting consistently correlates negatively with CWBs and positively with OCBs. These results are consistent with the majority of the literature and in line with the paper's theorizing. As such, the results indicate that employees who surface act are more likely to engage in poorer discretionary behaviors (i.e., higher CWBs and lower OCBs) whereas employees who deep acts are more likely to engage in better discretionary behaviors (i.e., lower CWBs and higher OCBs).

Second, the results of the two studies inform us that emotional labor is associated with the two proposed mechanisms of emotional exhaustion and felt inauthenticity. More specifically, surface acting negatively, and deep acting positively, correlate with emotional exhaustion and felt inauthenticity. Additionally, the findings that deep acting negatively correlates with both types of CWBs and negatively correlates with emotional exhaustion provide support to theories (e.g., Côté, 2005; Goodwin, 2011) that argue that deep acting can be energizing and beneficial to employees. Hence, although early theoretical arguments (Ashforth & Humphrey, 1993; Hochschild, 1983) proposed that deep acting may be as harmful as surface acting because employees effortfully manipulate their emotional

experience, the results in this dissertation suggests the opposite effect and that there may be factors moderating the relationship.

Indeed, recent research by Huang, Chiaburu, Zhang, Li, and Grandey (2015) investigated the relationship between deep acting and emotional exhaustion using a within-person design and found the relationship to be negative. Additionally, the authors found support that the relationship between deep acting and emotional exhaustion is moderated by felt challenge, such that employees who are deep acting are even less exhausted when they feel challenged. Felt challenge is the positive appraisal of job demands, such as interpreting work requirements as potentials for rewards and opportunities for growth (Huang et al., 2015), and is found to be associated with increased motivation (LePine, LePine, & Jackson, 2004). As such, when deep acting is performed to meet job demands that employees perceive as challenging, deep acting is likely to be negatively associated with emotional exhaustion (Huang et al., 2015).

Third, beyond these direct relationships, the results suggest that the mechanisms through which emotional labor affects discretionary behaviors appear more complex than previously theorized or observed. The results suggest that emotional exhaustion and felt inauthenticity share variance in mediating the effects between emotional labor and discretionary behaviors such that neither emerged as a significant mediator when emotional exhaustion and felt inauthenticity were simultaneously considered but did when only one was considered in analyses. A reason felt inauthenticity and emotional exhaustion share variance is likely the high correlation between the two variables; $r = .74$ (Study 1) and $r = .75$ (Study 2), although CFA results indicate that the two variables are distinct concepts. However, investigating the nature of the mediation further, the tests of conditional indirect effects, which are the primary hypotheses of interest in the theoretical model, provided more explanation regarding how the two mechanisms work in-concert.

Moderated mediation was observed between surface acting and both types of CWBs across both studies. More specifically, Study 2 replicated 2 of the 6 conditional indirect effects observed in Study 1, indicating that more research is needed to test the arguments made in this dissertation and validate the results of Study 1 and 2. However, the theoretical basis for expecting the conditional indirect effects, that felt inauthenticity and emotional exhaustion interact to influence discretionary behaviors, found strong support when the dependent variables were CWBO and CWBI. For instance, felt inauthenticity was positively associated with both CWBs at low levels of emotional exhaustion but was not significantly associated with CWBs at higher levels of emotional exhaustion. The results strongly suggest that the interplay between felt inauthenticity and emotional exhaustion were strong contributors to CWBs, but not OCBs.

Perhaps the lack of interaction between felt inauthenticity and emotional exhaustion on OCBs may be explained by emotional exhaustion's general association with reduced effort (Muraven & Baumeister, 2000) and reduced OCBs (Trougakos et al., 2015). Felt inauthenticity, with its negative relations with OCBI and OCBO (Tables 10 and 11), is already associated with reduced OCBI and OCBO. As such, emotional exhaustion may not interact with felt inauthenticity to further reduce OCBI and OCBO because the lowered levels of OCBs may not permit emotional exhaustion to lower OCBs further. In contrast, felt inauthenticity, with its positive relations with CWBI and CWBO (Tables 10 and 11), is associated with increased CWBI and CWBO. As such, emotional exhaustion is likely to, and as demonstrated, interact with felt inauthenticity to reduce CWBI and CWBO because the higher levels of CWBs likely permit emotional exhaustion to lower CWBs further.

In sum, the consistent results from both studies and the support of the interaction between felt inauthenticity and emotional exhaustion on CWBs contain implications for the literatures on discretionary behaviors, the behavior consistency effect, and ego depletion.

Regarding discretionary behaviors and the behavior consistency effect, the findings indicate that behavior consistency applies to discretionary behaviors because work-related inauthenticity is associated with both CWBs and OCBs. Being the first two studies to investigate this association, this dissertation extends Gino et al.'s (2010) work on felt inauthenticity and introduces it as an antecedent of discretionary behaviors.

Regarding the ego depletion literature, the results suggest that emotional exhaustion could work for better or worse depending on the goals individuals are trying to pursue. More specifically, the results suggest that people who are pursuing both types of CWBs may have a lower likelihood of acting counterproductively when exhausted. As such, ego depletion may interact with the environment more dynamically such that being depleted may not always lead to poorer individual and organizational outcomes. Supporting the dynamicity of depletion, experimental research by Jia and Hirt (2016) demonstrated that depleted participants worked longer on a task when the better response in the situation (i.e., when goal expectancy manipulated to be low) was to give up earlier. The authors reasoned that the depleted participants were unable to assess the demands of the situation accurately and hence, were unable respond appropriately. Future research may build on the results of this dissertation and Jia and Hurt's (2016) research to investigate how exhaustion or depletion may positively influence individual and organizational outcomes.

Practical Implications

This study contributes to the current discussion on whether emotional labor should be a necessary part of service work (Barsade & Gibson, 2007; Grandey et al., 2015) by helping organizations understand how emotional labor may affect them. The results suggest that organizations may be harmed by their service employees through poorer employee discretionary behaviors if organizations require their service employees to display positive

affect toward customers but do not train the employees to do so genuinely (i.e., surface acting). Additionally, deep acting was found to be correlated with lower CWBs and higher OCBs, suggesting that organizations may wish to revisit their policies regarding "service with a smile" to emphasize that employees should prioritize emotional experience before emotional displays.

Interestingly, the level of CWBs associated with surface acting is likely to be contained within a certain limit because the two types of emotional labor influence both mediators in the opposite direction (i.e., surface acting relates positively with both emotional exhaustion and felt inauthenticity and deep acting relates negatively with the same two variables). As such, surface acting is likely to be associated with higher felt inauthenticity and higher emotional exhaustion, the latter of which is a boundary condition which may produce lower levels of CWBs compared to when felt inauthenticity is high and emotional exhaustion is low.

Despite this possible boundary created when both mediators are high, other factors might influence employees' level of felt inauthenticity and emotional exhaustion in ways that result in uneven levels of felt inauthenticity and emotional exhaustion. This could come from employees recovering from either felt inauthenticity or emotional exhaustion unequally due to active interventions by the employee, contextual factors that alleviates one psychological state but not the other, or because the two psychological states have different natural recovery rates. Other work-related contextual factors might also influence either felt inauthenticity or emotional exhaustion unequally, thus creating imbalances between both psychological states. For example, heavy work demands are likely to be associated with more exhaustion than inauthenticity and this uneven distribution of exhaustion and inauthenticity is likely to be associated with poorer discretionary behaviors (van Jaarsveld, Walker, and Skarlicki, 2010), as the results suggest.

The results also suggest that individuals do experience emotional exhaustion and felt inauthenticity unequally when engaging in surface acting or deep acting. Hence, the possible boundary effect is no reason to discredit the influence emotional labor could have on employee discretionary behaviors and organizations should help employees manage their emotional displays to prevent the experience of inauthenticity and emotional exhaustion. Unfortunately, there is more research on the relationship between emotional labor and emotional exhaustion (e.g., Hülsheger & Schewe, 2011; Martínez-Iñigo, Totterdell, Alcover, & Holman, 2007). Hence, more research is needed to improve our understanding the dynamicity of felt inauthenticity and emotional exhaustion as mediators between emotional labor and outcomes.

In sum, the practical takeaway from the results of the two studies is that employees' deep acting and feelings of authenticity are important to organizations because they may positively influence employee discretionary behaviors. As such, organizations should not emphasize customer emotional experience at the expense of employee emotional experience (Grandey et al., 2015). Rather, putting employee emotional experience as the priority may indirectly result in better customer emotional experience through better employee well-being (i.e., emotional exhaustion; Banks, Whelpley, Oh, & Shin, 2012; Huang et al., 2015), better customer-employee interaction that may result from a positive exchange spiral (Groth & Grandey, 2012) and increased social rewards (Lee, Lovell, & Brotheridge, 2010), and the better working environment associated with higher OCBs and lower CWBs (Organ et al., 2006; Podsakoff et al., 2009).

Directions for Future Research

Expanding the Model

As the limitations of the two studies have been covered in Chapter 2 and Chapter 3, this section will discussion directions for future research. Being the first two studies to investigate how felt inauthenticity influence discretionary behaviors, future research may build on the theories in this dissertation to investigate whether felt inauthenticity may relate with other positive and negative employee behaviors such as employee corporate-social-responsibility participation, abusive supervision (Yam et al,. 2016), and workplace unethical behaviors (Reynolds & Ceranic, 2007). Additionally, future research may investigate the mediating factors that connect felt inauthenticity with employee discretionary behaviors. Some potential mediating factors are moral disengagement (Christian & Ellis, 2014; Fida et al., 2015; Knoll et al., 2016), employee commitment (Banks et al., 2012; Williams & Anderson, 1991), and work engagement (Christian, Garza, and Slaughter, 2011). Furthermore, future research may wish to investigate whether the interaction between felt inauthenticity and emotional exhaustion exist for these potential mediators and dependent variables.

Next, results of both studies revealed cross-over effects, in which the indirect effects were significant in directions that were not predicted at very high level of emotional exhaustion. More specifically, Study 1 saw the indirect relationships between surface (deep) acting and CWBI via felt inauthenticity became negative (positive) and significant at 2SD of emotional exhaustion. Study 1 also saw the indirect relationships between surface (deep) acting and OCBI via felt inauthenticity became positive (negative) and significant at 2SD of emotional exhaustion. Study 2 saw the indirect relationships between surface and CWBI via felt inauthenticity became negative and significant at 2SD of emotional exhaustion. In brief,

four cross-over relationships were observed in Study 1 and one cross-over relationship was observed and replicated in Study 2.

One theoretical framework that may explain the cross-over effects is the Sacred-Value-Protection Model (SVPM; Tetlock, Kristel, Elson, Green, & Lerner, 2000). As previously discussed, the SVPM proposed that people cope with feelings of impurity by performing acts of moral cleansing that could either be real compensatory behaviors (e.g., acting morally) or symbloic cleansing (e.g., washing hands). Building on the SVPM, Gino and colleagues (2015) demonstrated through a series of experiments that behaving inauthentically increased participants' feelings of impurity and reduced participants' moral self-regard. Feelings of impurity and moral self-regard were then positively and negatively, respectively, related to participants' desire for cleansing-related products and decisions to help.

The cross-over effects reflected the predictions of the SVPM, such that felt inauthenticity was negatively related to CWBI (see Figures 2a and 4a, results observed in both studies) and positively related to OCBI in Study 1 (see Figure 2c; results observed in Study 1 but not in Study 2) at 2SD of emotional labor. These results suggest that emotional exhaustion maybe be a moderating factor that influence when SVPM and behavior consistency should work. In this regard, future research may wish to investigate this observation further.

Validating the Model in Different Cultures

Researchers may also consider testing the model in different cultures. To predict how culture may affect the validity of the model, it is helpful to understand what culture is and how it influences its people more generally. Hofstede (1980) defined national culture as the collective mental programming of a country's people due to having common life and

educational experiences (1980). As such, a nation's culture instills in its people a common set of beliefs and values (i.e., mental programming), which affects the behaviors and attitudes which are expected and accepted by its people. More specifically, the beliefs and values a nation's people hold could affect its people's behaviors in two ways (Morling & Kitayama, 2008). First, a culture's beliefs and values affect the ways its people's needs are manifested or expressed, which then affects the ways their needs are met. Next, a nation's culture could also affect the needs that its people have and how important each need is to them. I will elaborate on, and provide support for, each point in the following paragraphs.

Culture affects the expression of, and the ways to meet, needs. As proposed by Locke (1991) in his motivation sequence paradigm, human behaviors are driven by goals, goals are driven by values and beliefs, and values and beliefs are driven by needs. However, although certain needs, defined by Locke as "that which is required for an organism's survival and well-being" (1991, p. 288), are inherent (e.g., physiological needs and the psychological need for mental well-being), almost all values, defined by Locke as "what people want or consider beneficial to their welfare" (1991, p. 291), are acquired. Because values and beliefs act as "the link between needs and actions" (1991, p. 291), two people who have the same need could engage in very different behaviors to meet the need they possess when they possess different values and beliefs. In this way, because culture instills a set of values and beliefs on its people, the behaviors people of different culture exhibit to meet the same needs will likely be different.

The above is supported by theoretical and empirical evidences in cultural psychology. Theoretically, D'Andrade (1984) defined culture as "learned systems of meanings, communicated by means of natural language and other symbol systems, having representational, directive, and affective functions, and capable of creating cultural entities and particular senses of reality" (p. 116). Based on this definition, culture serves a directive

function that determines the actions its people take based on the meanings and realities which it has created. In a simpler and clearer definition of culture, Berlin (1976) defined culture as the shared goals, values, and pictures of the world, once again pointing to the directive function that culture has as it influences its people to have culturally specified goals.

Empirically, cultural psychologists have observed and documented that people of different cultures "all do and want to do different things" (Morling & Kitayama, 2008, p. 418) because culture creates and maintains different meaning structures that affect how people fulfil their basic needs. As an example, Shweder (2003) documented a unique practise that windows in one Hindu community observe. Because hot foods in Indian culture are considered to stimulate sexual desires, these widows would abstain from hot foods so as to affirm their love and dedication to their deceased husband and demonstrate to their extended family that she is a decent member of their extended household. Within the same country, but in places with a different culture, widows burn themselves alive to achieve the same goal of affirming their love and dedication to their deceased husband (Weinberger-Thomas, 1999). In this way, each culture determines how exactly widows are to behave to achieve a need that is necessary in both cultures.

Culture affects the needs of its people. To recall, Locke defined needs as "that which is required for an organism's survival and well-being" (1991, p. 288). Hence, it seems logical and intuitive that every human should possess the same needs. In addition, many motivational scholars have assumed and maintained that the needs proposed in their theories and models are universal (e.g., self-determination theory; Ryan & Deci, 2000).

Despite its intuitiveness, evidence from cultural psychology research suggests that people do not all possess the same need. As an example, many motivational theories from the west propose that the need for self-esteem and personal enhancement is a universal need (e.g.

Ryan & Deci, 2000; Hackman & Oldham, 1976) that would promote psychological well-being. However, evidence suggests that this is not true for Asians. Research by Kitayama, Mesquita, and Karasawa (2006) demonstrated that while Americans feel most happy and satisfied when their personal self is enhanced, Asians feel most happy and satisfied when they are connected to their in-group, have achieved social harmony, and have minimized social strain.

The reason people of different cultures possess different needs is that cultures shape our self-concept. As suggested by several scholars (Markus & Kitayama, 1991; Shweder & Bourne, 1984; Triandis, 1988), different cultures have different conceptions of what the self is and what the self should be. Hence, there is no one way from which we can view the self. Many of today's mainstream motivational theories are from the West, where individuals "practice the self as an autonomous, separable, context-free entity whose behavior reflects internal thoughts, feelings, and motivations" (Morling & Kitayama, 2008, p. 421). This view of the self naturally gave rise of motivational theories which prescribed autonomy, self-esteem, and self-enhancement through self-competence as fundamental criteria for psychological well-being.

However, many cultures in East Asia, South America, and Africa practice a more interdependent concept of self in which the self is construed to be inherently connected with others through relationships, causing people's thoughts, feelings, and motivations to be inextricably linked to their social context (Morling & Kitayama, 2008). In this way, psychological needs which are important for individual in cultures with an independent view of the self may not be as important in cultures with an interdependent view of the self. This is also likely why it has been found that Japanese are motivated to be self-critical, instead of self-enhancing, because self-criticism allows them to maintain order and harmony in their in-groups (Heine, Lehman, Markus, & Kitayama, 1999).

How culture may affect the predictions in the model. The theoretical and empirical arguments and support provided above suggest that cultural differences may influence the generalizability of the observed results. More specifically, the literature suggests that the association between surface acting and felt inauthenticity may be weaker in certain Asian cultures, with Japan being an example. This is because in Japan, displaying emotions that are appropriate regardless of one's felt emotions is accepted and valued as a way to help people through social situations (Seymour, 2000) and Japanese therefore accept the need to display certain emotions in specific situations (Pizam & Sussmann, 1995; Seymour, 2000).

More specific to one's concept of authenticity across different cultures, English and Chen (2007; 2011) found support that European Americans and East-Asian Americans differ in their concept of role-consistency. More specially, European Americans value role-consistency to be behavioral uniformity across relationship contexts and within relationship contexts but East-Asian Americans view role-consistency to be behavioral uniformity with-in relationship contexts only. In other words, acting differently in different relationship contexts likely does not negatively influence East-Asians' sense of authenticity. For this reason, it is possible that employees in cultures where role-consistency does not involve behaving uniformly across relationships may not experience the same degree of felt inauthenticity when they surface act. Tying this to the points outlined in the above sections, it is possible that the need to feel authentic is universal for people of all cultures (Slabu, Lenton, Sedikides, & Bruder, 2014) although the factors that influence one's sense authenticity likely vary across cultures (English & Chen, 2007; 2011).

Building on the arguments above, it may seem logical that employees in cultures where role-consistency does not involve behaving uniformly across relationships may also not experience emotional exhaustion when they surface act. This is because research (Brotheridge & Lee, 2002) and results from the above two studies indicate that felt

inauthenticity and emotional exhaustion are highly related. To the contrary, research on Japanese and Korean service employees indicate that surface acting is positively associated with burnout (Sohn, Lee, & Yoon, 2016), which includes emotional exhaustion as a dimension (Maslach & Jackson, 1986). This association is present likely because surface acting influences emotional exhaustion independently of felt inauthenticity through the mechanism depletion from self-regulation (Carver & Scheier, 1998; Muraven & Baumeister, 2000). As Diefendorff and Gosserand (2003) highlighted in their control theory framework of emotional labor, surface acting requires employees to cognitively monitor their displayed emotions to ensure that they do not leak their true emotions unintentionally. Surface acting is therefore an act of self-regulation that depletes regulatory resources (Trougakos et al., 2015). To my knowledge, no research has shown that the depleting effects of self-regulation is moderated by culture. As such, compared to felt inauthenticity, emotional exhaustion likely plays a more important role in the relationship between emotional labor and discretionary behaviors in Asian cultures as hypothesized and observed in the two studies in a Western context presented above. Future research should examine whether the relations observed in the current two studies generalize to other cultures.

Conclusion

Through the theoretical framework and the two empirical investigations, I hope this dissertation contributes valuable scientific understanding to the dynamics of the relationships between emotional labor and discretionary behaviors, and that these scientific understandings also have valuable practical implications for people within organizations. Additionally, I hope that the theories and results presented in this dissertation will inform and advance future research in the areas of emotional labor and discretionary behaviors.

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Appendix

Mplus commands used to test the structural model in Study 1

```
Variable:
Names are
TNA SA DA FI EE DV EExFI;
!DV represents the name of specific dependent variable
!TNA = Trait NA; SA = Surface Acting; DA = Deep Acting; FI = Felt Inauthenticity; EE = Emotional Exhaustion

DEFINE:
EExFI = EE*FI;

ANALYSIS:
TYPE = GENERAL;
ESTIMATOR = ML;
BOOTSTRAP = 10000;

Model:
DV FI EE on TNA;
DV on FI (b1);
DV on EE (b2);
DV on EExFI (b3);
DV on SA (c1);
DV on DA (c2);

FI on SA (a1);
EE on SA (a2);
FI on DA (e1);
EE on DA (e2);
!a# b# c# e# refers to paths specified in the statistical model (see Figure 1)
```

```
MODEL CONSTRAINT:
NEW(VLOW_M LOW_M HIGH_M VHIGH_M
VLM2a1b1 LM2a1b1 a1b1 HM2a1b1 VHM2a1b1 Diff3
a2b2
VLM2e1b1 LM2e1b1 e1b1 HM2e1b1 VHM2e1b1 Diff5
e2b2
!VL = Very Low; L = Low; H = High; VH = Very High
!M = Moderator; M2 = Emotional Exhaustion
!Diff# = difference between -1 SD and +1SD of the moderator

VLOW_M = -2;
LOW_M = -1;
HIGH_M = 1;
VHIGH_M = 2;

VLM2a1b1 = a1*b1 + a1*b3*VLOW_M;
LM2a1b1 = a1*b1 + a1*b3*LOW_M;
a1b1 = a1*b1;
HM2a1b1 = a1*b1 + a1*b3*HIGH_M;
VHM2a1b1 = a1*b1 + a1*b3*VHIGH_M;
Diff1 = LM2a1b1 - HM2a1b1;
!Conditional indirect effect of Surface Acting to DV through Felt Inauthenticity moderated
by Emotional Exhaustion

a2b2 = a2*b2;

VLM2e1b1 = e1*b1 + e1*b3*VLOW_M;
LM2e1b1 = e1*b1 + e1*b3*LOW_M;
e1b1 = e1*b1;
HM2e1b1 = e1*b1 + e1*b3*HIGH_M;
VHM2e1b1 = e1*b1 + e1*b3*VHIGH_M;
Diff3 = LM2e1b1 - HM2e1b1;
```

!Conditional indirect effect of Deep Acting to DV through Felt Inauthenticity moderated by Emotional Exhaustion

e2b2 = e2*b2;

OUTPUT:

STAND CINT(bcbootstrap);