
Master thesis

A commercialized love story

*The moderating role of social exchange quality on the
relationship between emotional labor and well-being*

<i>Student Name:</i>	Emilie Wilbrink
<i>Student ID UM:</i>	i6226624
<i>Student ID NOVA:</i>	41008
<i>Thesis Supervisor UM:</i>	Dr. Anna Huppertz
<i>Second Reader</i>	Dr. Julia Kensbock
<i>Thesis Supervisor NOVA:</i>	Dr. Samantha Sim
<i>Place & Date:</i>	Maastricht, December 2020

Maastricht University

School of Business and Economics

MSc International Business – Organization:
Change, Management & Consultancy

Universidade NOVA de Lisboa

School of Business and Economics

International MSc Management

Table of Contents

Abstract	1
Acknowledgements	4
1. Introduction	5
2. Theoretical background and Hypotheses development.....	10
2.1 A within-person analysis	12
2.2 The main effects of surface acting and deep acting	13
2.3 Influence of social exchange relationships.....	18
2.4 GSX (Guest-Server Exchange)	20
2.5 The moderating role of GSX social exchange relationships	22
3. Method	26
3.1 Research context	26
3.2 Sample and procedure	27
3.3 Measures.....	30
3.4 Data analyses.....	32
4. Results	33
4.1 Descriptive statistics.....	33
4.2 Test of hypotheses	34
5. Discussion	39
5.1 Practical implications	43
5.2 Limitations and suggestions for future research.....	45
6. Conclusion.....	46
7. References	48
8. Declaration of Originality MSc Thesis	59

List of Figures

Figure 1	26
Figure 2 : Emotional Exhaustion as a function of daily surface acting and the Guest-Server Exchange	37
Figure 3 : Work Engagement as a function of daily surface acting and the Guest-Server Exchange	37
Figure 5 : Work Engagement as a function of daily deep acting and the Guest-Server Exchange	38
Figure 4 : Emotional Exhaustion as a function of daily deep acting and the Guest-Server Exchange	38

List of Tables

Table 1 34
Table 2 35
Table 3 36

Abstract

Drawing upon the social exchange theory, this quantitative, daily diary-study investigated the moderating role of the quality of Guest-Server Exchange (GSX) relationship on the relationship between the emotional labor (i.e. surface- and deep-acting) and employee well-being (i.e. emotional exhaustion and work engagement).

Daily diary data was collected from a sample of (N = 82) employees amongst several service-oriented firms in the Netherlands and Italy, in a time frame of fourteen days in total.

Results from multilevel analysis demonstrated a significant positive relationship between surface acting and emotional exhaustion, and a negative relation between surface acting and work engagement. Additionally, deep acting showed a positive relation with work engagement. Contrary to the hypotheses, empirical support for the moderating influence of the GSX on either emotional labor strategy was not found.

Keywords: emotional labor, social exchange relationships, GSX, emotional exhaustion, work engagement, multi-level

Acknowledgements

This master thesis was written as part of the Double Degree Program in International Business at Maastricht University School of Business and Economics and in International Management at Nova School of Business and Economics.

First of all, I would like to thank my supervisor. Dr. Anna Huppertz from Maastricht University for her expertise, assistance, guidance, and patience throughout the process of writing this master thesis. I would to thank her especially for her guidance and assistance of the data analysis in R and for her valuable feedback on this master thesis.

Secondly, I would like to thank my supervisor at Nova School of Business and Economics, Dr. Samantha Sim for her encouragement and trust in my work.

Finally, I would like to thank and express my gratitude to my mother and my grandmother. Thank you for your unconditional support in everything I do, and for always believing in me and my capabilities.

I feel more than blessed to be surrounded by truly wonderful and caring people.

Emilie Shireen Wilbrink

Emilie Shireen Wilbrink

Maastricht, December 2nd, 2020

1. Introduction

With the overall tendency of organization's increasing focus on customer satisfaction, creating sustainable working conditions, as well as the aim to decrease the high burn-out rates among service employees, it is crucial to understand how the interactions and relationships between front-line employees and their clients relate to the overall employee's well-being at work. In a global economy that is primarily constituted out of service-based organizations, social interactions with customers are a fundamentally important component of the work and daily experiences of employees in the service sector (Dormann & Zapf, 2004). As part of their job, frontline employees must deal with emotionally demanding customer interactions on a daily basis, which requires engaging in emotional labor. Emotional labor is a process through which employees show behaviors that are expected by their employers, which can be achieved by two emotional regulation strategies: surface acting and deep acting (Grandey, 2000; Hochschild, 1983). Surface acting requires the mere alteration of displayed emotions without genuinely feeling them, whereas deep acting implies a genuine attempt to actually feel the desired emotions (Grandey, 2000).

Surface acting has been found negatively affecting employee's work engagement and emotional exhaustion, which are important indicators of the employee's job-related well-being. When engaging in surface acting, there is a discrepancy in expressed and experienced emotions, that feel inauthentic to the employee, causing emotional dissonance within individuals (John & Gross, 2004; Pugh, Groth, & Hennig-Thurau, 2011), which is effortful and energy depleting. This dissonance related to surface acting, causes psychological strain and has been associated with burn-out (Grandey & Gabriel, 2015).

When engaging in deep acting on the other hand, effort is being made to change the underlying emotions that are more in line with the inner self (Brotheridge & Lee, 2002; Goldber & Grandey, 2007). This alignment of required emotions with the experienced ones,

allows individuals to display an authentic expression of themselves, which consequently renders positive and rewarding interactions. Deep acting therefore, leaves the feeling of authenticity unharmed as opposed to surface acting.

Apart from this positive aspect of deep acting, this emotional labor strategy has also yielded contradicting results with regard to employee well-being, in which the exact effects of the deep acting remain unclear (Bono & Vey, 2005; Seery & Corrigan, 2009). In an attempt to explain these inconsistent findings, multiple studies have suggested that the negative effects (as it requires effort) and positive effects (leaves the feeling of authenticity unharmed, and leads to rewarding interactions) related to deep acting offset one another, resulting in a null-relationship with work strain and well-being (Goodwin, Groth, & Frenkel, 2011; Grandey, 2003; Hülshager & Schewe, 2011; Martínez-Iñigo et al., 2007)

With both emotional labor strategies differently affecting employee well-being, especially with regards to emotional exhaustion as being a negative state of well-being, it is of great importance to understand how both emotional regulation strategies relate to burn-out. With emotional exhaustion being one of the core dimensions of burn-out (Bono & Vey, 2005; Hülshager & Schewe, 2011; Judge, Woolf, & Hurst, 2009), the focus of this study will lie at investigating emotional exhaustion and work engagement. Burn-out among service frontline employees has detrimental effects on personal and professional performance, acting as a significant predictor of higher turnover intentions, decreased customer service and decreased customer satisfaction (Becker, Cropanzano, Van Wagoner, & Keplinger, 2017). As for most service-oriented organizations, providing good customer service is of crucial importance to achieve customer satisfaction and create customer loyalty for organizational success. Customer service is an organizational behavior that is co-created by management, coworkers and customers that primarily lies within the control of organizations, which additionally is one of the main determinants in obtaining high customer satisfaction, and is highly dependent on

displaying the right expected emotions as with emotional labor. Therefore, it is worthwhile identifying the processes, contextual demands, and resources with regards to customer interactions that take place during the delivery of customer service that limit the negative effects of surface acting and more precisely determine the effects of deep acting in order to prevent burnout among service employees.

In several studies, multiple moderators have been identified with regards to both emotional labor strategies including authenticity climate, gender, self-monitoring, emotional intelligence, extraversion, as well as reward and punishment sensitivity (Grandey, Foo, Groth, & Goodwin, 2012; Johnson & Spector, 2007; Judge et al., 2009; Schreurs, Günter, Hülsheger, & van Emmerik, 2014; Scott & Barnes, 2011; Wagner, Barnes, & Scott, 2014). Focusing on the interactions between employees and their customers as an important component of customer service, it is expected that Susskind's GSX-model could be a plausible moderator of emotional labor by establishing high quality relationships between employees and their customers through service encounters (Susskind, Kacmar, Borchgrevink, & Brymer, 2000). Within the GSX framework, high quality relationships are characterized and articulated by internal organizational support, a strong customer orientation by employees, and high overall customer satisfaction (Susskind, Kacmar, & Borchgrevink, 2003, Susskind et al., 2000). Accordingly, high-quality exchange relationships between service employees and customers, render increased customer satisfaction and positive customer responses. As these positive customer responses lead to rewarding social interactions, the social support that the employee receives from the interaction partner solicits pleasant emotions in the employee and consequently forms a buffer against the negative effects of work stressors (Cohen & Wills, 1985). This decrease in negative effects, equally reduces strain imposed on the employee and therefore, positively affects employee well-being.

Low-quality exchange relationships on the other hand, do not receive internal organizational support within the firm, nor exceed the basic provision of services, which translates into decreased customer satisfaction and negative customer responses (Susskind et al., 2003; Susskind et al., 2000). Negative customer responses and low-quality customer experiences lead to negative customer feedback (Brotheridge & Lee, 2002; Coté, 2005). This negative customer feedback and responses, such as verbal aggression and disappointment, consequently result in less rewarding relationships between the customer and the frontline employee, leading to increased levels of strain on the employee and therefore negatively affecting employee well-being. Following these lines, this study builds on the GSX-framework by arguing that the quality of exchange relationships is an important moderating factor on the relationship between emotional labor and employee well-being in a service setting.

The quality of various versions of social exchange relationships within organizations, such as the LMX (Leader-Member Exchange) and the TMX (Team-Member Exchange), have extensively been investigated. Within this field of research, the dyadic relation (Bauer & Green 1996) of support and interactions between employees and their supervisors (Ford, Seers, & Wilkerson, 2014; Graen & Cashman, 1975; Graen et al., 1977; Wilson, Sin, & Conlon, 2010), as well as employees and their co-workers (Dansereau, Graen, & Haga, 1975; Witt, Hochwarter, Hilton, & Hillman, 1999) have elaborately been examined in combination with emotional labor. However, until now, only scant attention has been dedicated to social exchange relationships, involving individuals outside of the organization, more specifically the influential role of customers and guests, as within the GSX (Guest-Server Exchange). Even within the limited research field of the GSX model, studies have primarily paid attention to these constructs in relation to organizational performance by means of sales, instead of considering the psychological implications from the employee's perspective and job-related

well-being in this framework. By examining the moderating role of the GSX social exchange relationship in the relation between emotional labor and well-being, management practices can be specifically targeted to the protection of their service employees against burn-out and the detrimental effects associated with surface acting whilst benefiting from the positive effects of deep acting. In light of the above, this thesis is focused on investigating and extending current knowledge on emotional labor by examining the following research question:

How does the quality of social exchange relationships (e.g. Guest-Server Exchange) influence the employee's well-being in a service setting?

In search of an answer to the proposed question, this study builds further upon the social exchange theory, by arguing more specifically that the quality of social exchange relationships (e.g. Guest-Server Exchange) is an important moderating variable that affects the relation between emotional labor and emotional exhaustion and work engagement in a service setting, as both constructs are important indicators of employee's well-being.

Additionally, this research will contribute to the current body of emotional labor literature by initiating empirical research on this moderating role of social exchange relationships (e.g. Guest-Server Exchange) in relation to employee well-being by examining the effect of the GSX on the daily fluctuations in surface-and deep acting, emotional exhaustion, and work engagement for a period of fourteen days. Furthermore, it is suggested that the influence of social exchange relationships should receive more attention within the academic field.

Also, social exchange relationships are being proposed as a moderating influence to clarify the contradicting results regarding the null-relationship between deep acting and well-being outcomes. Lastly, this research will reckon a within-person perspective to describe how daily emotional labor influences daily variations in well-being. Several studies on emotional labor using a within-person design, recognized the significant variance within individuals over time

(Brent, Scott and Barnes, 2011; Judge et al., 2009; Schreurs et al., 2014), as well as the dynamic nature of emotional exhaustion and work engagement (Judge et al., 2009; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009). For this reason, a within-person design that employs a daily-diary study for the period of fourteen days is considered to be the most appropriate approach for studying the relationship between both emotional labor strategies and well-being (i.e. emotional exhaustion and work engagement) to account for these fluctuations. This approach enables focusing on within-person covariations and the effect of the Guest-Server Exchange relationship on these intra-person variation for a longer period of time.

2. Theoretical background and Hypotheses development

The management and modification of feelings in order to display the appropriate emotions is called emotional labor (Hochschild, 1979, 1983). Emotional labor, can take on two emotional regulation strategies, namely surface acting and deep acting (Grandey, 2000; Hochschild, 1983). Within the service sector, the concept of emotional labor involves a type of co-creation between customers and employees that requires the display of appropriate emotions from the employee's end, as these personal encounters are focused on delivering excellent customer experience in order to beneficially foster organizational goals and directives (Grandey, 2000). Within the service industry, this modification of emotions implies employees having to display expected behaviors, by expressing positive emotions and suppressing negative ones, which can be achieved by engaging in either surface acting or deep acting (Hochschild, 1983). In order to bridge the gap between genuinely felt feelings and the display of required feelings at work, service employees engage in emotional labor whenever the required emotions are not in line with the felt emotions (Grandey, 2000).

Even though both emotional regulation strategies require the modification of displayed emotions, surface acting is considered to be more resource consuming, effortful and in-

authentic, as opposed to deep acting (Goldberg & Grandey, 2007; Totterdell & Holman, 2003) which is expected to consume less resources and is considered to be authentic (Grandey & Melloy, 2017). Surface acting merely requires the modification of expressions that are appropriate for the situation, without changing the genuinely felt feelings (Abraham, 1998; Grandey, 2000), whereas deep acting refers to the actual modification of feelings in order to match the desired emotions (Grandey, 2000; Hülshager and Schewe, 2011). In several studies on emotional labor, both strategies extensively have been researched with varying results as emotional labor has been recognized to have both positive, as well as negative effects on organizations' and employees' well-being (Bono & Vey, 2005; Côté, 2005; Zapf & Holz, 2006). Literature focusing on deep acting suggest that this specific emotional regulation strategy has been linked with both positive and negative outcomes on emotional exhaustion (Hülshager and Schewe, 2011). Additional research on deep acting failed to find a negative effect between deep acting and emotional exhaustion (Bono & Vey, 2005; Hülshager & Schewe, 2011; Totterdell & Holman, 2003). Moreover, far less is known about the effects of deep acting in relation to employees' well-being, as previous research found weak and contradictory results regarding this relationship on job related well-being (Bono & Vey, 2005; Seery & Corrigall, 2009).

In addition to surface- and deep acting, research suggests a third form of emotional labor which relates to the genuine experience and expression of expected emotions (Ahsforth & Humprey, 1993). By default, this genuine and spontaneous form of emotional labor does not create a discrepancy between the experienced and expressed emotions, as employees are able to express their true emotions which automatically meet the required emotions at work. Therefore, this type of emotional labor is considered to be most authentic, and less resource depleting and psychologically taxing for actors as with surface acting and deep acting. The probability and risk of emotional exhaustion with this form of emotional labor, is rather small.

Due to the unclarity whether genuine emotions are considered part of emotional displays within past research and literature, the focus of this research will remain with the conventionally accepted emotional displays of surface acting and deep actin, in which genuine emotions will not be included.

2.1 A within-person analysis

In order to investigate the effects of emotional labor on emotional exhaustion and work engagement over time, this study uses a within-person analysis. The sheer body of existing emotional labor research has been dedicated to the static difference in surface acting- and deep acting in a between-person design at a single point in time. Despite the useful insights of between-person designs, contradictory results can be found as to within-person designs, especially when variables tend to change over time (Bolger & Schilling, 1991; Molenaar & Campbell, 2009). With emotional labor having been found to be dynamic, due to the focused and short-term nature of emotions (Frijda, 1993; Gibson, 2006), as well as the variations within individuals regarding both emotional labor strategies (Beal, Trougakos, Weiss, & Green, 2006), a within-person design is considered to be appropriate, as this design is able to measure the fluctuations of specific variables within individuals over an extended period of time. Opposed to a between-person design, a within-person design enables the relationship of emotional labor to be investigated in isolation, by eliminating the possibility of the outcomes being affected by potential confounding variables as a result of the natural variance between individuals within this study (Scott & Judge, 2006).

Additional studies on emotional labor using a within-person design, recognized the significant variance within individuals over time (Brent, Scott & Barnes, 2011; Judge et al., 2009; Schreurs et al., 2014), as well as the dynamic nature of emotional exhaustion and work engagement (Judge et al., 2009; Xanthopoulou, Bakker, Demerouti & Schaufeli, 2009). For this reason, a within-person design is considered to be the most appropriate approach for

studying the relationship between both emotional labor strategies and well-being (i.e. emotional exhaustion and work engagement).

2.2 The main effects of surface acting and deep acting

In the present study, the effects of emotional labor on employees' job-related well-being (i.e. emotional exhaustion and work engagement) will form the cornerstone of this research.

Emotional exhaustion has been a widely investigated topic within emotional labor research, which is defined as a state of depletion and fatigue. Both surface acting and deep acting have been researched in relation to emotional exhaustion, as it forms an important aspect within the burn-out related research field amongst employees (Maslach & Jackson, 1981; Wright & Cropanzano, 1998). When considering the main effects of surface acting and deep acting in relation to employee well-being, consistent findings as well as contradictory outcomes have been identified, suggesting areas of additional research to be further investigated.

Literature on surface acting, consistently indicates the negative association of the emotional regulation strategy with employee health, employee attitudes, organizational performance, and employee well-being (Hülshager & Schewe, 2011), including increased levels of emotional exhaustion (Grandey et al., 2012; Wagner et al., 2014; Yagil & Medler-Liraz, 2017), higher states of negative affect (Judge et al., 2009), increased strains (Hülshager et al., 2010), lower levels of job satisfaction (Giardini & Frese, 2006), lower overall levels of work engagement (Bechtoldt et al., 2011), increased numbers of work-to-family conflicts (Wagner et al., 2014), higher turnover intentions (Becker et al., 2017), a lower degree of organizational commitment (Walsh et al., 2016), as well as lower task performance (Goldberg & Grandey, 2007; Schmeichel et al., 2006). Surface acting has been found to cause stress in frontline workers and to have negative effects on employees' well-being in numerous research studies (Bono & Vey, 2005; Hülshager & Schewe, 2011; Judge, Woolf, & Hurst, 2009). Since emotional labor draws from a finite pool of energetic and mental resources (Muraven,

Tice, & Baumeister, 1998), both surface- and deep acting are considered to be resource depleting that can lead to emotional exhaustion (Huang, Chiaburu, Zhang, Li, & Grandey, 2015; Xanthopoulou, Bakker, Oerlemans, & Koszucka, 2018) and eventually lead to burn-out (Hülshager & Schewe, 2011). The self-regulation that is involved with surface acting is an emotionally taxing and effortful process that depletes resources. Since not all emotional regulation efforts associated with emotional labor are equally resource depleting (Muraven & Baumeister, 2000), surface acting has been determined to be more effortful and resource consuming compared to deep acting (Goldberg & Grandey, 2007; Totterdell & Holman, 2003). Surface acting is therefore a stressful emotional regulation strategy. This stress induced by surface acting among frontline employees, is in line with Leiter and Maslach's (1988) framework that associates emotional exhaustion with role-related stressors. These stressors deplete emotional and physical resources, which are health-detrimental and leads to emotional exhaustion. These findings were confirmed in several studies on the relation between emotional labor and emotional exhaustion (Abraham, 1998; Brotheridge & Lee, 1998; Grandey, Dickter & Sin, 2004; Grandey, 2003; Hochschild, 1983; Johnson & Spector, 2007; Totterdell & Holman, 2003). It is important to note, however, that the constructs of job- well-being related (i.e. job satisfaction, organizational attachment, and work engagement) can differ depending upon the research (Alarcon & Lyons, 2011).

In addition to emotional exhaustion within the research of employee well-being, work engagement has received far less empirical attention. Work engagement has been defined as the employees' motivation and well-being at work, which also was found to be a strong indicator of job-related well-being (Schaufeli, Taris & Van Rhenen, 2008). Until now, several empirical studies found support for a negative relation between surface acting and job-related well-being, in which job satisfaction, organizational attachment, and work engagement are the constructs of this concept. Additionally, surface acting was negatively associated with job

satisfaction and organizational attachment (Bono & Vey, 2005; Hülshager & Schewe, 2011; Judge, Woolf & Hurst, 2009), even though other studies did not find a significant relationship (Johnson & Spector, 2007).

Contrary to surface acting, the effects of deep acting on work engagement are more beneficial for employees. Through deep acting, employees are able to create a buffer against the negative emotions by aligning the genuinely felt emotions with the required positive ones at work. This modification of emotions leaves the sense of authenticity experienced by employees unharmed (Brotheridge & Lee, 2003), which consequently leads to enhanced levels of well-being (Hochschild, 1983). Despite this buffering effect, recent studies found contradicting results on the relationship between deep acting and job-related well-being. Among several studies, significant results were found for a positive relation (Seery & Corrigan, 2009), as well as a negative one (Bono & Vey, 2005), whereas other studies were not able to find any support at all (Judge et al, 2009). Nevertheless, as previously mentioned, the exact constructs of job-related well-being, are able to differentiate depending upon the study conducted (Alarcon & Lyons, 2011), which therefore should be taken into account when considering the outcomes of multiple studies. Based upon the aforementioned theory, it is expected that there is a positive relationship between deep acting and work engagement.

The effect of each emotional regulation strategy has different implications on employees' overall well-being. Surface acting was found to be strongly associated with negative outcomes of well-being (Brotheridge & Lee, 2002; Hülshager & Schewe, 2011), whereas deep acting was not (Brotheridge & Lee, 2002; Côté, 2005; Martinez-Iñigo, Totterdell, Alcover, & Holman, 2007). Furthermore, existing research focusing on deep acting suggest that this specific emotional regulation strategy has been linked with both positive and negative outcomes on emotional exhaustion (Hülshager and Schewe, 2011). Additional research on deep acting failed to find a negative effect between deep acting and emotional

exhaustion (Bono & Vey, 2005; Hülshager & Schewe, 2011; Totterdell & Holman, 2003). Moreover, far less is known about the effects of deep acting in relation to employees' well-being, as previous research found weak and contradictory results regarding this relationship on job related well-being (Bono & Vey, 2005; Seery & Corrigan, 2009). In a recent study, some of the effects of deep acting on well-being were investigated by focusing on the competing key mechanisms underlying this relationship, in which a null-relationship between deep acting and emotional exhaustion was proposed as a result of the attenuating effect of the these competing underlying mechanisms (Huppertz, De Calheiros Volozo, & Schreurs, 2020). This study, however, did not establish significant relationships between deep acting and the underlying mechanisms in order to explain the contradicting results within the academic field for deep acting. Therefore, despite continuous research and advances in the field of emotional labor with regards to deep acting, the exact strengths and effects of this emotional coping strategy remain rather unclear. Due to the inconsistent findings, no clear relationship between deep acting and emotional exhaustion is expected, for which neither a hypothesis is formulated.

In order to explain the discrepancy in negative effects between both emotional regulation strategies on employee well-being, multiple arguments can be provided as a justification. To begin, surface has been found to predict subsequent strain (Hülshager, Lang, & Maier, 2010). The reason for this, is that the effortful nature of surface acting imposes more strain on employees compared to deep acting, as a consequence of the prolonged experience of negative emotions (Semmer, Messerli, & Tschann, 2016; Hülshager & Schewe, 2011). This surface acting associated strain, results in energy depletion and fatigue among employees, thereby affecting employee well-being more negatively than deep acting does.

Secondly, the continuous effort involved with surface acting, which contradicts with true inner feelings, results in employees experiencing a lower degree of self-authenticity that

is reflected in the interactions with customers and guests. Customers are able to recognize the alienation that is related to surface acting, which render negative customer responses, resulting in lower quality customer experiences, and leading to negative customer feedback (Brotheridge & Lee, 2002; Coté, 2005). As a result of the negative feedback and responses, less rewarding relationships between the customer and the frontline employee emerge, leading to increased levels of strain on the employee. When engaging in deep acting, however, this loss of self-authenticity is not experienced by employees, since the displayed and genuinely felt feelings are rather similar (Hülshager & Schewe, 2011).

Thirdly, the negative reactions that service employees receive from customers may be perceived as negatively rated work performance evaluations, resulting in weaker senses of self-efficacy (Bandura, 1977) and therefore leading to lower states of employee well-being.

Also, the modification of solely the displayed emotions as with surface acting, does not alter the genuinely experienced feelings by employees (Grandey, 2000; Gross & John, 2003). Therefore, the continuous negatively felt emotions will impact the employee's psychological well-being in a negative manner, and consequently will also negatively affect the employee's job related well-being.

As earlier stated, the effects of emotional labor on the employees' well-being (i.e. emotional exhaustion and work engagement) will be the focus of the current research. Therefore, based upon the theory and findings on the main effects of surface acting and deep acting in previous studies, the following hypotheses are formulated:

Hypothesis 1a: Surface acting is positively related to emotional exhaustion within subjects.

Hypothesis 1b: Surface acting is negatively related to work engagement within subjects.

Hypothesis 2: Deep acting is positively related to work engagement within subjects.

With these formulated hypotheses on the effects of emotional labor on employee well-being, the moderating role of the quality of the Guest-Server Exchange on this relationship will be

explained in the following sections. Since the Guest-Server Exchange is a social exchange relationship, the theoretical background and explanation of social exchange relationships, together with its relation to emotional labor will be described in the following section.

2.3 Influence of social exchange relationships

A fundamental aspect of the context in which emotional labor takes place, requires the interaction between service employees and customers, which happens during service encounters. Within these service encounters, social exchange relationships between employees and customers exceed the mere provision of services by additionally providing the employee with resourceful gains, such as self-efficacy and social skills recognition (Brotheridge & Grandey, 2000). Simultaneously, these service encounters also deplete the employee's resources by means of customer-related social stressors. Depending upon the respective emotional labor strategy, these interactions have an influence on the employee's emotional exhaustion and work engagement (Dormann & Zapf, 2004; Lee & Ashforth, 1996).

Both, deep acting and surface acting have been found to differentially influence customer satisfaction, in which deep acting is positively related to service delivery outcomes, by means of increased customer orientation and a higher service quality (Groth, Hennig-Thurau, & Walsh, 2009). Additional research confirmed that customers perceive surface acting as being inauthentic, which consequently has a negative effect on the service experience (Groth, Hennig-Thurau, & Walsh, 2009; Hennig-Thurau, Groth, Paul & Gremler, 2006) that can solicit negative customer responses, leading to sources of strain experienced by the employee and consequently negatively affecting employee well-being (Côté, 2005). Previous studies on social exchange relationships showed the importance of customer responses on the different emotional labor strategies, as surface acting propelled negative customer responses and deep acting triggered positive ones (Hur, Moon & Jung, 2015).

The social exchange theory states that individuals direct their reciprocation efforts

towards the source from which benefits are received (Blau, 1964). Blau defined social exchanges as ‘an unspecified obligation’ (1964). If one does someone else a favor, an expectation of future return is created, even though the exact timing or format of that return remains unclear (Wayne, Shore & Liden, 1997). When applying this reciprocity norm of the social exchange theory to the effects of emotional labor, it is suggested that the customers’ responses on either emotional regulation strategy during the service encounter will be different as a result of this “psychological contract” (i.e. reciprocity norm) (Sierra & McQuitty, 2005).

When surface acting, service employees are required to display emotions which are not in line with the experienced emotions, resulting in inauthentic displays. As a result, customers perceive these inauthentic displays as artificial and calculated attempts to exert control on them, and a lack of genuine interest (Côté, 2005; English & John, 2013; Kernis & Goldman, 2006; Sheldon, Ryan, Rawsthorne, & Ilardi, 1997; Swann, De la Ronde, & Hixon, 1994; Swann & Pelham, 2002). From the customer’s perspective during the service encounter, these artificial and unpersonal displays are considered as limited psychological investments made by the employee. When applying the reciprocity norm to surface acting, this limited investment made from the employee’s end, equally renders limited psychological investments made from the customer’s end, resulting in negative customer responses and feedback (Côté, 2005; Yi & Gong, 2009).

Conversely, when engaging deep acting, employees feel more authentic internally which their interaction partner is able to notice as well during the service encounter. As a result, the customer perceives the employee as being more trustworthy and honest, by means of which the employee has made a more genuine and greater psychological investment in the service encounter as opposed to surface acting (Côté, 2005; Sierra & McQuitty, 2005; Yi & Gong, 2009). According to the social exchange theory, this psychological investment made by

the service employee creates an expectation of return from the customer's end. The customer applies this reciprocity norm to the service encounter by making an equal psychological investment, that more specifically translates into positive and supportive customer responses (Côté, 2005; Sierra & McQuitty, 2005)

The effect of social exchange relationships between employees and customers on the employee's well-being has not received much attention in current literature. Within this limited field of research, contributions have mainly focused on the specific implications of negative social interactions in relation to stress and burn-outs. Dormann and Zapf (2004) empirically found a positive relation between Customer-related Social Stressors (i.e. disproportionate customer expectations and customer verbal aggression) and emotional exhaustion. Disproportionate customer expectations are defined as occasions in which customers take abusive advantage of the employee's time and resources, raising a feeling of unfairness from the employee's end. Customer verbal aggression, additionally has been defined as 'psychological antisocial behavior' (Baron & Neuman, 1998).

In the current research, the quality of the Guest-Server Exchange social exchange relationship is suggested to be an important moderating factor on the relation between emotional labor and employee well-being in a service setting. The theoretical constructs of the GSX model as well as its relation to emotional labor will be described in the following sections.

2.4 GSX (Guest-Server Exchange)

The GSX (Guest-Server Exchange) is a type of social exchange relationship that is defined as the exchange relationship between the service provider and the guest (Liden, Wayne & Sparrowe, 1997). The basis of the GSX are dyadic relationships, involving individual one-on-one relationships between the frontline employee and its customer during each service encounter (Solomon, Surprenant, Czepiel & Gutman, 1985).

The Guest-Server Exchange framework facilitates investigating the co-creating, interpretation and relational aspect of social interaction experiences between employees and customers, backend by the employee's organizational support by co-workers and supervisors, as being part of the organization's shared service climate (Kim & Ok, 2010; Mayer, Ehrhart, & Schneider, 2009; Susskind et al., 2003). The GSX model looks into the quality of the relationships between service employees and guests in relation to organizational performance, in which the organization's standards for service delivery, organizational support and consequently the degree of employee's customer orientation, constitute a shared service climate that is considered fundamental for organizational performance in terms of sales per seat (Susskind et al., 2003). By means of high standards for service delivery throughout the organization, internal organizational support (i.e. high coworker and supervisor support), strong customer orientations among employees, and high overall customer satisfaction, positive exchange relationships between service employees and customers emerge, that consequently render increased customer satisfaction and positive customer responses (Susskind et al., 2003; Susskind et al., 2000). Following this orientation, customers evaluate the outcomes that emerge from the Guest-Server Exchange (GSX) based upon their expectations that are formed through experiences and their respective role as customer (Susskind, 2005). According to the GSX model that also relies on role theory, each participant in the service exchange has a role to play, that is based upon expected and learned behaviors (Giebelhausen, Robinson, Sirianni & Brady, 2014; Solomon et al., 1985). These service-related and emotional expectations can either be met or not by employees, having consequences on the degree of guest satisfaction experienced by customers. When customers are not satisfied, employees are negatively affected by customer-related social stressors, through verbal aggression and negative feedback, and suffer from emotional exhaustion (Dormann & Zapf, 2004). Similarly, disproportionate customer expectations towards the

service employee, imposes emotional strain on the worker, resulting in increased emotional exhaustion and decreased states of work engagement.

2.5 The moderating role of GSX social exchange relationships

In the current body of emotional labor literature, several studies have considered the influence of customers on the effects of emotional management. The majority of these studies have primarily focused on the “dark side” of customer interactions, ranging from customer aggression (Dormann & Zapf, 2004; Grandey, Dickter, & Sin, 2004), unfair treatment of employees by customers (Skarlicki, van Jaarsveld, & Walker, 2008; Rupp & Spencer, 2006; Rupp, Spencer, & Sonntag, 2008; Wang, Liao, Zhan, & Shi, 2011; Wang, Liu, Liao, Gong, Kammeyer-Mueller, & Shi, 2013) as well as disproportionate customer expectations (Dormann & Zapf, 2004). Within this field of research, the predominant focus on merely negative customer interactions may constrain our understanding of the overall implications of employee customer interactions on employee well-being. Customer interactions, for example, can also be pleasant and rewarding for employees when interacting with a customer who is respectful and grateful with the delivered service. These positive interactions, by means of a high-quality GSX social exchange relationship, are expected to counterfeited the negative effects associated with emotional labor. The exact moderating effect of the GSX on the employee’s emotional labor strategy, however, is yet to be determined through empirical research. Due to the negative health-related effects of emotional labor which lead to mental exhaustion and fatigue in the short run (Huang et al., 2015; Xanthopoulou et al., 2018), and to burnout in the long run (Hülshager & Schewe, 2011), it is of indispensable importance to determine this moderating effect that can limit the negative outcomes on employee well-being. For this reason, the present study will extend the current body of emotional labor literature by initiating empiric research on the moderating effect of the quality of the GSX social exchange relationship. Several arguments are raised to justify the proposed effect of the

quality of the GSX exchange relationship on emotional labor.

To start, the basis of the GSX model are dyadic relationships (Susskind 2000, 2003). With these individual relationships and social interactions, it is suggested that Susskind's Guest-Server Exchange model (2003) forms a moderating role of social exchange relationships on emotional labor by creating a buffering effect on the negative effects of surface acting on employee well-being, whilst amplifying the positive effect related to deep acting on work engagement. Through the establishment of high-quality exchange relationships with customers that involve positive customer feedback, a high degree of customer satisfaction, and rewarding positive customer interactions, the social support that the employee receives from the customer solicits pleasant emotions. These pleasant emotions form a buffer against the negative effects of work stressors associated with emotional labor through which the imposed amount of work strain experienced by employees can be limited (Cohen & Wills, 1985). This reduction of work strain is expected to have a positive impact on job – and health related outcomes (Maslach & Leiter, 2008).

Additionally, the engagement in surface acting is known as an energy depleting process for employees that requires the management of emotions, causing negative feelings. These negative feelings can be further strengthened or weakened depending on the degree of social support received from supervisors and coworkers. As both coworkers and supervisors are able to provide social support, especially in the light of high contextual job demands, these figures have a strong influence on the employee (Ng & Sorensen, 2008). Through the provision of social support, the negative effects of job related stressors are limited (Sarafino, 1997; van Emmerik, Euwema & Bakker, 2007; Wu & Hu, 2009). Multiple studies have demonstrated that a lack of social support is associated with burnout (Corde & Dougherty, 1993; Lee & Ashforth, 1996), which therefore additionally is an important factor in determining work-related health and employee well-being (Schreurs & Taris, 1998).

In order to determine the quality or level of the GSX, the standards for service delivery, degree of organizational support (i.e. coworker support and supervisor support), level of guest orientation among employees, as well as the degree of guest satisfaction are measured. A high-quality exchange of GSX is characterized by internal organizational support, a strong customer orientation by employees, and high overall customer satisfaction, whereas low-quality GSX exchanges are limited to neutral work environments in which only the basic provision of services are met, as a result of a weak customer orientation among employees, and therefore rendering low overall customer satisfaction (Susskind et al., 2003; Susskind et al., 2000).

As earlier stated, negative customer responses and low-quality customer experiences lead to negative customer feedback (Brotheridge & Lee, 2002; Coté, 2005). This negative customer feedback and responses consequently result in less rewarding relationships between the customer and the frontline employee, leading to increased levels of strain experienced by the worker and therefore negatively affecting employee well-being. The quality of the GSX social exchange relationship therefore, is suggested to have a moderating effect on the relationship between emotional labor and employee well-being. By establishing a high-quality GSX relationship with customers this aspect of the service related work environment can help to decrease these negatively experienced feelings by frontline employees.

As emotional exhaustion is caused by psychological strain, on which customers can have an influence by means of the quality of social interactions, these interaction partners have a significant impact on the employee's job related well-being (Coté, 2005). Additionally, Grandey, Tam and Brauburger (2002) demonstrated that especially customers are the most predominant source of angering events for employees and that faking emotions occurred more often in response to customers than co-workers. Thus, customer-related factors and their emotional effects are investigated in the present study.

Taken together, these arguments suggest that high quality GSX relationships limit the impaired sense of authenticity associated with surface acting and increase the employee's psychological resources through organizational support by coworkers and supervisors, and positive interactions with customers. As a result, it is therefore hypothesized that a high quality GSX relationship forms a buffering effect, leading to the following hypothesis:

Hypothesis 3: The degree of Guest-Server Exchange moderates the relationship of surface acting with emotional exhaustion and work engagement within subjects, such that surface acting will be (a) less positively associated with emotional exhaustion and (b) less negatively associated with work engagement when the Guest-Server Exchange quality is high.

In two meta-analyses, weak and contradicting relations were found between deep acting and employee well-being (Bono & Vey, 2005; Hülshager & Schewe, 2011). Through high quality GSX relationships, it is suggested that with deep acting, the psychological gains, buffer against the cognitive losses experienced by the employee, and as a result do not significantly affect employee well-being. Employees engaging in deep acting, additionally are able to increase the likelihood of benefitting from the positive effects associated with work engagement even further by having a high-quality GSX relationship since, apart from the coworker's and supervisor's-support, also the customer can help to reinforce and endorse the value of the employee's emotional management efforts. Additional research suggest a positive relation between deep acting and job satisfaction, organizational commitment, job performance, and customer satisfaction (Humphrey, Ashforth & Diefendorff, 2015).

Therefore, when engaging in deep acting, it is expected that the customer's influence (through rewarding and positive interactions by means of a high-quality GSX) can additionally further strengthen this positive relation between deep acting and work engagement. As such, it is expected that high-quality GSX relationships amplify the positive relationship between deep acting and work engagement. Following these lines, it is therefore argued that the quality of

the Guest-Server Exchange relationship only influences the extent to which service employees benefit from the job resources related to work engagement, leading to the following hypothesis:

Hypothesis 4: *The degree of Guest-Server Exchange moderates the relationship of deep acting with emotional exhaustion and work engagement within subjects, such that deep acting will be more positively associated with work engagement when the Guest-Server Exchange quality is high.*

Based upon the formulated hypotheses, Figure 1 illustrates the suggested conceptual model.

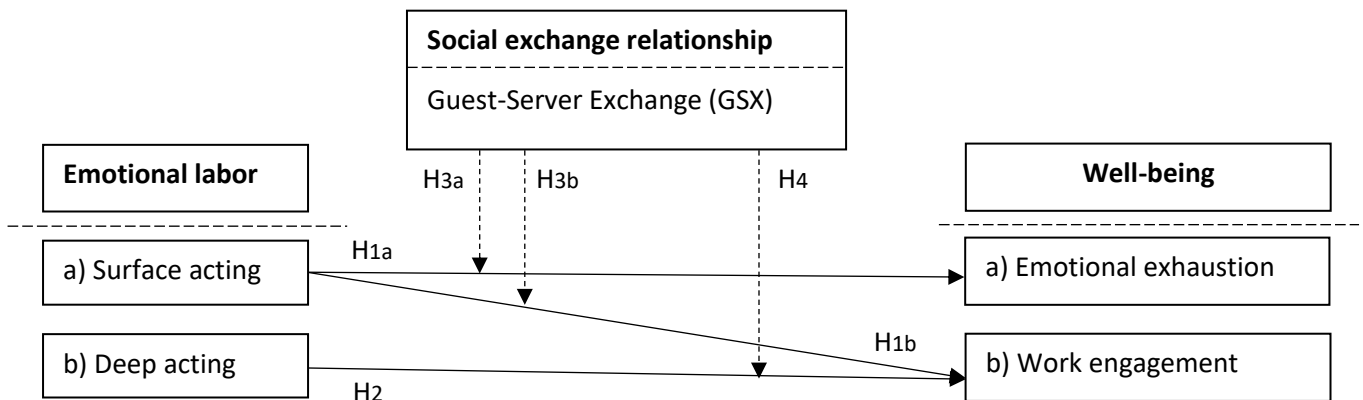


Figure 1

Note: The moderating effect of the GSX on the relationships between emotional labor and well-being is indicated by the dotted lines.

3. Method

The following section will outline the methodological approach. First, the research context of the service industry will be presented, after which the data generation process and sample will be described, followed by a clarification of the different measurements. Finally, the comprehensive analysis approach will be explained to test the formulated hypotheses.

3.1 Research context

The formulated hypotheses of this thesis are concerned with frontline employees that are active in a service setting that involve customer interaction. For this reason, the sample within

this research is composed of employees from multiple commercial organizations and businesses within the service providing industry across Europe. Even though primarily commercial organizations have been included in the sample, it is important to note that the service industry comprises a wide range of activities, originating from both, private organizations and public entities that are all equally diverse on a global scale. Research on emotional labor has extensively been conducted in various settings, including service-related professions stemming from the public and private sector. The current body of emotional labor literature is based upon research in the field, focusing on diverse services that range from hospitality activities in a leisure setting (Pugh, 2001; Rafaeli & Sutton, 1987; Van Dijk & Kirk-Brown, 2006), to care taking of patients in hospitals by nurses (Diefendorff, Erickson, Grandey & Dhaling, 2011), as well as the education of children by teachers (Yilmaz, Altinkurt, Guner & Sen, 2015), which have yielded confirming, as well as contradicting results (Johnson, Cooper, Cartwright, Donald, Taylor & Millet, 2005). Given the commercially oriented nature of the GSX model that is tailored to measuring and improving organizational outcomes through increased sales by means of high quality customer relationships, primarily commercial organizations have been included in the sample. More importantly, the GSX model, with special regard to the constructs of customer orientation and customer satisfaction, has mainly been investigated in the context of the hospitality and leisure business. Therefore, the GSX framework ideally should be investigated in a similar commercially-oriented and service providing context, in order for the moderating effect of this specific social exchange relationship to appropriately be measured on the relationship between the emotional labor strategies and employee well-being.

3.2 Sample and procedure

The study was conducted amongst service front-line employees from various organizations in Europe, from respectively the Netherlands and Italy. In total, 36 organizations in the service

industry were recruited ranging from large enterprises to SME's.

From the 282 invited employees, 82 employees participated by responding to the general and daily questionnaires, yielding a response rate of 29.1%. Over the course of fourteen days, 265 daily questionnaires were completed and available for analysis. The majority of the participants were male, who accounted for 60% of the final sample. The average age of the participants was 39.71 years ($SD = 14.02$) with ages ranging from 18 to 64 years. The great majority of the participants filled out the questionnaire in Dutch (90.6%) with the English (4.7%) and Italian (4.7%) version being filled out by the remainder of participants. The highest level of education for most respondents (40.2%) included short-cycle tertiary education, followed by a bachelor or similar level of education (32.9%) as well as a master's degree or equivalent (15.9%). The employees had an average tenure in their profession of 7.93 years ($SD = 9.41$) with an average tenure of working for their current organization of 6.96 years ($SD = 8.82$). The majority of the participants' working days took place from Monday till Friday with an average working week of 32.8 hours ($SD = 13.67$). The professions of respondents indicated that the majority of employees was working in hospitality (61%) and in sales (34.2%). The largest group was working with customers (52.3%), the second largest group comprised clients (32.9%), followed by students (13.4%), and patients (2.4%). In total, 37.8% of the employees indicated that they often had interaction with the same customers, followed by 34.1% of the employees who sometimes had interaction with the same customers.

A two-phase sampling strategy was used whilst contacting these organizations as part of the recruiting process. First, the managers and owners of the hotels were contacted to state the benefits of the study to receive their approval, after which employees were contacted to participate in the study. As part of the first stage, managers and owners were contacted by e-mail or phone to ask for cooperation in which the benefits and insights of the study for their

organization were highlighted.

After receiving consent from the managers and owners, the second stage followed by inviting employees to participate. An e-mail was sent out to all service employees emphasizing the benefits and explaining the importance of the research, as well as the procedure for participation. In addition, confidentiality and anonymity were assured, together with the approval of the manager for participation. Interested employees were able to confirm their participation by providing their e-mail address within a specified timeframe, after which participants received a letter of confirmation including an anonymous invitation link to the general questionnaire. Also, I expressed my gratitude for their voluntary participation to this research.

At the start of the research, an informed consent form was provided together with practical information about the research, re-stating the benefits and importance of the study, whilst guaranteeing confidentiality and anonymity. The general and daily questionnaires were translated into three different languages (English, Dutch and Italian) because of the different nationalities included in the sample, as well as to reduce bias caused by misunderstandings. The questionnaires were translated into the target language and back-translated into English in order to guarantee accurate and concise translations of the questions and statements (Brislin, 1970).

The general questionnaire served as a reference point that measured the Guest-Server Exchange and provided information on demographics. After completing the general questionnaire, participants were able to fill out the daily questionnaires that measured emotional labor, emotional exhaustion and work engagement. Since this research makes use of a within-person design, a daily diary approach was used to measure the daily fluctuations within a timeframe of two weeks. This sampling period of two weeks was deliberately chosen as it offers a sample that is generalizable to the lives of individuals (Reis & Wheeler, 1991).

After filling out the general questionnaire, daily questionnaires were sent out once a day for a period of fourteen days. The daily questionnaires were accessible within a pre-defined response timeframe for the duration of the fourteen days, as service employees of multiple organizations and businesses have different working hours and schedules, including day and night shifts. Participants were asked to fill out the daily questionnaires right before the end of their shift while still being at work, in order to be actively involved in their self-reflection on emotional labor when taking part in the survey. The data of the participants were collected by using the Qualtrics survey software. In order to facilitate a high response rate, reminders were sent out to all participants.

3.3 Measures

General questionnaire data. The general questionnaire measures the GSX, positive affect and negative affect, as well as the demographics.

Guest-Server Exchange. Guest-Server Exchange (GSX) was assessed using a 15-item adapted version of the Susskind, Kacmar, and Borchgrevink's Guest-Server Exchange Questionnaire (2003). The original GSX Questionnaire includes 22 items, for the items with the highest factor loadings were retained in this study. Also, the original items that measure customer satisfaction were omitted from the questionnaire, as customers were not included in the research. The perception of the reciprocal exchange relationship between service providers and their guests was measured. Items were scored on a 7-point Likert scale, ranging from 1 = totally disagree to 7 = totally agree. Respondents were asked to specify how much they agreed with the provided statement. A sample item from the GSX scale is "When performing my job, the customer is most important to me". Cronbach's alpha is .92.

Positive and negative affect. Positive and negative affect were measured using the adapted version of the Positive Affect and Negative Affect Schedule of To, Fischer, Ashkanasy and Rowe (2012) to measure general mood states. At the beginning of the study, participants were

asked to indicate to what extent the provided emotional state described how they generally felt. Positive and negative affect were each measured with four items. An example item of the 4-items for positive affect is “enthusiastic” and a sample item of the 4-items for negative affect is “upset”. A 5-point Likert scale was used, ranging from 1 = very slightly or not at all to 5 = extremely. In this study, positive and negative affect were included as a control variable. In strain-related research, negative affectivity has been linked and correlated with emotional exhaustion (Houkes, Janssen & Nijhuis, 2001; Thoresen, Kaplan, Barsky, Warren & De Chermont, 2003). Also, employees with a negative affectivity showed a decreased level of work engagement (Ferreira, Ferreira, Cooper & Oliveira, 2019) and those with higher levels of positive affectivity showed an association with increased levels of work engagement (Bosman, Rothmann & Buitendach, 2005). Cronbach’s alpha is 0.73. for positive affect and 0.67 for negative affect.

Demographics. Gender, age, the language preference, educational level, working days, current occupation, type of clients, professional tenure, organizational tenure, working hours per week and the interaction frequency with regular customers were measured.

Daily questionnaire data. The daily questionnaire measures surface acting and deep acting, emotional exhaustion, and work engagement.

Surface acting and deep acting. Surface acting and deep acting were measured using Brotheridge & Lee’s (1998, 2003) emotional labor scales. At the end of each workday or shift, participants were asked to indicate how often during the work day, they had engaged in actions that are specific to one of the emotion regulation mechanisms. A 5-point Likert scale was used, ranging from 1 = never to 5 = always. A sample item for the three-item surface acting scale is “Today, I pretended to have emotions that I didn't really have”. A sample item for the three-item deep acting scale is “Today, I made an effort to actually feel the emotion

that I need to display to others’’. Cronbach alphas across the fourteen days ranges from .79 to .96 (M = .92) for surface acting and from .81 to 0.94 (M = .84) for deep acting.

Emotional exhaustion. Daily motional exhaustion was measured by two items from the Unipolar rating scale (Teuchmann, Totterdell & Parker, 1999; Totterdell & Holman, 2003). Respondents were asked to indicate to what extent they coincided with to the provided emotional state of exhaustion. Items were rated on a 5-point Likert scale ranging from 1 = not at all to 5 = extremely. The two-item scale included the emotional states “emotionally drained” and “emotionally numb”. Cronbach alphas are in the range of .88 and .94 (M = .93).

Work engagement. Daily work engagement was assessed by eight items taken from the Utrecht Work Engagement Scale (UWES, Schaufeli & Bakker, 2003). Work engagement is defined as a positive, fulfilling, work-related state of mind. The 5-point Likert scale ranged from 1 = never to 5 = always. For the purpose of daily diary studies, the scale was reduced from 9 to 8 items, so that daily changes could be measured. The item “When I get up in the morning, I feel like going to work” was omitted, as this item presented the lowest internal consistency among all items. An example item is “Today at my work, I felt bursting with energy.” Cronbach alphas ranges from .53 to .96 (M=.65).

3.4 Data analyses

Due to the hierarchical nature of the obtained data, hierarchical linear modeling (Raudenbush & Bryk, 2002) was used in order to analyze the data and to study the relation between daily emotional labor, daily emotional exhaustion and daily work engagement. Data was collected and analyzed at two levels. Each respondent provided data at the person level (Level-2, i.e. GSX) and at the daily level (Level-1, i.e. surface acting and deep acting, daily emotional exhaustion and daily work engagement). As data at Level-2 could vary between respondents, and data at Level-1 could vary within respondents, measurements at the day level (Level-1) were nested within individuals (Level-2). Data was collected using Qualtrics and R version

3.2.5 was used to analyze the data. Person-level (Level-2) predictor and control variables were centered around the grand mean, and the day-level (Level-1) predictor variables deep and surface acting were centered around the person mean (Schreurs, Van Emmerik, Günter, & Germeys, 2012).

In total, 235 measurement points (Level-1) from 82 respondents (Level-2) were available for analysis. In order to test the earlier hypothesized interaction effect, variables were successively entered in five steps. After estimating the unconditional means model (i.e. the null model that does not contain explanatory variables apart for the intercept), time was added as a variable to Model 1 to account for a potential linear trend in the dependent variable. After adding the time variable, two versions of Model 1 were compared with each other. Model 1a, included a slope in which time was fixed, whereas in Model 1b, the slope of time was able to vary across respondents. Model 2, included the control variables, positive affect and negative affect. Model 3, included the GSX variable together with deep acting and surface acting. Lastly, in Model 4, the interaction terms: surface acting * GSX and deep acting * GSX were separately added. In each step of the analysis, multivariate significance of effects was measured by calculating the difference in model fit and comparing it to the preceding one by using the difference between the log likelihood ratios for comparing each model.

4. Results

4.1 Descriptive statistics

The daily fluctuations in surface acting, deep acting, emotional exhaustion and work engagement were examined by means of computing score differences. The amount of between-person variance that is determined by the person is represented by ICC1. Since within this study the interest lies at examining the within-person variance, the ICC1 was subtracted from 1, $(1 - ICC1)$ in order to compute the score difference. The difference

represents the variance, which is explained by the daily variations, for which a within-person analysis is needed (Bliese, 2009). 33% of variation in surface acting and 44% of variation in deep acting could be attributed to within-person variance. In addition, 44% of variation in emotional exhaustion and 46% of variation in work engagement, are explained by within-person variance. As these results show ample fluctuation, the use of a within-person approach is supported and confirmed. Means, standard deviations, and correlations between study variables are presented in Table 1.

Table 1

Means, Standard Deviations and Correlations of the Study Variables, N = 82 and N = 265 Data Points

	M	SD	1	2	3	4
Level -2 variable						
1. Guest-Server Exchange	3.06	0.73				
Level -1 variables						
2. Surface Acting	2.30	1.08	-.15			
3. Deep Acting	3.28	1.09	-.11	.36**		
4. Daily Emotional Exhaustion	1.96	1.23	-.12	.59**	.03	
5. Daily Work Engagement	3.57	0.82	.07	-.60**	.01	-.67**

Note: Correlations were computed between individuals, using each participant's mean scores for the level variables.

* $p < .05$ (two-tailed). ** $p < .01$ (two-tailed).

In Table 2 and Table 3, the model fit information is presented, as well as the estimates for the fixed parameters and estimates for the variance components of emotional exhaustion (Table 2) and work engagement (Table 3). The random intercept, fixed slope model (Model 1a) was selected for the analysis of the daily emotional exhaustion and daily work engagement independent variables, as the fit of the fixed slope model improved over the random slope model.

4.2 Test of hypotheses

Hypothesis 1a states that surface acting is positively related to emotional exhaustion. In Table 2, information on the model fit is presented, together with the estimates of the fixed parameters and random parameters that are related to emotional exhaustion.

Table 2

Fixed Effects (Top) and Variance-Covariance Estimates (Bottom) for Models Predicting Daily Emotional Exhaustion

Parameter	Null Model	Model 1a	Model 2	Model 3	Model 4
Fixed Effects					
Intercept	2.00 ** (0.14)	1.94** (0,15)	0.28 (1.09)	-0.60 (1.45)	-0.60 (1.46)
Time		0.02 (0.02)	0.02 (0.02)	0.02 (0.02)	0.02 (0.02)
Positive Affect			0.63* (0.26)	0.51 (0.29)	0.51 (0.29)
Negative Affect			-0.34 (0.30)	-0.31 (0.30)	-0.31 (0.30)
Deep Acting (DA)				-0.16 (0.08)	-0.50 (0.97)
Surface Acting (SA)				0.54** (0.10)	0.72 (1.30)
Guest-Server Exchange (GSX)				0.21 (0.23)	0.21 (0.23)
DA * GSX					0.05 (0.15)
SA * GSX					-0.03 (0.21)
Random Parameters					
Level 2					
Intercept/Intercept	0.96	0.96	0.88	0.87	0.87
Level 1					
Intercept/Intercept	0.73	0.73	0.60	0.60	0.60
-2 X Log Likelihood	698.25	702.96	634.58	633.72	633.59
Difference of -2 x Log		4.71	68.38	0.86	0.13
Df		4	8	9	11

Note: Standard errors are in parentheses.

* $p < .05$. ** $p < 0.01$.

When looking at Model 3 in Table 2, it can be seen that emotional exhaustion is positively predicted by surface acting ($b = 0.54, p < 0.01$).

Hypothesis 1b states that surface acting is negatively related to work engagement.

Model 3 of Table 3, displays that work engagement is negatively predicted by surface acting ($b = -0.43, p < 0.01$). Therefore, both hypothesis 1a and 1b are supported.

Hypothesis 2 states that deep acting is positively related to work engagement. In Table 3, Model 3 shows that deep acting is significantly, positively associated with daily work engagement ($b = 0.18, p < 0.01$). As a result, hypothesis 2 is supported. On days that people engaged in surface acting, they felt more emotionally exhausted and less engaged in their work. On the other hand, whenever employees engaged in deep acting, they felt more engaged with their work.

Table 3

Fixed Effects (Top) and Variance-Covariance Estimates (Bottom) for Models Predicting Daily Work Engagement

Parameter	Null Model	Model 1a	Model 2	Model 3	Model 4
Fixed Effects					
Intercept	3.48** (0.09)	3.54** (0.09)	4.24** (0.64)	4.94** (0.85)	4.93** (0.85)
Time		-0.03 (0.01)	-0.02 (0.01)	-0.02 (0.01)	-0.03 (0.01)
Positive Affect			-0.42** (0.15)	-0.32 (0.17)	-0.33 (0.16)
Negative Affect			0.42* (0.17)	0.39* (0.17)	0.40* (0.17)
Deep Acting (DA)				0.18** (0.05)	0.55 (0.61)
Surface Acting (SA)				-0.43** (0.06)	-1.81* (0.82)
Guest-Server Exchange				-0.16 (0.13)	-0.16 (0.13)
DA * GSX					-0.06 (0.10)
SA * GSX					0.22 (0.13)
Random Parameters					
Level 2					
Intercept/Intercept	0.35	0.35	0.29	0.29	0.29
Level 1					
Intercept/Intercept	0.32	0.31	0.24	0.24	0.24
-2 X Log Likelihood	493.72	497.26	418.04	416.50	413.52
Difference of -2 x Log		3.54	79.22	1.54	2.98
Df		4	8	9	11

Note: Standard errors are in parentheses.

* $p < .05$. ** $p < 0.01$.

Hypothesis 3a states that Guest-Server Exchange moderates the relationship of surface acting with emotional exhaustion, such that surface acting will be less positively associated with emotional exhaustion. Model 4 in Table 2, shows a non-significant relationship between the estimate of the interaction terms of daily surface acting and GSX on emotional exhaustion ($b = -0.03, ns$). As a result, hypothesis 3a is not supported. *Hypothesis 3b* states that the Guest-Server Exchange moderates the relationship of surface acting with work engagement, such that surface acting will be less negatively associated with work engagement. Model 4 in Table 3, shows an insignificant relation between the estimate of the interaction terms of daily surface acting and GSX on work engagement ($b = 0.22, ns$). Consequently, hypothesis 3a and 3b are both rejected.

The interactions between surface acting and emotional exhaustion and work engagement were plotted at three levels of the Guest-Server Exchange (plotted at (+)1 SD above the mean, (0 SD) at the mean, and (-)1 SD below the mean), which are graphically illustrated in figure 2 and 3. Additionally, the nature of the relationship was examined by means of a simple slope test.

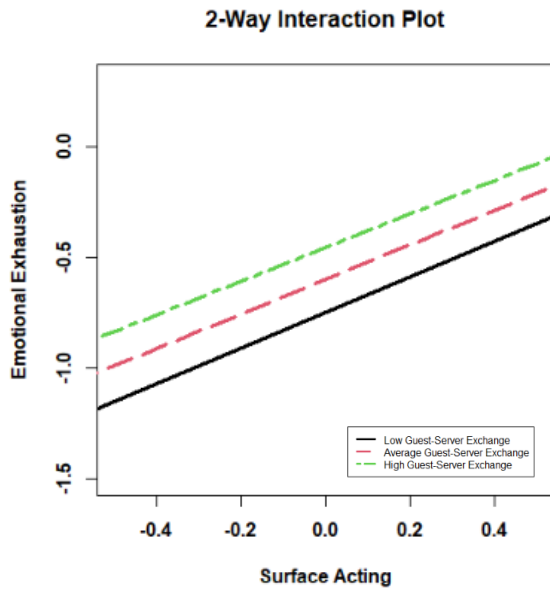


Figure 2 : Emotional Exhaustion as a function of daily surface acting and the Guest-Server Exchange

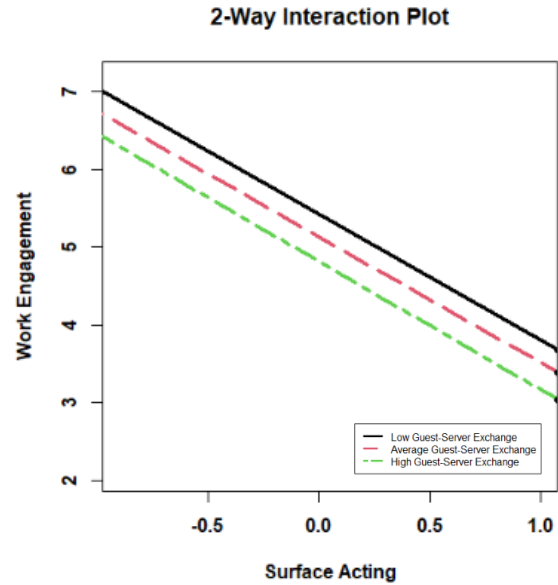


Figure 3 : Work Engagement as a function of daily surface acting and the Guest-Server Exchange

As can be seen in Figure 2, the simple slope test demonstrates that there is no divergence in the relation between surface acting and emotional exhaustion in combination with a high GSX ($b = .74, t = .58, ns$) compared to a low GSX ($b = .70, t = .54, ns$). Therefore, it can be concluded that employees who engage in surface acting in combination with a high GSX, suffer just as much from emotional exhaustion, as employees with a low GSX. When considering figure 4, the simple slope test shows that surface acting is more negatively related to work engagement with a high GSX ($b = -1.65, t = -2.33, p < 0.05$), as to employees with a low GSX ($b = -1.97, t = -2.22, p < 0.05$). Accordingly, employees who engage in surface acting with a high GSX, experience less work engagement than those employing surface acting with a low GSX.

Hypothesis 4 states that that a high degree of Guest-Server Exchange moderates the relationship of deep acting with work engagement, such that deep acting will be more positively associated with work engagement. An insignificant and even negative relation ($b = -0.06, ns$) between the estimate of the interaction terms of daily deep acting and GSX on work engagement can be observed in Model 4 of Table 3. As a result, hypothesis 4 is not supported. Once again, the interactions between deep acting and work engagement were plotted at three

levels of the Guest-Server Exchange, of which the nature of the relationship was examined by a simple slope test. The interactions are graphically illustrated in figure 4 and 5.

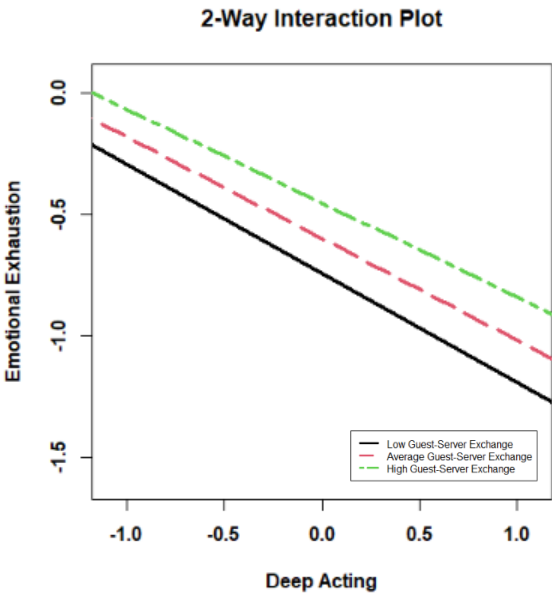


Figure 5 : Emotional Exhaustion as a function of daily deep acting and the Guest-Server Exchange

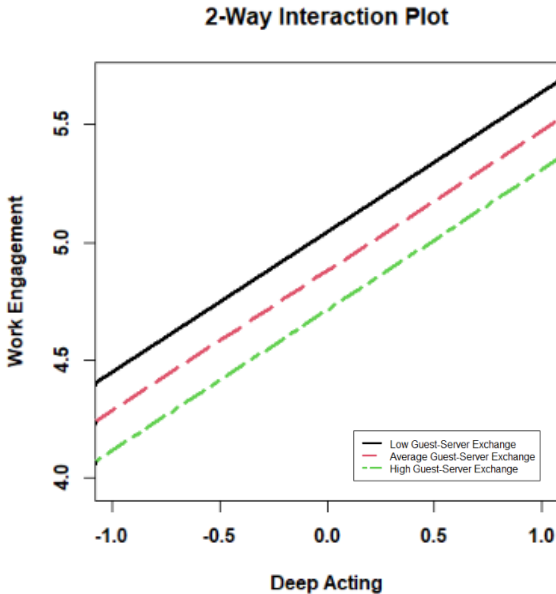


Figure 4 : Work Engagement as a function of daily deep acting and the Guest-Server Exchange

In figure 5, the simple slope tests shows that there is no difference in the relationship between deep acting and work engagement when employees experience a high GSX ($b = .59, t = .74, ns$) compared to a low GSX ($b = .51, t = .63, ns$). Hence, employees who engage in deep acting in combination with a high GSX, experience similar levels of work engagement, as to employees in a low GSX setting.

Concluding this section, an overview with the outcomes regarding the test of hypotheses can be found in Table 4.

Table 4

<i>Hypothesis</i>		<i>Model</i>	<i>Result</i>
<i>Hypothesis 1a</i>	Surface acting is positively related to emotional exhaustion within subjects.	3	Supported
<i>Hypothesis 1b</i>	Surface acting is negatively related to work engagement within subjects.	3	Supported
<i>Hypothesis 2</i>	Deep acting is positively related to work engagement within subjects.	3	Supported
<i>Hypothesis 3a</i>	A high degree of Guest-Server Exchange moderates the relationship of surface acting with emotional exhaustion within subjects, such that surface acting will be less positively associated with emotional exhaustion .	4	Not supported
<i>Hypothesis 3b</i>	A high degree of Guest-Server Exchange moderates the relationship of surface acting with work engagement within subjects, such that surface acting will be less negatively associated with work engagement .	4	Not supported
<i>Hypothesis 4</i>	A high degree of Guest-Server Exchange moderates the relationship of deep acting with work engagement within subjects, such that deep acting will be more positively associated with work engagement .	4	Not supported

5. Discussion

The goal of the present study was to shed light on the moderating effect of social exchange relationships, with the Guest-Server Exchange in particular, on the relationship between surface- and deep acting, and emotional exhaustion and work engagement. Furthermore, the study utilized a within-person research design to empirically measure the intra-individual effects of surface acting and deep acting on emotional exhaustion and work engagement, providing interesting insights and approaches for further studies. The results within this study add to the current body of literature by reaffirming that the employed emotional labor strategies fluctuate between and within individuals (Judge et al., 2009; Scott & Barnes, 2011). These variances indicate and confirm the dynamic nature of emotional labor, in which individual employees on one occasion may be engaging in surface acting, whilst using deep acting at another. With regards to the formulated hypotheses, a positive relation was found

between surface acting and daily emotional exhaustion, and surface acting was negatively related to daily work engagement. A positive relation between deep acting and daily work engagement was found. Additionally, no significant relations were found with regards to the moderating effect of the GSX, for neither the relationship between surface acting and emotional exhaustion, nor the relationship between surface acting and work engagement. The absence of significant support on the moderating effect of the GSX, equally applies to the relationship between deep acting and work engagement.

As hypothesized and in line with previous research on emotional labor, surface acting was positively associated with daily emotional exhaustion and negatively related to daily work engagement. These findings indicate that the engagement in surface acting by employees is related with increased states of emotional exhaustion, which is in line with the sheer amount of studies that have been conducted to explore the relationship between surface acting and emotional exhaustion (Bono & Vey, 2005; Grandey, 2003; Judge et al., 2009; Martínez-Iñigo et al., 2007; Seery & Corrigan, 2009). In addition, the findings within this study equally supported the hypothesized negative relationship between surface acting and work engagement. Based upon these results, it is confirmed that employees engaging in surface acting feel less engaged with their job over the course of days (Bono & Vey, 2005; Hülsheger & Schewe, 2011; Judge et al., 2009). In summary, this research has demonstrated the negative effects of surface acting on employee well-being.

The positive relationship that was predicted between deep acting and work engagement was also confirmed by the results. Deep acting is associated with increased levels of work engagement, as opposed to surface acting. Within previous research, contradicting findings were found with regards to the relationship between deep acting and employee well-being. In a diary study conducted by Judge and colleagues (2009) for example, no significant relationship was found between deep acting and job satisfaction. Despite the fact that work

engagement and job satisfaction both have been defined as indicators of employee well-being, it is important to note that these constructs are mutually distinct (Alarcon & Lyons, 2011).

With work engagement being defined as the content of the work itself, and job satisfaction being defined as a function of the perceptions as well as the affects towards the job, it can be indicated that job satisfaction is the result of work engagement. These two separate constructs may very well explain the differing results within studies examining job related well-being.

As far as I am currently aware, this research is the first initiative to empirically determine the moderating effect of the quality of GSX social exchange relationships on emotional labor and employee well-being. Contrary to expectations, the moderating role of the GSX social exchange relationship on the relation between surface acting and emotional exhaustion was not significant. Within this research, however, a negative trend between the GSX on the relationship between surface acting and emotional exhaustion was demonstrated, which is in line with literature (Susskind et al., 2000, 2003). A possible explanation for the lack of support for Hypothesis 3a could be that positive and rewarding interactions with customers, by means of a high degree of the GSX, does not provide sufficient support to make up for the loss of the individual's sense of authenticity during surface acting. Also, the increased psychological efforts made by employees whilst engaging in surface acting may exceed the rewards gained from positive interactions with customers. In a recent study, it was found that rewarding customer interactions do not drive the negative relationship between surface acting and emotional exhaustion (Huppertz et al., 2020). As these rewarding interactions, or rather the absence of these interactions, do not have a significant negative effect on emotional exhaustion, it similarly can be argued that within the opposite context of limiting the level of emotional exhaustion, these rewarding interactions equally do not have a significant effect, as was expected with the degree of the GSX. Also

contrary to the hypothesis, the moderating role of the GSX social exchange relationship on the

relation between surface acting and work engagement was not significant. Despite the insignificant result in this study, the GSX was found to be positively influencing the relation between surface acting and work engagement. Opposite of expectations, a low degree of GSX had a stronger influence on work engagement as to a high degree of GSX. A possible explanation for the insignificant result could be that the negative relation between surface acting and work engagement is explained by the negative emotions that employees experience as a result of their loss of authenticity (Semmer et al., 2016). Even in the light of a high-quality GSX in which positive social interactions are established with their interaction partner, the negative emotions that are related to the in-authentic and effortful nature of modifying the displayed emotions experienced by the employee remain unaltered. Instead of rendering negative customer responses as normally would be the case when engaging in surface acting, positive customer reactions on the employee's surface acting strategy (i.e. caused by a high degree of GSX) might slightly limit the psychological strains experienced by employees, but do not alter the negative emotions that considered as fake and in-authentic to the service employee. These negative feelings of in-authenticity associated with surface acting may therefore be the predominant factor that levels out the effect of the GSX, resulting in no significant moderating effect on the workers' degree of work engagement (Susskind 2000; 2003)

In a similar manner as with the insignificant results associated with surface acting, the results of the present study do not support the formulated hypothesis on the moderating role of the GSX social exchange relationship on the relation between deep acting and work engagement. More importantly, a negative relation was found instead of a positive one, which is contrary to what was hypothesized. An alternative explanation for the lack of support and the contradicting outcome for Hypothesis 4 which elaborates on the previously provided explanation, may be that the positive relation between deep acting and work engagement is

not significantly and directly moderated by rewarding interactions with customers, by means of a high degree of the GSX. Possibly, the positive customer reactions do not significantly improve the employee's experienced degree of authenticity and psychological strain, as deep acting by default is less emotionally taxing and effortful for employees compared to surface acting. With these "healthier" processes of this emotional labor strategy, the additional contribution of having rewarding and positive customer interactions with customers therefore, can be rather limited when considering the implications on work engagement with deep acting. As such, the limited alterations of these internal processes involved with deep acting may provide an explanation as to why the GSX social exchange relationship does not significantly moderate the relation between deep acting and work engagement (Goodwin et al., 2011; Grandey, 2003; Hülshager & Schewe, 2011; Martínez-Iñigo et al., 2007).

5.1 Practical implications

The results from the statistical analysis of this study demonstrated the damaging effects of surface acting in the service sector. The results presented the negative effects of surface acting on emotional exhaustion and work engagement, which are harmful to service employees and consequently are also harmful to service providing organizations. These harmful effects of surface acting can have negative organizational consequences, such as increased absenteeism, high employee turnover, decreased employee work performance and ultimately decreased customer satisfaction. As such, it is of crucial importance for organizations to limit these negative work-related consequences in order to secure sustainable organizational success. In addition to the negative effects of surface acting, the present study demonstrated the positive relation between deep acting and work engagement, that provide employees and organizations with resourceful benefits. Engaged employees are more motivated in their work, experience higher levels of well-being, and consequently enhance their work performance, leading to increased customer satisfaction. In sum, it can be concluded that the engagement in deep

acting is more beneficial for employees as to engaging in surface acting. As such, these outcomes provide practical implications to the benefit of management and organizations, by trying to encourage employees to engage in deep acting, rather than employing surface acting to reduce surface acting in service employees as much as possible.

Service providing organizations are advised to provide emotional regulation training to their service workers, as a training could show employees on how to perceive customer demands within the service encounter as challenges rather than threats (Schneider, 2004). Additionally, the provision of training sessions can further develop the competencies and skills that are needed to stimulate employing deep acting. Hülshager and Schewe, (2011) suggested to determine the tendency of employees to employ either one of the emotional regulation strategies. However, as additionally was confirmed within this research, emotional labor is proven to be dynamic in which a particular employee may engage in surface acting on a specific occasion, but deep acting at another. Therefore, it is advised to offer a general training to all employees, after which more specific training can be offered to those employees who would need this.

This study was not able to demonstrate a significant relation of the quality of the GSX social exchange relationship on the relation between emotional labor and employee well-being. Nevertheless, a trend was observed between the GSX and emotional exhaustion and work engagement for surface acting. Therefore, it is still advisable for managers to support establishing rewarding and positive relationships between service employees and their customers in order to secure organizational success. Even though organizations cannot control the behavior of their customers, managers are able to stimulate certain behaviors from their employees by encouraging them to engage in deep acting as often as possible, to establish more rewarding customer relationships. Additionally, managers can provide mental support and training to employees on how to deal with negative customer reactions, to limit the strain

experienced by employees when receiving negative feedback by customers (Bono & Vey, 2005).

5.2 Limitations and suggestions for future research

Despite the findings of this study that aim to contribute to fill the gap in the existing body of emotional labor literature, a number of limitations must be acknowledged together with several opportunities for future research.

First, the obtained data on emotional labor, emotional exhaustion and work engagement were collected by means of self-reported questionnaires to measure the constructs, through which common-method variance may have influenced the results of this study (Podsakoff, MacKenzie, Lee & Podsakoff, 2003). Nevertheless, the usage of person centered means limit the influence of response tendencies stemming from individual differences (Sonnetag,, Binnewies & Mojza, 2008). Additionally, common method variance is less likely to be of serious concern when constructs are measured over time (Podsakoff et al., 2003).

Another factor with regards to common method bias, is related to the inclusion of the items. Due to the extensiveness of the questionnaire, some items of the GSX model were eliminated in which only those items with the highest factor loadings were retained. Even though the elimination of items is convenient for the respondent, it alters the psychometric properties of the scales and reduces the level of internal validity of the test, which might affect the constructs of the GSX model being measured. Future research that makes use of a more elaborate questionnaire may benefit from including all items, as provided within the original questionnaire of the Guest-Server Exchange.

Third, the research design of this study poses another limitation, since the use of a cross-sectional design led to interpretations on causality to be made on results of co-variation in the variables. Therefore, it is suggested that future research on social exchange

relationships, such as the Guest-Server Exchange, should investigate exactly how these relationships develop over a longer period of time by means of using longitudinal designs.

Fourth, the one-sided investigation of the constructs within the GSX framework poses an additional limitation. With the GSX being a dyadic relationship (Solomon et al., 1985) a two-sided investigation is considered to be more appropriate and should rather be employed in future research, that are evaluated by both the employee and the customer. The results within this study on the moderating effect of the GSX solely stemmed from the employee-rated GSX items due to the within-person analysis in this research. However, in order to have a more refined investigation on the moderating effect of this variable through the interactions between the employee and the customer, future research should continue collecting and analyzing data at a dyadic level.

Last, as previously mentioned, the sample of this research included primarily participants working at commercially-oriented organizations and enterprises. Therefore, it is suggested that future research should also focus on the inclusion of governmental entities and non-commercially driven parties within study. Ideally, a sample that includes an comparable mix of both private and public entities would be useful and more representative to synthesize outcomes that are applicable for the entire service providing industry.

6. Conclusion

In line with previous research on emotional labor employing a within-person approach, the present study demonstrates the relation between emotional labor and emotional exhaustion and work engagement, as well as the moderating role of the quality of the GSX social exchange relationship on these relationships. The results of this study showed the dynamic nature of emotional labor. An increase in emotional exhaustion could be observed on days in which employees engaged in surface acting, whilst simultaneously a decrease in work engagement was observed. Also, when engaging in surface acting, the employee's well-being

was compromised. This study was not able to demonstrate a significant relation of the GSX on the relationship between emotional labor and employee well-being. However, a trend was observed between the quality of the GSX and emotional exhaustion and work engagement for surface acting. To conclude, engaging in deep acting is beneficial with regards to employee well-being as opposed to surface acting. Therefore, managers and organizations should support employees to employ deep acting over surface acting, which can be accomplished through training to enhance the employee's ability to engage in deep acting. Also, despite the insignificant relation of the GSX, it is advised to establish rewarding relationships between employees and customer, through the provision of organizational support and training on how to deal with negative customer responses.

7. References

- Abraham, R. (1998), Emotional dissonance in organizations: antecedents, consequences, and moderators, *Genetic, Social, and General Psychology Monographs*, 124 (2), 229-46.
- Alarcon, G. M., & Lyons, J. B. (2011). The relationship of engagement and job satisfaction in working samples. *The Journal of Psychology*, 145(5), 463-480.
- Ashforth, B. E., & Humphrey, R.H. (1993). Emotional labor in service roles: The influence of identity. *Academy of management review*, 18(1), 88-115
- Bandura, A. (1977). Self-efficacy: toward a unifying theory of behavioral change. *Psychological review*, 84(2), 191.
- Baron, R. A., & Neuman, J. H. (1998). Workplace violence and workplace aggression: Evidence on their relative frequency and potential causes. *Aggressive Behavior*, 22, 161-173.
- Bauer, T.N., & Green, S.G. (1996). Development of leader-member exchange: A longitudinal test. *Academy of Management Journal*, 39, 1538-1567.
- Beal, D. J., Trougakos, J. P., Weiss, H. M., & Green, S.G. (2006). Episodic Processes in Emotional Labor: Perceptions of Affective Delivery and Regulation Strategies. *Journal of Applied Psychology*, 9, 1053-1065.
- Bechtoldt, M. N., Rohrmann, S., De Pater, I. E., & Beersma, B. (2011). The primacy of perceiving: Emotion recognition buffers negative effects of emotional labor. *Journal of Applied Psychology*, 96, 1087-1094.
- Becker, W. J., Cropanzano, R., Van Wagoner, P., & Keplinger, K. (2017). Emotional Labor Within Teams: Outcomes of Individual and Peer Emotional Labor on Perceived Team Support, Extra-Role Behaviors, and Turnover Intentions. *Group & Organization Management*, 43(1), 38-71.
<https://doi.org/10.1177/1059601117707608>
- Blau, P. M. (1964). *Exchange and power in social life*. NY: John Wiley & Sons.
- Bliese, P. (2009). *Multilevel Modeling in R (2.3)*. A Brief Introduction to R, the multilevel package and the nlme package.
- Bolger, N., & Schilling, E. A. (1991). Personality and the problems of everyday life: the role of neuroticism in exposure and reactivity to daily stressors. *J Pers*, 59(3), 346-386.
- Bono, J. E., & Vey, M. A. (2005). Toward understanding emotional management at work: A quantitative review of emotional labor research. In C. E. Hartel, W. J. Zerbe, &

- N. M. Ashkanasy (Eds.), *Emotions in organizational behavior* (pp. 213–233). Mahwah, NJ: Erlbaum Publishers.
- Bosman, J., Rothmann, S., & Buitendach, J.H. (2005). Job insecurity, burnout and work engagement: the impact of positive and negative affectivity. *Sa Journal of Industrial Psychology, 31*. <https://doi.org/10.4102/sajip.v31i4.199>
- Brislin, R. W. (1970). Back-translation for cross-cultural research. *Journal of cross-cultural psychology, 1*(3), 185-216.
- Brotheridge, C. M., & Lee, R. T. (2002). Testing a conservation of resources model of the dynamics of emotional labor. *Journal of Occupational Health Psychology, 7*, 57–67
- Brotheridge, C. M., & Lee, R. T. (2003). Development and validation of the Emotional Labour Scale. *Journal of Occupational and Organizational Psychology, 76*, 365–379. <http://dx.doi.org/10.1348/096317903769647229>
- Brotheridge, C.M., & Lee, R.T. (1998). On the dimensionality of emotional labour: Development and validation of the Emotional Labour Scale. Paper presented at the First Conference on Emotions in Organizational Life, San Diego.
- Cohen, S., & Wills, T. A. (1985). Stress, social support, and the buffering hypothesis. *Psychological Bulletin, 98*, 310–357. <http://dx.doi.org/10.1037/0033-2909.98.2.310>
- Côté, S. (2005). A social interaction model of the effects of emotion regulation on work strain. *Academy of Management Review, 30*(3), 509 - 530. doi:10.5465/AMR.2005.17293692
- Dansereau Jr, F., Graen, G., & Haga, W. J. (1975). A vertical dyad linkage approach to leadership within formal organizations: A longitudinal investigation of the role making process. *Organizational behavior and human performance, 13*(1), 46-78.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of applied psychology, 86*(3), 499-512.
- Diefendorff, J. M., Erickson, R. J., Grandey, A. A., & Dahling, J. J. (2011). Emotional display rules as work unit norms: a multilevel analysis of emotional labor among nurses. *Journal of occupational health psychology, 16*(2), 170.
- Dormann, C., & Zapf, D. (2004). Customer-related social stressors and burnout. *Journal of Occupational Health Psychology, 9*(1), 61-82.

- English, T., & John, O. P. (2013). Understanding the social effects of emotion regulation: The mediating role of authenticity for individual differences in suppression. *Emotion*, 13, 314–329. <http://dx.doi.org/10.1037/a0029847>
- Epitropaki, O., & Martin, R. (1999). The impact of relational demography on the quality of leader-member exchanges and employees' work attitudes and well-being. *Journal of Occupational and Organizational Psychology*, 72(2), 237-240.
- Erdogan, B., & Liden, R. C. (2002). Social exchanges in the workplace. *Leadership*, 65-114.
- Ferreira, A. I., Ferreira, P. C., Cooper, C. L., & Oliveira, D. (2019). How daily negative affect and emotional exhaustion correlates with work engagement and presenteeism-constrained productivity. *International Journal of Stress Management*, 26(3), 261–271. <https://doi.org/10.1037/str0000114>
- Fisk, G. M., & Friesen, J. P. (2012). Perceptions of leader emotion regulation and LMX as predictors of followers' job satisfaction and organizational citizenship behaviors. *The Leadership Quarterly*, 23(1), 1-12.
- Ford, L. R., Wilkerson, S., Seers, A., & Moorman, T. (2014). The generation of influence: Effects of leader–member exchange and team–member exchange. *Journal of Strategic and International Studies*, 9(1), 5-14.
- Frijda, N. H. (1993). Moods, emotion episodes, and emotions. In M. Lewis & J. M. Haviland (Eds.), *Handbook of emotions* (p. 381–403). The Guilford Press.
- Giardini, A., & Frese, M. (2006). Reducing the negative effects of emotion work in service occupations: Emotional competence as a psychological resource. *Journal of Occupational Health Psychology*, 11(1), 63.
- Gibson, D. E. (2006). Emotional Episodes at Work: An Experiential Exercise in Feeling and Expressing Emotions. *Journal of Management Education*, 30(3), 477–500. <https://doi.org/10.1177/1052562905282016>
- Giebelhausen, M., Robinson, S. G., Sirianni, N. J., & Brady, M. K. (2014). Touch versus tech: When technology functions as a barrier or a benefit to service encounters. *Journal of Marketing*, 78, 113-124.
- Goldberg, L. S., & Grandey, A. A. (2007). Display rules versus display autonomy: emotion regulation, emotional exhaustion, and task performance in a call center simulation. *Journal of occupational health psychology*, 12(3), 301.

- Graen, G., & Cashman, J. F. (1975). A role-making model of leadership in formal organizations: A developmental approach. *Leadership frontiers*, 143, 165.
- Graen, G., Cashman, J. F., Ginsburg, S., & Schiemann, W. (1977). Effects of linking pin quality on the quality of working life of lower participants. *Administrative Science Quarterly*, 491-504.
- Grandey, A. (2000). Emotion regulation in the workplace: a new way to conceptualize emotional labor. *Journal of Occupational Health Psychology*, 5(1), 95-110.
- Grandey, A. (2003). When “The Show Must Go On”: Surface Acting and Deep Acting as Determinants of Emotional Exhaustion and Peer-Rated Service Delivery. *Academy of Management Journal*, 46(1), 86-96. doi:10.2307/30040678
- Grandey, A. A., & Melloy, R. C. (2017). The state of the heart: Emotional labor as emotion regulation reviewed and revised. *Journal of Occupational Health Psychology*, 22, 407– 422. <http://dx.doi.org/10.1037/ocp0000067>
- Grandey, A. A., Dickter, D. N., & Sin, H. P. (2004). The customer is not always right: Customer aggression and emotion regulation of service employees. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(3), 397-418.
- Grandey, A. A., Tam, A. P., & Brauburger, A. L. (2002). Affective states and traits in the workplace: Diary and survey data from young workers. *Motivation and emotion*, 26(1), 31-55.
- Grandey, A., Foo, S. C., Groth, M., & Goodwin, R. (2012). Free To Be You and Me: A Climate of Authenticity Alleviates Burnout From Emotional Labor. *Journal of Occupational Health Psychology*, 17(1), 1-14. <https://doi.org/10.1037/a0025102>
- Gross, J. J., & John, O. P. (2003). Individual differences in two emotion regulation processes: implications for affect, relationships, and well-being. *Journal of personality and social psychology*, 85(2), 348.
- Groth, M., Hennig-Thurau, T. and Walsh, G. (2009), “Customer reactions to emotional labor: the roles of employee acting strategies and customer detection accuracy”, *Academy of Management Journal*, Vol. 52 No. 5, pp. 962-975.
- Hennig-Thurau, T., Groth, M., Paul, M., & Gremler, D. D. (2006). Are all smiles created equal? How emotional contagion and emotional labor affect service relationships. *Journal of Marketing*, 70, 58–73. doi:10.1509/jmkg.70.3.58

- Hochschild, A. R. (1979). Emotion work, feeling rules, and social-structure. *American Journal of Sociology*, 85, 551–575.
- Hochschild, A. R. (1983). *The Managed Heart: Commercialization of Human Feeling*: Berkeley, University of California Press.
- Houkes, I., Janssen, P.P.M., De Jonge, J., Nijhuis, F.J.N., 2001. Work and individual determinants of intrinsic work motivation, emotional exhaustion, and turnover intention: a multi-sample analysis. *International Journal of Stress Management* 8 (4), 257–283.
- Hülshager, U. R., & Schewe, A. F. (2011). On the costs and benefits of emotional labor: a meta-analysis of three decades of research. *Journal of Occupational Health Psychology*, 16(3), 361.
- Hülshager, U. R., Lang, J. W., & Maier, G. W. (2010). Emotional labor, strain, and performance: Testing reciprocal relationships in a longitudinal panel study. *Journal of occupational health psychology*, 15(4), 505.
- Humphrey, R. H., Ashforth, B. E., & Diefendorff, J. M. (2015). The bright side of emotional labor. *Journal of Organizational Behavior*, 36(6), 749-769.
- Huppertz, A. V., Hülshager, U. R., De Calheiros Velozo, J., & Schreurs, B. H. (2020). Why do emotional labor strategies differentially predict exhaustion? Comparing psychological effort, authenticity, and relational mechanisms. *Journal of occupational health psychology*.
- Hur, W. M., Moon, T. W., & Jung, Y. S. (2015). Customer response to employee emotional labor: the structural relationship between emotional labor, job satisfaction, and customer satisfaction. *Journal of Services Marketing*, 29(1), 71–80. doi.org/10.1108/JSM-07-2013-0161
- Johnson H. A. M., & Spector P. E. (2007). Service with a smile: Do emotional intelligence, gender, and autonomy moderate the emotional labor process? *Journal of occupational Health Psychology*, 12, 319–333.
- Johnson, S., Cooper, C., Cartwright, S., Donald, I., Taylor, P., & Millet, P. (2005). The experiences of work-related stress across occupations. *Journal of Managerial Psychology* 20 (2), 178-187.
- Judge, T. A., Woolf, E. F., & Hurst, C. (2009). Is Emotional Labor More Difficult For Some Than For Others? A Multilevel, Experience-Sampling Study. *Personnel Psychology*, 62(1), 57-88. doi:10.1111/j.1744-6570.2008.01129.x - 29 -

- Kernis, M. H., & Goldman, B. M. (2006). A multicomponent conceptualization of authenticity: Theory and research. In M. P. Zanna (Ed.), *Advances in experimental social psychology* (Vol. 38, pp. 283–357). San Diego, CA: Elsevier Academic Press Inc. [http://dx.doi.org/10.1016/S0065-2601\(06\)38006-9](http://dx.doi.org/10.1016/S0065-2601(06)38006-9)
- Kim, W., & Ok, C. (2010). Customer orientation of service employees and rapport: Influences on service-outcome variables in full-service restaurants. *Journal of Hospitality & Tourism Research*, 34, 34-55.
- Lee, R. T., & Ashforth, B. E. (1996). A meta-analytic examination of the correlates of the three dimensions of job burnout. *Journal of applied psychology*, 81(2), 123.
- Leiter, M. P., & Maslach, C. (1988). The impact of interpersonal environment on burnout and organizational commitment. *Journal of Organizational Behavior*, 9(4), 297-308.
- Martinez-Iñigo, D., Totterdell, P., Alcover, C., & Holman, D. (2007). Emotional labour and emotional exhaustion: Interpersonal and intrapersonal mechanisms. *Work and Stress*, 21, 30–47.
- Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of organizational behavior*, 2(2), 99-113.
- Maslach, C., & Leiter, M. P. (2008). Early predictors of job burnout and engagement. *Journal of applied psychology*, 93(3), 498.
- Maslach, C., & Pines, A. (1977). The burn-out syndrome in the day care setting. *Child care quarterly*, 6(2), 100-113.
- Mayer, D. M., Ehrhart, M. G., & Schneider, B. (2009). Service attribute boundary conditions of the service climate–customer satisfaction link. *Academy of Management Journal*, 52(5), 1034-1050.
- Mayer, D. M., Ehrhart, M. G., & Schneider, B. (2009). Service attribute boundary conditions of the service climate–customer satisfaction link. *Academy of Management Journal*, 52, 1034-1050.
- Molenaar, P. C. M., & Campbell, C. G. (2009). The New Person-Specific Paradigm in Psychology. *Current Directions in Psychological Science*, 18(2), 112-117. doi:10.1111/j.1467-8721.2009.01619.x
- Muraven, M., & Baumeister, R. F. (2000). Self-regulation and depletion of limited resources: Does self-control resemble a muscle? *Psychological*

- Bulletin*, 126, 247–259. <http://dx.doi.org/10.1037/0033-2909.126.2.247>
- Muraven, M., Tice, D. M., & Baumeister, R. F. (1998). Self-control as limited resource: Regulatory depletion patterns. *Journal of Personality and Social Psychology*, 74, 774–789. <http://dx.doi.org/10.1037/0022-3514.74.3.774>
- Ng, T.W.H., & Sorensen, K. (2008). Toward a further understanding of the relationships between perceptions of support and work attitudes: A meta-analysis. *Group & Organization Management*, 33, 243-268.
- Pennebaker, J. (1990), *Opening up: The Healing Power of Confuting in Others*, Morrow, New York, NY.
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of applied psychology*, 88(5), 879.
- Pugh, S. D. (2001). Service with a smile: Emotional contagion in the service encounter. *Academy of Management Journal*, 44, 1018-1027.
- Rafaeli, A., & Sutton, R. I. (1987). Expression of emotion as part of the work role. *Academy of Management Review*, 12, 23–37.
- Raudenbush, S. W., & Bryk, A. S. (2002). Hierarchical linear models: *Applications and data analysis methods* (Vol. 1). sage.
- Reis, H. T., & Wheeler, L. (1991). Studying social interaction with the Rochester Interaction Record. *Advances in experimental social psychology*, 24, 269-318.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698–714. doi.org/10.1037/0021-9010.87.4.698
- Rupp, D. E., & Spencer, S. (2006). When customers lash out: The effects of customer interactional injustice on emotional labor and the mediating role of discrete emotions. *Journal of Applied Psychology*, 91(4), 971.
- Rupp, D. E., Silke McCance, A., Spencer, S., & Sonntag, K. (2008). Customer (in) justice and emotional labor: The role of perspective taking, anger, and emotional regulation. *Journal of Management*, 34(5), 903-924.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2003). The Measurement of Work Engagement With a Short Questionnaire A Cross-National Study. *Educational and Psychological Measurement*, 66, 701–716.

- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and psychological measurement*, 66(4), 701-716.
- Schaufeli, W. B., Taris, T. W., & Van Rhenen, W. (2008). Work alcoholism, burnout, and work engagement: Three of a kind or three different kinds of employee well-being? *Applied Psychology: An International Review*, 57, 173–203.
- Scherbaum, C. A., & Ferreter, J. M. (2009). Estimating statistical power and required sample sizes for organizational research using multilevel modeling. *Organizational Research Methods*, 12(2), 347-367.
- Schmeichel, B. J., Demaree, H. A., Robinson, J. L., & Pu, J. (2006). Ego depletion by response exaggeration. *Journal of Experimental Social Psychology*, 42(1), 95-102.
- Schreurs, B., Günter, H., Hülshager, U., & van Emmerik, H. (2014). The role of punishment and reward sensitivity in the emotional labor process: a within-person perspective. *Journal of Occupational Health Psychology*, 19(1), 108.
- Schreurs, B., van Emmerik, H., De Cuyper, N, Notelaers, G., & De Witte, H. (2011). Job demands–resources and early retirement intention: Differences between blue- and white-collar workers. *Economic and Industrial Democracy*, 32(1), 47-68.
- Schreurs, B., Van Emmerik, H., Günter, H., & Germeys, F. (2012). A weekly diary study on the buffering role of social support in the relationship between job insecurity and employee performance. *Human Resource Management*, 51, 259–280.
- Schreurs, P. J., & Taris, T. W. (1998). Construct validity of the demand-control model: A double cross-validation approach. *Work & Stress*, 12(1), 66-84.
- Scott, B. A., & Barnes, C. M. (2011). A Multilevel Field Investigation of Emotional Labor, Affect, Work Withdrawal, and Gender. *Academy of Management Journal*, 54(1), 118-136. doi:10.5465/AMJ.2011.59215086
- Scott, B. A., & Judge, T. A. (2006). Insomnia, Emotions, and Job Satisfaction: A Multilevel Study. *Journal of Management*, 32(5), 622–645.
<https://doi.org/10.1177/0149206306289762>
- Seery, B. L., & Corrigan, E. A. (2009). Emotional labor: links to work attitudes and emotional exhaustion. *Journal of Managerial Psychology*, 24, 797–813.
- Semmer, N. K., Messerli, L., & Tschan, F. (2016). Disentangling the components of surface acting in emotion work: Experiencing emotions may be as important as

regulating them. *Journal of Applied Social Psychology*, 46, 46–64.

<http://dx.doi.org/10.1111/jasp.12364>

- Sheldon, K. M., Ryan, R. M., Rawsthorne, L. J., & Ilardi, B. (1997). Trait self and true self: Cross-role variation in the big-five personality traits and its relations with psychological authenticity and subjective wellbeing. *Journal of Personality and Social Psychology*, 73, 1380–1393. <http://dx.doi.org/10.1037/0022-3514.73.6.1380>
- Sierra, J. J., & McQuitty, S. (2005). Service providers and customers: social exchange theory and service loyalty. *Journal of Services marketing*.
- Skarlicki, D. P., Van Jaarsveld, D. D., & Walker, D. D. (2008). Getting even for customer mistreatment: The role of moral identity in the relationship between customer interpersonal injustice and employee sabotage. *Journal of applied psychology*, 93(6), 1335.
- Solomon, M. R., Surprenant, C., Czepiel, J. A., & Gutman, E. G. (1985). A role theory perspective on dyadic interactions: The service encounter. *Journal of Marketing*, 49, 99-111.
- Sonnentag, S., Binnewies, C., & Mojza, E. J. (2008). " Did you have a nice evening?" A day-level study on recovery experiences, sleep, and affect. *Journal of applied psychology*, 93(3), 674.
- Susskind, A. M. (2005). A content analysis of consumer complaints, remedies, and repatronage intentions regarding dissatisfying service experiences. *Journal of Hospitality & Tourism Research*, 29, 150-169.
- Susskind, A. M., Kacmar, K. M., & Borchgrevink, C. P. (2003). Customer service providers' attitudes relating to customer service and customer satisfaction in the customer-server exchange (CSX). *Journal of Applied Psychology*, 88, 179-187.
- Susskind, A. M., Kacmar, K. M., Borchgrevink, C. P., & Brymer, A. (2000). Customer service employees' behavioral intentions and attitudes: An examination of construct validity and a path model. *International Journal of Hospitality Management* 19 (1):53-77.
- Swann, W. B., Jr., & Pelham, B. W. (2002). The truth about illusions: Authenticity and positivity in social relationships. In C. R. Snyder & S. J. Lopez (Eds.), *Handbook of positive psychology* (pp. 366–381). New York, NY: Oxford University Press.

- Swann, W. B., Jr., De la Ronde, C., & Hixon, J. G. (1994). Authenticity and positivity strivings in marriage and courtship. *Journal of Personality and Social Psychology*, 66, 857–869. <http://dx.doi.org/10.1037/0022-3514.66.5.857>
- Teuchmann, K., Totterdell, P., & Parker, S. K. (1999). Rushed, unhappy, and drained: an experience sampling study of relations between time pressure, perceived control, mood, and emotional exhaustion in a group of accountants. *Journal of occupational health psychology*, 4(1), 37.
- Thoresen, C.J., Kaplan, S.A., Barsky, A.P., Warren, C.R., De Chermont, K., 2003. The affective underpinnings of job perceptions and attitudes: a meta-analytic review and integration. *Psychological Bulletin* 129 (6), 914–945.
- Totterdell, P., & Holman, D. (2003). Emotion regulation in customer service roles: Testing a model of emotional labor. *Journal of Occupational Health Psychology*, 8, 55–73
- Turgut, H., Tokmak, I., & Ates, M. F. (2016). The moderating role of Leader-Member exchange on the relationship between emotional labor with job satisfaction or turnover intention. *International Journal of Business and Management*, 11(12), 83-96.
- Van Dijk, P. A., Kirk-Brown, A. (2006). Emotional labor and negative job outcomes: An evaluation of the mediating role of emotional dissonance. *Journal of Management & Organization*, 12, 101-115.
- Wagner, D. T., Barnes, C. M., & Scott, B. A. (2014). Driving it home: How workplace emotional labor harms employee home life. *Personnel Psychology*, 67(2), 487-516.
- Walsh, G., Dahling, J. J., Schaarschmidt, M., & Brach, S. (2016). Surface-acting outcomes among service employees with two jobs. *Journal of Service Management*.
- Wang M, Liao H, Zhan Y, Shi J. (2011). Daily customer mistreatment and employee sabotage against customers: Examining emotion and resource perspectives. *Academy of Management Journal*, 54, 312–334. doi: 10.5465/AMJ.2011.60263093
- Wang M, Liu S, Liao H, Gong Y, Kammeyer-Mueller JD, Shi J. (2013). Can't get it out of my mind: Employee rumination after customer mistreatment and negative mood in the next morning. *Journal of Applied Psychology*, 98, 989–1004. doi: 10.1037/a0033656
- Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal*, 40, 82–111.

- Wilson, K. S., Sin, H. P., & Conlon, D. E. (2010). What about the leader in leader–member exchange? The impact of resource exchanges and substitutability on the leader. *Academy of Management Review*, 35, 358–372. doi:10.5465/AMR.2010.51141654
- Witt, L. A., Hochwarter, W. A., Hilton, T. F., & Hillman, C. M. (1999). Teammember exchange and commitment to a matrix team. *Journal of Social Behavior and Personality*, 14(1), 63-74.
- Wright, T. A., & Cropanzano, R. (1998). Emotional exhaustion as a predictor of job performance and voluntary turnover. *Journal of applied psychology*, 83(3), 486.
- Wu, T.-Y., & Hu, C. (2009). Abusive Supervision and Employee Emotional Exhaustion. *Group and Organization Management*, 34 (2), 143-169.
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009). Work engagement and financial returns: A diary study on the role of job and personal resources. *Journal of Occupational and Organizational Psychology*, 82, 183–200.
- Yagil, D., & Medler-Liraz, H. (2017). Personally committed to emotional labor: Surface acting, emotional exhaustion and performance among service employees with a strong need to belong. *Journal of occupational health psychology*, 22(4), 481.
- Yang, J., Huang, Y., & Zhou, S. (2019). Emotional labor directed at leaders: the differential effects of surface and deep acting on LMX. *The International Journal of Human Resource Management*, 1-20.
- Yi, Y., & Gong, T. (2009). An integrated model of customer social exchange relationship: the moderating role of customer experience. *The Service Industries Journal*, 29(11), 1513-1528.
- Yilmaz, K., Altinkurt, Y., Guner, M., & Sen, B. (2015). The Relationship between Teachers' Emotional Labor and Burnout Level. *Eurasian Journal of Educational Research*, 59, 75-90.
- Zapf, D., & Holz, M. (2006). On the positive and negative effects of emotion work in organizations. *European journal of work and organizational psychology*, 15(1), 1-28.

8. Declaration of Originality MSc Thesis

By signing this statement, I hereby acknowledge the submitted MSc Thesis titled

'A commercialized love story : The moderating role of social exchange quality on the relationship between emotional labor and well-being'

to be produced independently by me, without external help.

Wherever I paraphrase or cite literally, a reference to the original source (journal, book, report, internet, etc.) is provided.

By signing this statement, I explicitly declare that I am aware of the fraud sanctions as stated in the Education and Examination Regulations (EERs) of SBE, Maastricht University.

Place: Maastricht

Date: 02/12/2020

First and last name: Emilie Wilbrink

Study program:

IB – Organization: Management, Change & Consultancy (Maastricht University SBE)

International Master in Management (NOVA SBE)

ID number: i6226624 / 41008

Signature:

Emilie Shireen Wilbrink