

Emotional labor strategies and counterproductive work behavior: A social exchange theory approach

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In the work setting, several emotions can induce negative attitudes and, consequently, negative behavior. Based on the social exchange theory, the present study investigated the relationship between emotional labor strategies (surface and deep acting) and counterproductive work behavior and the mediating role of organizational cynicism in the relationship. The study design was cross-sectional, and established scales on the focal variables were administered to 299 knowledge-based service employees. The hypotheses were tested with regression analysis (complemented with the PROCESS tool). The results show that emotional labor and organizational cynicism are independently and positively related to counterproductive work behavior and that organizational cynicism mediates the relationship. The results suggest that emotional labor strategies and organizational cynicism could induce attitudes and behaviors that are damaging to the effective functioning of the organization and, as such, should be appropriately managed.

Keywords: emotion, surface acting, deep acting, organizational cynicism, counterproductive work behavior

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Introduction

Employees express varied emotions that substantially inform their work attitudes and behavior, implying individual and organizational performance. Emotion, which is intense discrete, and short-lived feelings often caused by extraordinary events directed at someone or something (Robbins & Judge, 2021), is gaining more attention in the organizational behavior literature. Knowledge builds that emotions can be critical to an effective functioning workplace (Dorison et al., 2020; Robbins et al., 2018). Current research has suggested that emotional or intuitive decision-making has a much more important place in business than previously acknowledged (Jones, 2016). Studies have shown that emotions are pivotal to ethical decision-making (Zolotoy et al., 2021) and shared decision-making (Treffers & Putora, 2020). Consequently, Frolichstein (2020) called for a combination of emotion and rationality in decision-making for maximum productivity, while Ellis (2019) argued for a change of the myths that downplayed the role of emotion and proposed the use of emotion as an essential tool to guide behavior.

Emotions exist in varied forms; this study focused on emotional labor (EL), its relationship with organizational cynicism (OC), and counterproductive work behavior (CWB). EL as a concept is a relatively new entrant in the literature on organizational behavior (Jeung et al., 2018). It is discussed mainly as a phenomenon with greater prevalence in service organizations where face-to-face (with technology, voice-to-voice) interpersonal relationships feature business transactions (Jeung et al., 2018). The relative newness of EL in the literature indicates that there is still much to be known about it, essentially its nomological networks. As noted by (Żońnierczyk-Zreda, 2020), much remains to be investigated despite the considerable knowledge accumulated on the different impacts of EL.

Similarly, Zhao et al. (2020) remarked that despite the progress made in understanding EL, there are still numerous essential but unanswered questions. A similar case has been made for CWB. For instance, although various factors have been examined as predictors of CWB, the literature calls for a more inclusive approach that analyzes interaction and shared effects of different causes of CWB (Načinović Braje et al., 2020). There is a scarcity of research on the combined effects of different types of CWB antecedents (Oliveira et al., 2020).

CWB is accumulating considerable research work, as it is highly prevalent, very damaging, and has substantial costs for the organization (Peng et al., 2020). However, the emerging literature has not extensively explored the relationship between EL and CWB. This gap is not limited to the volume but extends to how the extant studies were designed. For example, the literature on the EL – CWB relationship is built on studies that examined direct relationships, lacking studies concerned with the mechanism of the relationship (Yao et al., 2019). This trend continues as little research on variables mediates the association between the results of the EL work, especially the CWB. Studies that seek direct relationships have limited practical validity, as workplace behavior is a function of interactions among factors. In the existing nomological networks and social exchange theory (SET), OC was proposed and investigated as a mediator between EL and CWB.

Emotional labor strategies and organizational cynicism

Service organizations require their employees to express emotions that meet the expectations and acceptance of the customer. EL was coined to summarize the process and effort of employees to meet the demand. Therefore, EL indicates the effort, planning, and control required to express the most needed emotions during interpersonal communications (McShane & Von Glinow, 2018). Although a few types of EL

have been suggested and investigated, two types (surface acting and deep acting) dominate the empirical literature (Kamassi et al., 2019). Surface acting represents displaying other emotions that one does not feel. In contrast, deep acting is the act of managing the feeling one has, including efforts to truly change one's emotional state to match the emotions that are required by the job (Landy & Conte, 2019). Surface acting would involve a change in observable features such as gestures, facial expressions, or vocal tones, while deep acting would involve changing observable features and their latent inner states (Yao et al., 2019).

OC is an employee's work attitude of much concern to organizational practitioners as the extant literature reveals that its consequences are detrimental to effective organizational functioning (Cicek et al., 2021). OC is a negative attitude toward the organization, resulting from employees' beliefs that the organization's management lacks honesty, sincerity, justice, and transparency (Erdogdu, 2018). It is widely discussed as three dimensions variable that covered (1) a belief that the organization lacks integrity; (2) *negative affect toward the organization*; and (3) tendencies to disparaging and critical behaviors toward the organization consistent with the beliefs and affects (Hussain & Shahzad, 2021).

Although empirical investigation on the effect of EL on OC is lacking, except for the work of Kuru Çetin (2019), in which the former variable was reported to have a positive relationship with the latter, several characteristics of EL have implications for the expression of OC. EL is a form of employee's response to the organization's demand. This demand is usually outside the employee's job description, creating additional and excess workload. Since the responsibility that gives impetus to the expression of EL is not in the employee job description, it is most likely to arouse a sense of distrust, disillusionment, scorn, disgust, aggression, and suspicion and unfairness among the employees about the policies of the organization (Hussain & Shahzad, 2021). And each of these characteristics implies OC. For instance, a higher perception of organizational justice leads to less OC (Erdogdu, 2018; Hussain & Shahzad, 2021). Therefore, it is hypothesized that:

H1: Surface acting strategy positively predicts organizational cynicism

H2: Deep acting strategy positively predicts organizational cynicism

Emotional labor and counterproductive workplace behavior

CWB refers to any intentional behavior of an organizational member that the organization views as divergent from its legitimate interests (Buchanan & Huczynski, 2019). Work behavior harms the organization's well-being, including absenteeism, lateness to work, bullying colleagues, falsifying expense reports, sabotaging others, work theft, and substance abuse (Robbins & Judge, 2021). The word "intentional" is an essential aspect of the definitions, as CWB are things that employees mean to do, not what they accidentally do (Colquitt et al., 2018).

EL has some features that open it up to CWB. EL represents employees' effort to feel and behave in manners that meet their organization's set rules of conduct in interaction with coworkers and customers. This required employees to fake feelings and behavior when needed for organizational success, giving EL the status of organizationally approved dishonesty. Such approval could pass the message that if the organization can approve dishonesty to survive, the employee also needs some degree of dishonesty. Several aspects of the CWB, such as theft, represent dishonesty. EL has been noted to enhance employee and organizational performance, and this brings a feeling of pride, but because it is unethical, it also breeds a feeling of guilt (Tang et al., 2020). Since guilt, a form of psychological pain, results from the organization's demand, CWB could be the employee's payback. EL is an embodiment

of self-deceit, which is lying to oneself, and self-denial allows individuals to lessen cognitive dissonance that arises from unethical self-serving behavior (Agarwalla et al., 2017). EL reflects added workload for the employee, and several studies (see, e.g., Ugwu & Asogwa, 2018; Uzundu & Ugwumbor, 2017) have noted the positive relationship between workload and CWB. EL results in emotional dissonance that could result in low self-esteem, depression, and burnout, which are widely identified as predictors of CWB (Zainab et al., 2020). Displaying surface acting consumes employees' resources to inhabit their true inner feelings, leading to resource loss of ego depletion, which leads to aggression, unethical behavior, and antisocial behavior under resource depletion (Zhang et al., 2018). In addition, some studies observed a link between EL and CWB. Surface acting is positively related to employee sabotage of customers (Zhang et al., 2018), organizational deviance (Syarif & Pramitha, 2020), turnover intention (Fu et al., 2020), and intention to leave the organization (Theodosius et al., 2021). Superficial and deep acting positively correlated with deviant workplace behavior (Okhakhu & Adekunle, 2021). Therefore, it is hypothesized that:

H3: Surface-acting strategy positively predicts counterproductive workplace behavior

H4: Deep-acting strategy positively predicts counterproductive workplace behavior

Organizational cynicism and counterproductive work behavior

Some studies exist on the relationships between OC and CWB, and the emerging results substantially indicate that OC has both a main effect and a third variable role in CWB. For instance, a composite OC positively correlated with CWB (Ali et al., 2020; Nemr & Liu, 2021; Okhakhu & Adekunle, 2021). OC mediated the relationship between psychological contract breach and CWB (Li & Chen, 2018) and workplace incivility and organizational salience (Takdir et al., 2020). Similarly, it mediated authoritarian leadership and deviant workplace behaviors (Jiang et al., 2017) and moderated the negative relationship between EL and CWB (Nemr & Liu, 2021). Therefore, it is hypothesized that:

H5: Organizational cynicism positively impacts counterproductive work behavior.

OC as a mediator in EL and CWB relationship

Based on specific characteristics of OC, the available nomological network of EL and CWB, and social exchange theory (Blau, 1964), OC was proposed and examined in this study as a mediator in the effect of EL on CWB. OC is characterized by the belief that the organization lacks integrity, an adverse effect, and the tendencies toward disparaging and displaying dangerous behaviors consistent with beliefs and affects (Erdogdu, 2018; Hussain & Shahzad, 2021). OC indicates employees' disillusionment, anger, distrust, indignation, and hopelessness toward one's employing organization (Özgenel & Çetin, 2021). It is a form of resentment. Kelloway et al. (2010) argued that CWB, such as theft, sabotage, and aggression, is a form of protest functional in reaching some desired end for individuals in organizations. CWB resulting from EL and OC could be self-serving, defined as acts of deviance, which are demonstrated to further one's self-interest at the cost of counterparts or organizations (Zahid, 2019). In addition to the characteristics of OC, the existing literature identified OC as the third variable in studies of CWB. For instance, OC modifies the negative relationship between ethical leadership and CWB (Nemr & Liu, 2021), mediates the relationship between workplace incivility and organizational salience (Tutar et al., 2021), and mediates the relationship between psychological contract breach and CWB (Li & Chen, 2018).

Social exchange theory (SET) upholds the norm of

reciprocity and postulates that parties in an exchange relationship provide tangible or intangible benefits to one another. The norm of reciprocity necessitates individuals to respond positively to favorable or negatively to unfavorable dealing received from other entities (Gouldner, 1960). EL is a stressor that goes with demands that could arouse feelings of unfair treatment and, consequently, the resentment that OC symbolizes (hypotheses 1 and 2). EL as a stressor can directly induce CWB (hypotheses 3 and 4). Since OC is an outcome of an employee's perception of unfavorable treatment, it can induce unfavorable responses such as CWB (hypothesis 5).

Finally, the negative attitude towards the organization (OC) that EL has the potential for CWB (hypotheses 6 and 7). Some studies (e.g., Li & Chen, 2018; Zhang et al., 2018) have confirmed the validity of social exchange theory in accounting for the relationship among EL, OC, and CWB. Therefore, it is hypothesized that

H6: Organizational cynicism mediates the positive effect of surface acting strategy on counterproductive work behavior.

H7: Organizational cynicism mediates the negative effect of surface acting strategy on counterproductive work behavior.

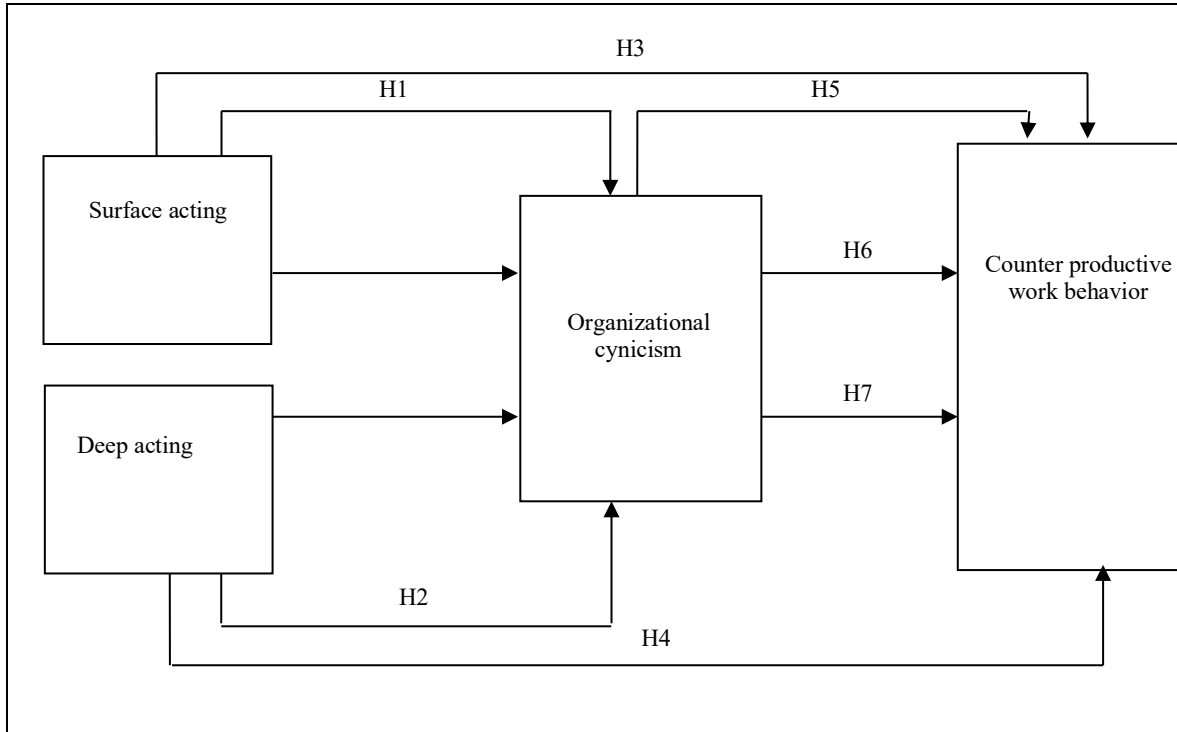


Figure 1. The research model

Method

Participants and Design

Two hundred and ninety employees from 22 secondary schools in Delta State, Nigeria, provided the data analyzed. This study is limited to school teachers, as the teaching profession is among the occupations requiring the maximum EL in many respects (Iqbal et al., 2018; Kuru Çetin, 2019), and the levels of deep and surface acting vary considerably between occupations and contexts. The participants comprise 68% females, 88.7% married, and with age means of 42.16 years (*SD*, 7.6). This sample size met the maximum sample-to-item ratio of 5 -1 and the sample-to-variable ratio of 20 to 1 (Memon et al., 2020; Zaman et al., 2021).

The study's design was quantitative and appropriate as the investigation is on relationships between latent constructs (Zaman et al., 2021); since data were collected with self-report measures (for review, see (Cooper et al., 2020), several procedures were incorporated in the design to control for common method variance (CMV). Procedures include (1) ensuring the participants of their anonymity and confidentiality, (2) having the items on the dependent variable presented before the independent variables, (3) having the questionnaire items clear, brief, and easy to comprehend (Cooper et al., 2020; Rodríguez-Ardura & Meseguer-Artola, 2020), and (4) having data on CWB collected based on meta-accuracy.

Measures

The three focal variables were established scales (Hair et al., 2019). The 33 items were anchored on a five-point Likert format (1 = strongly disagree to 5 = strongly agree) questionnaire.

Emotional labor. Yin's (2012) 13-item Teacher's Emotional Strategies Scale (TELSS) was adopted. The scale assessed three types of EL strategies that covered surface acting (6 items), deep acting (4 items), and expression of naturally felt emotions (3 items). The author reported Cronbach's values of .82 for surface acting, .73 for deep acting, and .69 for expressing naturally felt emotions, indicating satisfactory internal consistency. Studies (e.g., Arif et al., 2019) adopted the scale and reported satisfactory psychometric properties. However, items on naturally felt emotions were not included in the hypotheses test for this study. This dimension does not represent EL as it requires effort or involves emotional strain on the employee.

Organizational cynicism. Brandes et al. (1999) adopted a 13-item organizational cynicism scale (OCS). It is a widely translated and adopted scale (e.g., Bingol, 2020; Cicek et al., 2021) with a satisfactory report of psychometric properties. There are three dimensions in the OCS: cognitive (5 items), affective (4 items), and behavioral (5 items). However, OC was treated as a unidimensional variable for the present study and analyzed as a composite.

Counterproductive workplace behavior. Spector et al.'s

(2010) 10-item version of the CWB checklist was adopted with items covering abuse, production deviance, sabotage, theft, and withdrawal. Researchers (e.g., Adhikari, 2020; Zainab et al., 2020) adopted the scale and reported adequate psychometric properties. However, to improve on the "usual" self-report method where participants directly report on themselves, data on CWB for this study were collected by asking participants to rate themselves on the items the way they think others in their work organization would rate them. This approach is rooted in self-verification theory and empirical support for meta-accuracy. The self-verification theory proposes that people desire others to perceive them as they perceive themselves and will make an effort to ensure that others see them in ways that confirm their established self-views (Talaifar & Swann, 2020). The implication of this is that in self-verification, people can see themselves from the eyes of others. People's knowledge of how others see them is their meta-perception, and the accuracy of this meta-awareness is meta-accuracy (Wu & Zheng, 2019). In other words, meta-accuracy is the extent to which people know how others see them (Carlson, 2016). Since this approach would task the participants more in cognition, it can reduce both intended and unintended social desirability bias. This approach can overcome several weaknesses associated with self-report and other report measures used in CWB research.

Control variables

Four control variables covering personal and work-related factors were included in the data analysis. These variables are age (measured in years), gender (male = 1, female = 0), work experience (number of year participants has been on the job), and education (less first degree = 0, first degree = 1, above first degree = 2). This inclusion is vital as careful selection of control variables can reduce omitted variable bias in a model (Cooper et al., 2020). These demographics were treated as control variables as theories and empirical studies have linked them to independent and dependent variables. For instance, social role theory (Eagly, 1987) accounts for gender differences, socioemotional selectivity theory (Khetjenkarn & Aghapour, 2020) acknowledges age differences, and human capital theory (Marginson, 2019) explains the influence of education and experience in social behavior. Empirically, men reported more CWB than women (Kiran & Sharma, 2020). Age is negatively related to surface and deep acting (Peng et al., 2020). Older employees engage in less CWB (Pletzer, 2021). These demographics have been examined as control variables in several related studies (e.g., Li & Chen, 2018; Načinović Braje et al., 2020).

Results

In addition to the procedural control of CMV incorporated in the design, two statistical procedures (the Harman single factor test and the correlation matrix) were employed as tools to assess the presence of CMV. The results of the analyzes indicate the absence of CMV in the data sets. For the Harman single-factor test, the factors with an eigenvalue equal to one and above explained 86% of the total variance. However, the first factor explained 23% of the total variance. The first factor did not explain most of the total variance, indicating a weak amount of CMV in the data set. The correlation matrix procedure also revealed statistics that indicate the absence of CMV as observed correlations between study variables were considered within the acceptable range (Li & Chen, 2018; Martínez-Córcoles & Zhu, 2020; Rodríguez-Ardura & Meseguer-Artola, 2020).

Although this study adopted established scales, several tests of psychometric properties were also conducted on the measures. Internal consistency reliability of the measures was tested with the Cronbach alpha procedure. The coefficient alphas obtained are presented in Table 1. Alpha statistics within the range of .75 and .88 are widely adjudged satisfactory (Hair et al., 2019). Their acceptance and adoption confirmed the face validity and content validity of the measures in the literature (Karimi et al., 2020). Construct validity was tested with convergent and discriminant validity, the twin aspects of construct validity. In this study, Cronbach's alpha statistics supported the measures' convergent validity (Chikazhe et al., 2021; Zaman et al., 2021). Discriminant validity was tested with factor structure (cross-loading). The item load in the construct was observed to be higher than the load in their cross-load. It supports the discriminant validity of the measures since item loading patterns indicate that they belonged exclusively to their factors (Chikazhe et al., 2021; Makhijaa & Akbarb, 2019). The Durbin-Watson test statistics obtained were between 1.65 and 1.97, which are within the acceptable level for autocorrelation. Tolerance statistics for the tested relationship were more significant than 0.2., whereas the Variance Inflation Factors (VIFs) statistics were below 10. These statistics indicate no collinearity in the data sets (Field, 2018).

Table 1 shows the means of focal variables, standard deviations, coefficient alpha, and zero-order correlation coefficients. The means observed on a 5-point Likert scale format could be adjudged moderate. The zero-order correlations revealed a significant positive relationship between the study's focal variables. The correlation coefficients obtained were within the range of 0.16 and 0.59 and are moderate, indicating the absence of multicollinearity in the data sets.

Table 1: mean, standard deviation, alpha, and zero-order correlation of the focal variables

	<i>M</i>	<i>Sd</i>	Alpha	No of items	1	2	3
1 Surface acting	2.52	.05	.82	6	1		
2 Deep acting	3.06	.06	.88	4	.44**	.1	
3 OC	2.64	.05	.78	13	.33**	.16**	1
4 CWB	2.38	.05	.75	10	.47**	.21*	.59**

** < .001; * < .05

Table 2. Simple regression on the effect of surface-acting and deep-acting strategies on OC

	<i>B</i>	<i>Se</i>	β	R^2	<i>Adj r^2</i>	<i>P</i>	95%CI	
							LB	UB
Surface acting	.31	.05	.33	.115	.111	.001	.20	.41
Deep acting	.14	.05	.16	.028	.025	.001	.04	.21

Test of the main effect

Table 2 is a simple regression showing the main effect of surface acting and deep acting on OC. The statistics on the table offered support for hypotheses 1 and 2. For hypothesis 1,

surface acting significantly predicted OC, ($\beta = .33$, 95% CI [.20, .41], $t = 5.84$, $p < 0.001$). The observed *B*-value indicates that a one-unit increase in surface acting brings about a 0.31% increase in OC. The R^2 indicates that surface acting accounts

for about 12% variance in OC, and the R^2 of .115 indicates medium effect size. Analysis of variance (ANOVA) test, $F(1; 264) = 34.12, p < 0.001$, indicates that the regression was statistically significant, which means that OC can be predicted from surface acting. For hypothesis 2, deep-acting significantly predicted OC ($\beta = .16, 95\% \text{ CI } [.04 .21], t = 2.77, p < 0.001$). The observed B -value indicates that a one-unit increase in deep acting brings a 14% unit increase in OC. The R^2 indicates that surface acting accounts for about 3% variance in OC, and the R^2 of .02 indicates a small effect size. The ANOVA test, $F(1; 265) = 7.69, p < 0.001$, indicates that the regression was statistically significant, meaning OC can be predicted from deep acting.

Table 3 is a simple regression analysis showing the main effect of surface acting, deep acting, and OC on CWB. The statistics in the table supported hypotheses 3, 4, and 5. For Hypothesis 3, the surface acting positively and significantly predicted CWB ($\beta = .47, 95\% \text{ CI } [1.02, 1.55], t = 8.75, p < 0.001$). The observed B -value indicates that a one-unit increase in surface-acting strategy brings a 0.43-unit increase in CWB. The R^2 indicates that surface acting accounts for about 22%

variance in CWB, and the R^2 of .22 indicates a large effect size. The ANOVA test, $F(1; 269) = 76.71, p < 0.001$, indicates that the regression was statistically significant, suggesting that CWB can be predicted from surface acting. For hypothesis 4, deep acting positively and significantly predicted CWB ($\beta = .21, 95\% \text{ CI } [.07 .27], t = 3.56, p < 0.001$). The observed B -value indicates that a one-unit increase in deep acting brings a 0.17-unit increase in CWB. The R^2 indicates that deep acting accounts for about 4% variance in CWB, and the R^2 of .04 indicates a small effect size. The ANOVA test, $F(1; 268) = 12.68, p < 0.001$, indicates that the regression was statistically significant, meaning CWB can be predicted from deep acting strategy (good model). And for hypothesis 5, OC positively and significantly predicted CWB ($\beta = .59, 95\% \text{ CI } [.48 .68], t = 11.96, p < 0.001$). The observed B -value indicates that a one-unit increase in OC brings a .58% unit increase in CWB. The R^2 indicates that OC account for about 35% variance in CWB, and the R^2 of 0.35 indicates a large effect size. The ANOVA test, $F(1; 265) = 143.10, p < 0.001$, indicates that the regression was statistically significant, meaning CWB can be predicted from OC.

Table 3. Simple regression on the effect of surface acting, deep acting, and OC on CWB

	<i>B</i>	<i>Se</i>	β	R^2	<i>Adj r</i> ²	<i>P</i>	95%CI	
							LB	UB
Surface acting	.43	.05	.47	.224	.221	.001		
Deep acting	.17	.05	.21	.045	.042	.001	.07	.27
OC	.58	.04	.59	.352	.349	.001	.48	.68

Table 4. shows the indirect effect of surface acting and deep acting on CWB

	<i>Effect</i>	<i>Boot SE</i>	95%CI	
			Boot LB	Boot UB
Surface acting	.15	.04	.08	.22
Deep acting	.08	.03	.01	.15

Table 3 is a simple regression analysis showing the main effect of surface acting, deep acting, and OC on CWB. The statistics in the table supported hypotheses 3, 4, and 5. For Hypothesis 3, the surface acting positively and significantly predicted CWB, ($\beta = .47, 95\% \text{ CI } [1.02, 1.55], t = 8.75, p < 0.001$). The observed B -value indicates that a one-unit increase in surface acting strategy brings a 0.43 unit increase in CWB. The R^2 indicates that surface acting accounts for about 22% variance in CWB, and the R^2 of .22 indicates a large effect size. The ANOVA test, $F(1; 269) = 76.71, p < 0.001$, indicates that the regression was statistically significant, suggesting that CWB can be predicted from surface acting. For hypothesis 4, deep acting positively and significantly predicted CWB, ($\beta = .21, 95\% \text{ CI } [.07 .27], t = 3.56, p < 0.001$). The observed B -value indicates that a one-unit increase in deep acting brings a 0.17 unit increase in CWB. The R^2 indicates that deep acting accounts for about 4% variance in CWB, and the R^2 of .04 indicates a small effect size. The ANOVA test, $F(1; 268) = 12.68, p < 0.001$, indicates that the regression was statistically significant, meaning CWB can be predicted from deep acting strategy (good model). And for hypothesis 5, OC positively and significantly predicted CWB, ($\beta = .59, 95\% \text{ CI } [.48 .68], t = 11.96, p < 0.001$). The observed B -value indicates that a one-unit increase in OC brings a .58% unit increase in CWB. The R^2 indicates that OC account for about 35% variance in CWB, and the R^2 of 0.35 indicates a large effect size. The ANOVA test, $F(1; 265) = 143.10, p < 0.001$, indicates that the regression was statistically significant, meaning CWB can be predicted from OC.

Test of the mediation effect

Table 4 shows the mediation of OC in the effect of surface and deep acting on CWB. For hypothesis 6 (second row of

Table 4), the statistics revealed a significant indirect effect of the surface acting on CWB through OC, $\beta = .15, 95\% \text{ BCa CI } [.08, 0.22]$. The significant indirect effect is expressed as the confidence interval statistics did not include a zero value. Therefore hypothesis 6 was supported. Effect size statistics (Index of Mediation) indicate that CWB increases by ($\beta .16, 95\%, \text{ BCa CI } [.09, 0.24]$) for each one standard deviation increase in the surface acting indirectly through OC. For hypothesis 7 (third row of Table 4), the statistics also revealed a significant indirect effect of deep acting on CWB through OC, $\beta = .08, 95\% \text{ BCa CI } [.01, .15]$. The significant indirect effect is expressed as the confidence interval statistics did not include a zero value. The effect size statistics indicate that the CWB increases by ($\beta .09, 95\%, \text{ BCa CI } [.02, 0.17]$) for every increase in the standard deviation in the deep acting indirectly through OC.

Discussion

This study examined the main effect of surface acting and deep-acting EL strategies on OC and CWB, the main effect of OC on CWB, and the mediation role of surface-acting OC in the effect of EL strategies on CWB. Seven hypotheses were tested, and all were confirmed as predicted. Hypotheses 1 and 2 tested the positive effect of surface and deep acting on OC. The findings were added to Kuru Çetin (2019), who reported a significant relationship between EL and OC among school teachers through canonical correlation analysis. The findings of Kuru Çetin (2019) and those of this study are expected, as EL has the characteristics such as work overload and unfair treatment that qualify it as a stressor. Studies (e.g., Adiguzel et al., 2020) have identified some individual and organizational

stressors as predictors of OC. Hypotheses 3 and 4 focused on the positive effect of EL on CWB. These findings paralleled (Theodosius et al., 2021; Zhang et al., 2018). It is expected that EL is a stressor (Jeung et al., 2018), and CWB respond to perceived injustice in the organization (Jafri et al., 2020). Similarly, Hypothesis 5 on the positive effect of OC on CWB was supported. This finding added to several extant studies (e.g., Ali et al., 2020; Nemr & Liu, 2021; Rayan et al., 2018). OC symbolizes organizational mistrust and employees' dissatisfaction that can induce CWB. Hypotheses 6 and 7 on the mediating effect of OC in the relationship between EL and CWB were confirmed. The finding means that EL breeds OC, which in turn induces CWB. This finding has support in related extant literature. For instance, OC modifies the negative relationship between EL and CWB (Nemr & Liu, 2021) and mediates the relationship between workplace incivility and organizational salience (Tutar et al., 2021). OC mediates the effect of EL on CWB because when EL increases workload and breeds mistrust for the organization, it triggers OC, and CWB is a plausible handy outlet for employees with the burden of OC.

Theoretical Contribution

This study made some theoretical contributions to the literature. First, a few extant studies have produced findings suggesting that EL influences OC and CWB is an organizationally undesirable direction. There is a need for sufficient accumulated literature on the various relationships for field application. This study contributes to meeting those needs, as it added to the few results in every pair of variables and laid the foundation for empirical results among the variables. By these, this study has extended the nomological network of EL, OC, and CWB and their broader understanding and implication. Second, although studies exist on the effect of EL on some elements of CWB, this study pioneered an investigation that integrated into a single study EL, OC, and CWB. It is the first research effort on the interaction of emotion (EL) and attitude (OC) on behavior (CWB).

Consequently, this study introduced into the literature a model that would serve as a guide for subsequent related research. The findings from this study would be a point of reference in discussing the further investigation of the model. Third, the various relationships tested in this study were anchored on SET. The findings obtained were in the direction of prediction. Therefore, this study contributed to the studies (e.g., Li & Chen, 2018; Pfrombeck et al., 2020; Zhang et al., 2018) that offered support and confirmation to SET in explaining the relationship between and among EL, OC, and CWB. Fourth, in this study, surface acting deep acting and OC positively and significantly predict CWB and that OC also acts as a mediating mechanism in the EL and CWB relationships. These findings began and provided an understanding relevant to building middle-range theory on the EL and CWB relationship. There is a broad consensus on the necessity of theory building to advance organizational behavior research and practice (Mollah, 2019; Mumtaz, 2021; Svejvig, 2021). Furthermore, the self-report measure has received much criticism as a data collection means for organizational variables, particularly CWB.

Thus, several researchers have responded to the issue by collecting data from the same set of participants at two different points in time, adopting other report measures or combining self and other report measures. Each of the alternatives is cumbersome, time-consuming, and sometimes not feasible. By taking advantage of self-verification, meta-perception, and meta-accuracy (Wu & Zheng, 2019), this study introduced a collection of valid data on CWB. The participants were asked to rate themselves how they think others in their work organization would rate them. Sixth, the scales adopted for EL, OC, and CWB were developed in settings foreign to this study. However, through the test of reliability and validity carried out,

this study contributed to the literature on the scales' psychometric properties and their applicability in the Nigerian context. This contribution emerged mainly from the EL scale, which has not received wide adoption in research outside China, where it was developed

Practical implication

There are some practical applications of the findings obtained in this study. First, direct effect tests revealed that surface and deep acting positively influence OC and CWB. Expression of these EL types can trigger OC and CWB. Since EL is a well-sought organizational variable and is well-documented to enhance individual and organizational performance, it should be appropriately monitored to keep it at a level that will not trigger employees' negative attitudes and behavior towards the organization. Organizations should provide social support for employees as the expression of EL is part of their jobs. The pay package of such employees should reflect a specific amount as compensation for the EL the organization placed on them. Second, OC and CWB are organizationally undesirable variables that hamper individual and organizational performance (Carpenter et al., 2021; Risgiyanti et al., 2020). Since identifying and keeping EL at the level where it will not induce OC and CWB is arduous, organizations, specifically educational institutions, should devise means of keeping OC and CWB to their minimum. For OC, this could be attained in several ways, including participatory and fair organizational culture. The organization must be open and honest in communication with employees, as CWB must manage the stressors that employees face in the organization. Regular stress prevention and management training should be available to employees. Employees should be treated fairly, as CWB is usually a response from employees to the perceived unfair treatment they received from the organization (Jafri et al., 2020; Mahadiputra & Piartrini, 2021).

Limitations and Recommendations for Future Research

Data analysis for this study revealed that surface and deep acting EL strategies independently predicted CWB and that OC mediated the relationships. As noted earlier, the findings have some implications for practice. However, some limitations should guide the application of the findings and future research. First, this study is cross-sectional, a research design that cannot identify the cause-effect relationship, as it has the possibility of reversed causality. Therefore, future studies must explore field experiments and longitudinal research designs to enable findings to be subjected to cause-effect interpretation. Data on CWB were collected by asking participants to rate themselves on the items the way they think others in their work organization would rate them. This approach is unique to CWB literature. Therefore, future research should focus on testing the approach. It should be vigorously compared with related self-report measures, other-report measures, and the two-lag approach in other to identify its strengths and weaknesses. The conceptual framework for this study has investigated one independent variable (EL) and one mediator (OC) along with one dependent variable (CWB). It is a simple model and probably indicates under specification. Consequently, future studies should examine more complex independent and intervening variables models.

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