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Is it Better to Give or Receive? The Role of Help in Buffering the Depleting Effects of Surface Acting

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ABSTRACT

The resource depleting effect of surface acting is well established. Yet we know less about the pervasiveness of this depleting effect and what employees can do at work to replenish their resources. Drawing on conservation of resources theory and the ecological congruence model, we examine the extended depleting effect of surface acting and whether social interactions with coworkers (i.e., giving and receiving help) can mitigate the negative consequences of emotional labor by conducting a five-day diary study among customer service representatives (CSRs). Momentary reports from 102 CSRs indicate that within-person daily surface acting positively predicted end-of-day emotional exhaustion, and the effect of emotional exhaustion spilled over to work engagement the following day. Analyzing the within-person moderating effects of giving and receiving help at work, we find that giving help buffered the depletion process while receiving help did not. We discuss the theoretical and practical significance of considering the temporality of the resource depleting effects of surface acting, the role of at-work help giving in buffering the negative effect of emotional labor that could affect the sense of self, and the importance of resource congruence in influencing the efficacy of buffering effects.

Keywords: surface acting; emotional exhaustion; work engagement; helping; moderated mediation

As firms streamline service interactions to prioritize speed and efficiency, delivering high-quality customer service becomes more demanding than ever before (Zapf, 2002). Service employees are typically expected to adhere to display rules which require expressing positive emotions and suppressing negative emotions during customer interactions (Hochschild, 1983; Zapf & Holz, 2006). Highly standardized “speed-up” conditions are more conducive for surface acting (Hochschild, 1983), a type of emotional labor (or the effort required to manage one’s emotions) that involves feigning emotional responses according to what the situation requires in line with the display rules to fit the context (Ashforth & Humphrey, 1993; Grandey, Fisk, & Steiner, 2005). Past studies, including two meta-analyses, reveal that surface acting is harmful to employee well-being (Bono & Vey, 2005; Grandey, 2003; Hülshager & Schewe, 2011), because surface acting consistently predicted emotional exhaustion—defined as “a state of depleted work-related emotional and motivational resources” (Halbesleben, Wheeler, & Paustian-Underdahl, 2013: 493).

While extant research unequivocally emphasized the psychological costs of surface acting, there are a few issues that remain unclear. The first question concerns whether the deleterious consequences of surface acting are only confined within a specific workday or whether these effects carry forward to affect one’s work the following day. Despite attempts of past emotional labor studies that incorporated temporality, they have done so to the extent of addressing the work-to-home domain spillover effects of surface acting within the same day (Wagner, Barnes, & Scott, 2014), and using two-wave surveys that focused on the directionality of the (between-person) relationship between emotional labor and well-being (Cote & Morgan, 2002; Hülshager, Lang, & Maier, 2010). As such, illuminating the temporal nature of the depleting effects of surface acting from day to day is far from resolved.

The second question involves what service employees themselves can do to mitigate the depleting effects brought about by surface acting. Particularly, if indeed the consequences of surface acting are enduring and could even spill over to the following workday, it begs the important question of what employees can do *during the workday* to mitigate the negative effects of surface acting, before they even leave the office to go home. In the recovery literature, scholars have argued for the importance of off-work opportunities such as weekends, free evenings, and vacations to thwart the emergence of burnout (Fritz & Sonnentag, 2006; Rook & Zijlstra, 2006; Sonnentag, 2003; Westman & Eden, 1997), and within-day work breaks including lunch breaks (Troughakos, Beal, Green, & Weiss, 2008; Troughakos, Hideg, Cheng, & Beal, 2014). However, scholars theorized that restorative opportunities can also happen during the workday as some work-related interactions can actually be restorative (Lilius, 2012). Given that most people spend a large proportion of their total waking hours in the workplace, empirical research on restorative interactions *during work* is somewhat surprisingly lacking. In this study, we complement and extend the recovery literature, which to date has predominantly examined off-work breaks and activities, by focusing on the restorative functions of work-related social interactions.

We examine the carryover effects of surface acting from one workday to the next. Specifically, we focus on the effect of surface acting on next-day work engagement which indicates the individual's level of personal investment at work (Christian, Garza, & Slaughter, 2011; Kahn, 1990; Rich, Lepine, & Crawford, 2010). Taking a within-person approach, we theorize why the harmful effects of surface acting extend to the following day's work engagement through emotional exhaustion. Moreover, taking an agentic perspective (Bandura, 1989), we propose that service employees can do something at work to offset the depletion

process brought about by emotional labor. We propose that the harmful effects of non-autonomous and externally controlled surface acting can be offset by helping colleagues at work—the former tends to jeopardize the sense of self while the latter restores it. Drawing on Hobfoll’s ecological congruence or “fitting of resources” (1998: 172) which suggests that a matching of resource dynamics is needed to minimize net loss of resources or ensure net gain of resources, we theorize that helping coworkers could buffer the depletion process. Since helping colleagues tends to be autonomous and self-determined, i.e., an activity “initiated and regulated through choice as an expression of oneself” (Deci & Ryan, 1987: 1024), it accommodates the experience of regaining one’s sense of self.

We also compared the buffering effect of helping coworkers with that of receiving help from coworkers. Receiving help from coworkers is likewise a resource gain dynamic, as the focal employee (recipient) obtains support and informational resources that facilitate task accomplishment (Chiaburu & Harrison, 2008; Grandey & Gabriel, 2014). However, unlike giving help, receiving help at work could be less efficacious in restoring one’s sense of self because although help from coworkers may provide information and support, receiving help may not enhance one’s self-concept (and may in fact threaten it). Thus, by examining differential moderating effects of giving and receiving help on depletion following emotional labor, we seek support for our theorizing that resources connected to the employees’ sense of self are crucial to employee engagement.

Taken together, our study advances conservation of resources (COR) theory which is the most often invoked theoretical perspective when studying the depleting effects of emotional labor (Grandey & Gabriel, 2014). However, like other resource-based organizational theories, COR has been often criticized for being too broad and imprecise (Halbesleben, Neveu, Paustian-

Underdahl, & Westman, 2014; Priem & Butler, 2001). Thus, our overall contribution is to develop a more focused resource-based model by considering (a) the temporality of the resource depleting effects of surface acting; (b) the role of autonomous activities in buffering negative effects of surface acting; and (c) the role of resource congruence in influencing the efficacy of buffering effects.

THEORY AND HYPOTHESES

Surface Acting, End-of-day Emotional Exhaustion, and Next-day Work Engagement

Our prediction that surface acting will positively relate to emotional exhaustion within individuals is based on theoretical arguments and empirical evidence that surface acting entails effortful emotional regulation which could result in depletion of personal resources (Grandey, 2003; Hülshager & Schewe, 2011; Trougakos, Cheng, Hideg, & Zweig, 2015). Notably, surface acting is detrimental to employee well-being because it threatens the individual's sense of self (Hochschild, 1983; Pugh, Groth, & Hennig-Thurau, 2011). Erickson and Wharton underscored that "attempts to control the emotions of workers reach into the very heart of an individual's sense of self" (1997: 192). Being an internal resource (or coming from the domain of the self), the sense of self may not be easily replenished once depleted (Hobfoll, 1988, 1998).

Further, we go beyond prior research to hypothesize that surface acting could jeopardize work engagement indirectly through emotional exhaustion. As COR underscores, individuals are "motivated to obtain, retain, foster, and protect those things that they value" (Westman, Hobfoll, Chen, Davidson, & Laski, 2005: 168). The resource loss experience makes the individual adopt a defensive posture to protect one's limited resources and minimize further resource loss (Hobfoll, 1989, 1998). Importantly, work engagement involves people harnessing their full selves to "employ and express themselves physically, cognitively, and emotionally

during role performance” (Kahn, 1990: 694). People who exhibit high work engagement bring their whole selves within the work role they are performing and perform their work roles in a connected, as opposed to fragmented, manner (Kahn, 1992). Highly engaged employees have an enhanced feeling of the agentic self as they are physically, cognitively, and “*emotionally connected to their work and to others in the service of their work*”(Rich et al, 2010: 619; italics added for emphasis). We thus believe work engagement is an indicator of the extent to which one expends (or conserves) one’s sense of self at work. ¹

Kahn (1990) argued that emotional energy influences one’s psychological availability to engage, and specifically mentioned the need for emotional energy as a requirement for personal engagement in tasks requiring emotional labor. Because emotional energy (indicated by low emotional exhaustion) is necessary for one’s complete self-investment and self-expression at work, we propose that end-of-day emotional exhaustion (brought about by surface acting) will result in lower work engagement the next day. Emotional exhaustion, an indicator of resource depletion (Alarcon, 2011), has been conceptualized to have pervasive and enduring temporal qualities (Gaines & Jermier, 1983). Research has shown that on a daily basis, the depleting effect of surface acting is pervasive, with service employees experiencing emotional exhaustion in the evening at home (Wagner et al., 2014). Additionally, we argue that such depleting effect will linger to influence employees’ work engagement the next day, even with the potential restorative

¹ The resources one uses at work can be physical, cognitive and emotional, yet engagement “involves a holistic investment of the entire self in terms of cognitive, emotional, and physical energies”(Christian, Garza, & Slaughter, 2011: 97); therefore, engagement should not be considered the opposite pole of depletion indicators for any one of the three types of energy. Because our focus is on examining the effects of emotional labor, we naturally focus on emotional resources and we operationalize emotional resource loss as heightened emotional exhaustion. Schaufeli and colleagues extended this line of thought by proposing a more nuanced operational (dimensional) definition of engagement, as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (2002: 74). Yet, work engagement is a broader and more complex construct than vigor, which many tend to regard as the opposite of exhaustion (see Saks & Gruman, 2014). Notably, engagement “is not simply about the vigor with which people work, their high levels of involvement. It is about putting ourselves – our real selves – into the work” (Kahn, 2010: 21). It logically follows that work engagement and emotional exhaustion are different constructs in terms of meaning, breadth, and phenomenology.

process provided by sleep (Barnes, 2012). Sleep may be more efficacious in restoring physical resources than other types of resources, such as emotional resources which are at the heart of one's sense of the self, as surface acting depletes the emotion reservoir while sleep replenishes the sleep reservoir (Barnes & Van Dyne, 2009). While sleep restores one's physical energy, it may not directly replenish one's emotional energy (Spreitzer, Fritz, & Lam, 2016). Taken together, sleep is less likely to mitigate end-of-day emotional exhaustion, and thus we expect a spillover of the effect of emotional exhaustion to the following day's work engagement.

Hypothesis 1a: At the within-individual level, daily surface acting at work is positively related to end-of-day emotional exhaustion.

Hypothesis 1b: At the within-individual level, end-of-day emotional exhaustion is negatively related to next-day work engagement.

Hypothesis 1c: At the within-individual level, end-of-day emotional exhaustion mediates the relationship between surface acting at work and next-day work engagement.

Giving and Receiving Help at Work as Moderators

Since resource depletion can progressively gain momentum and lead to unfavorable individual and organizational outcomes, recovery is necessary for employees to offset resources that were lost and prevent such negative spirals from developing (Hobfoll, 2001; Westman et al., 2005). Although the service industry is characterized by continuous interactions with customers, customer service representatives or CSRs also interact with their coworkers. From the organization's perspective, at-work interpersonal helping and supportive behaviors among CSRs are beneficial because these behaviors positively predict increased customer satisfaction and the organization's market performance (Chuang & Liao, 2010; Susskind, Kacmar, & Borchgrevink, 2003). From the CSR's perspective, not only do these at-work interactions among coworkers

provide work-related information and facilitate problem solving, but they also provide emotional support to enhance employee morale (Susskind et al., 2003). Service employees could talk to their coworkers to cope with negative experiences after encountering difficult customers (Bailey & McCollough, 2000). Besides social sharing, work-related social interactions, such as giving and receiving help among coworkers, may also cushion the resource depletion experienced by service employees. Giving and receiving help at work are part of *heedful relating* (Spreitzer, Sutcliffe, Dutton, Sonenshein, & Grant, 2005) which involves employees operating attentively to those around them, and coworkers looking out for each other to accomplish the goals of the organization (Weick & Roberts, 1993) and may effectively facilitate employees' emotional energy replenishment (Spreitzer et al., 2016). Overall, interpersonal helping episodes among coworkers could potentially serve as at-work restorative opportunities in the customer service setting.

We hypothesize helping coworkers to buffer the resource depleting effects of surface acting. As stated earlier, engaging in surface acting could pose a difficult challenge to one's sense of self because one cannot simply express what one truly feels; instead, one's expressions and behaviors have to comply with the display rules imposed by the organization (Hochschild, 1983), not by the self. Autonomy is experienced when one's actions are endorsed by the self and are governed by the self (Ryan & Deci, 2006). Trougakos and Hideg (2009) argued that resource loss may be offset by engaging in preferred activities which are conducted out of one's free will as opposed to activities which are forced or mandatory. Helping coworkers, which is analogous to organizational citizenship behavior directed at individual coworkers (OCB-I), tends to be performed out of one's volition (Organ, 1988) and allows for the experience of autonomy (Weinstein &

Ryan, 2010). Most scholars emphasize autonomy in their treatise of OCB. There is also substantial empirical evidence that autonomy/intrinsic choice and OCB-I are correlated (Piccolo & Colquitt, 2006; Rubin, Dierdorff, & Bachrach, 2013; Williams & Anderson, 1991) and that prosocial giving or helping satisfies individuals' need for autonomy (Martela & Ryan, 2016; Weinstein & Ryan, 2010).

Therefore, although giving help may also be resource costly as it can be physically exhausting and takes time and energy (Bergeron, 2007), helping coworkers is an activity that allows the CSR to gain back the sense of self that was lost from excessive surface acting (Hobfoll, 1988). We argue that helping colleagues could serve as an effective buffer of the depletion process (i.e., losing one's sense of self) brought about by daily surface acting because helping colleagues is an "internal" choice, i.e., autonomous and endorsed by the self, allowing the CSR to regain the sense of self which is necessary for work engagement to occur.

To further clarify and substantiate the robustness of our aforementioned arguments, we compared the relative effects of helping colleagues with that of receiving help from colleagues in buffering the depletion process brought about by surface acting. Receiving help from coworkers is a resource gain dynamic because of the information and support offered by coworkers in the process (Chiaburu & Harrison, 2008). Extant organizational studies on giving and receiving help seem fragmented, because most of them focused exclusively on *either* giving help *or* receiving help, but rarely on both (for exceptions, please see Grodal, Nelson, & Siino, 2015, and Halbesleben & Wheeler, 2015). Taking a step further and extending current literature, we adopt a more comprehensive perspective by testing the buffering effects of within-person at-work help giving alongside at-work help receiving. While both can be regarded as resource gain dynamics

that can potentially offset the loss cycle (Halbesleben et al., 2014; Westman et al., 2005), we hypothesize that giving help will be a stronger moderator compared to receiving help because the former tends to be voluntary and self-initiated and thus has the potential to restore resources connected to employees's sense of self which is essential for work engagement.

One can plausibly argue that receiving help from colleagues may alleviate the emotional display requirements as emotions may be experienced more naturally in a supportive environment (Grandey, 2000; Kinman, Wray, & Strange, 2011). Receiving help also suggests that coworkers care about the focal employee's well-being (Rhoades & Eisenberger, 2002). Previous research suggests that support and help received from others could buffer the impact of occupational stressors on strain experienced by employees (Cohen & Wills, 1985). Between-person studies relevant to the buffering effects of receiving help from coworkers indicate that coworker support (analogous to receiving help from coworkers) could mitigate the relationship between non-rewarding work and job satisfaction (Ducharme & Martin, 2000). Employees who receive help and support from coworkers tend to be protected against the negative impact of unfair treatment in the workplace (Sloan, 2012). While past studies reveal workplace support could mitigate the impact of emotional labor on exhaustion and job satisfaction (Duke, Goodman, Treadway, & Breland, 2009; Kinman et al., 2011), they employed cross-sectional designs and focused only on the availability of help/support instead of receiving help. We go beyond previous research by employing a repeated-measures design and considering the moderating effects of both giving and receiving help.

Hobfoll (1988) alluded to ecological congruence or fitting of resources, which implies that for a particular resource gain dynamic to offset a resource loss process, we need to look at how such gain dynamic matches up with what is actually lost. In other words, resource gain

strategies are not interchangeable, and depending on what the situation calls for, certain gain dynamics may be more potent than others in mitigating the loss cycle. While receiving help from colleagues implies that the focal employee obtains resources that tend to facilitate task accomplishment, it is ambiguous how information and social support could replenish the individual's sense of self. More importantly, it is unclear whether receiving help is connected to regaining one's sense of self.

While both are resource-gain activities, based on the ecological congruence model (Hobfoll, 1988), not all resource-gain activities are created equal, and so the more efficacious moderator would be the one that allows for the experience of restoring the sense of self. Compared to helping colleagues, receiving help from colleagues does not promote the experience of autonomy. In addition, receiving help from colleagues could actually dampen one's agentic self. Studies have shown receiving help from others can be self-threatening (Deelstra et al., 2003; Fisher, Nadler, & Whitcher-Alagna, 1982) as it could suggest a lack of competence which compromises one's sense of self (Van Yperen & Hagedoorn, 2003). Conversely, as discussed earlier, helping coworkers is regarded as self-initiated and voluntary (Van Dyne & LePine, 1998). Perhaps it is not the act of helping per se but the experience of autonomy involved in the process that facilitates restoring the sense of self. On the one hand, helping customers defines the entire job of CSRs, and as such, this type of helping is mandatory and imposed by the organization. On the other hand, helping colleagues is a voluntary choice activity, which means CSRs are not forced to engage in helping colleagues at work, and thus regarded as autonomous and endorsed by the self.

Therefore, we hypothesize the following:

Hypothesis 2a: At the within-individual level, at-work help giving buffers the mediated relationship between surface acting and next-day work engagement through end-of-day emotional exhaustion such that the mediated relationship is weaker if at-work help giving is high.

Hypothesis 2b: At the within-individual level, the buffering effect of at-work help giving on the mediated relationship between surface acting and next-day work engagement through end-of-day emotional exhaustion will be stronger than the buffering effect of at-work help receiving.

METHOD

Participants and Procedures

Participants consisted of full-time CSRs recruited from an inbound call center in Singapore. An inbound call center is one that has *customers initiating contact* with the call center to request for assistance regarding matters such as complaints about defective products, purchase orders (e.g., ticket sales), technical support for equipment or gadgets, rectifying billing errors, to name a few. This is different from an outbound call center where calls are initiated by CSRs themselves to sell products/services, ask for donations, among others. Emotional labor is prevalent especially in inbound call centers because CSRs are required to provide high-quality professional service and maintain positive customer interactions even in the wake of abusive and frustrating encounters with customers (Holman, Chissick, & Totterdell, 2002; Wilk & Moynihan, 2005). The daily work experience of CSRs in call centers is often depicted as “a series of minor complaints assuming major proportions for the customers” (Macdonald & Sirianni, 1996: 17). CSRs are often the subject of customer irritation and mistreatment despite not being the cause of the problem (Mullen & Kelloway, 2013). At the time of the study, the call center has been

operating for over seven years and caters mostly to multinational companies operating in the Asia-Pacific region.

We recruited participants through the Human Resource (HR) Director who disseminated the study advertisement (which included a short description of the study and the incentive to be given after completing the study) to 250 full-time CSRs; 140 CSRs expressed interest and attended the study orientation conducted by one of the authors. Participants completed an online survey on their demographic and background information. A week after completing the online background survey, each participant completed paper-and-pencil daily surveys for five working days. During the orientation, we instructed participants to complete the daily surveys carefully and honestly. The daily survey consisted of *the start-of-day/before-work positive and negative affect survey* (we controlled for the effects of before-work affect states, as we will explain in the measures section), *the work survey* which participants completed at the end of the workday before leaving the office, and *the home survey* which participants completed before they went to bed. Each participant was also instructed to deposit the completed before-work survey and work survey in a survey drop box before leaving the office and to drop off the home survey in the same drop box the following day before starting work. Each participant claimed a new set of surveys from the HR Director's office to be completed on each specific working day. These procedures of depositing completed surveys and claiming new sets of surveys went on for five working days, with one of the authors collecting the surveys from the drop box and issuing new surveys at the call center every day for the entire duration of the study. Participants were compensated in Singapore Dollars to the equivalent of US\$60.

Among the 140 CSRs who attended the orientation and completed the background survey, 33 participants did not proceed with daily surveys, and 5 participants completed matched surveys

only for one day; hence, the final sample consisted of 102 participants (59% women). The average age was 28 years ($SD = 8.58$). About 37% of them were married, and most of them were Chinese (38%), while the rest were Filipinos (28%), Malays (26%), and others (8%). Regarding education attainment, 31% were college graduates, while 18% completed diploma courses, and slightly more than half of them finished high school. From our final sample of 102 CSRs, we received 486 completed diary surveys out of 510 potential surveys (response rate = 95.29%). We compared the 38 participants who were excluded from data analyses with the final sample in terms of age, gender, marital status, race and highest educational attainment and found no significant differences (all p -values exceed .10) on all factors except race, i.e., there were more Malays in the excluded sample.

Measures

We gathered our focal variables at three time points every day for five consecutive days. Given the repeated nature of our research design, we referred to studies that used experience sampling techniques or daily diary method which typically employ shortened versions of surveys to alleviate participant response burden and increase response rates (Beal & Weiss, 2003; Fisher & To, 2012). We ensured that our overall survey length reasonably captured our key constructs without imposing undue response burden to our participants.

Surface acting and deep acting. We measured surface acting and deep acting at the end of the CSRs' workday before leaving the office using items from the emotional labor scale developed by Brotheridge and Lee (2003) and Grandey (2003). Participants indicated the extent to which they engaged in emotional labor on a scale of 1 ("never") to 5 ("always"). We used five items to measure surface acting. Sample items include "Today I faked a good mood" and "Today I pretended to have emotions that I did not really have." The average coefficient alpha was 0.85.

We measured deep acting using three items and included it as a control variable. Examples include “Today, I tried to actually experience the emotions I must show” and “Today, I really tried to feel the emotions I have to show as part of my job.” The average coefficient alpha was 0.84.

Work engagement. We measured CSRs’ work engagement at the end of the workday before leaving the office using the five-item daily work engagement scale (2 items for vigor, 2 items for dedication, and 1 item for absorption) by Bledow and colleagues (2011) adapted from the Utrecht Work Engagement Scale (Schaufeli, Salanova, Gonzales-Roma, & Bakker, 2002). CSRs indicated the extent of their agreement to each statement describing their experiences at work on that day (1 = “strongly disagree”; 5 = “strongly agree”). An example is “At my work today, I felt bursting with energy.” The average coefficient alpha was 0.92.

Emotional exhaustion. We measured emotional exhaustion at home before CSRs went to bed. Following the study by Teuchmann, Totterdell, and Parker (1999), we measured emotional exhaustion using two items from the Maslach Burnout Inventory (Maslach & Jackson, 1981) on a 1 to 5 scale (1 = “very slightly or not at all”; 5 = “extremely”). Items include “I am feeling emotionally drained now” and “I am feeling burned out now.” Internal consistency reliability was 0.90.

Giving help. We measured giving help to coworkers at work before leaving the office using the eight-item scale developed by Lee and Allen (2002), which was used to measure OCB-I. Participants were asked to indicate the extent to which they helped colleagues *at work* that day (1 = “never”; 5 = “always”). An example is “Today, I willingly gave my time to help colleagues who had work-related problems”. The average reliability was 0.90.

Receiving help. We measured receiving help at work using three items from the scale developed by Spence, Brown, Keeping and Lian (2013). CSRs were asked to indicate the extent to which they received help *at work* that day (1 = “never”; 5 = “always”). The focus or source of receiving help was *colleagues at work*. We clarified this point to all participants during orientation when we went over the survey items. An example is “Someone went out of his/her way to help me today.” The average coefficient alpha was 0.88.

State positive and negative affect as controls. We controlled for CSRs’ daily before-work affect states because previous research found significant linkages between affect and emotional labor (Scott, Barnes, & Wagner, 2012; Scott & Barnes, 2011), helping behaviors (Carlson, Charlin, & Miller, 1988; Ilies, Scott, & Judge, 2006; Salovey, Mayer, & Rosenhan, 1991), and performance (Rothbard & Wilk, 2011). We measured CSRs’ start-of-day positive and negative affect before starting work. We used the shortened scale of the Positive and Negative Affect Schedule (Watson, Clark, & Tellegen, 1988) which has been used in previous repeated-measure studies (e.g., Foo, Uy, & Baron, 2009; Song, Foo, & Uy, 2008). Participants indicated on a 5-point scale the extent to which they felt each item at that particular moment (1 = “very slightly or not at all”, 5 = “extremely”). The average reliability across days was 0.91 for positive affect and 0.80 for negative affect.

Analytical Strategy

We nested day-level data within each participant. Since our main focus was within-individual relationships, we used Mplus 7 (Muthén & Muthén, 1998-2012) to conduct path analyses in the unconfated multilevel modeling framework (Zhang, Zyphur, & Preacher, 2009) to avoid biased estimations of indirect effects, which were often found in conventional multilevel modeling approaches (Preacher, Zyphur, & Zhang, 2010). Other studies that focused on within-

individual moderating effects and indirect effects also used this method (Huang, Chiaburu, Zhang, Li, & Grandey, 2015). For all Level 1 variables, we used group mean-centering (that is, centering each individual's scores on a particular variable relative to the individual's mean on that variable score). Because our hypotheses involved two Level 1 moderators, we computed the product terms by group-mean centering the main variables (i.e., daily surface acting, giving help, and receiving help), and multiplied the mean-centered scores of the respective variables (Huang et al., 2015; Sonnentag & Binnewies, 2013). To calculate effect sizes, we computed pseudo- R^2 values based on Hofmann and colleagues' (2000) suggestions and followed existing studies using similar multilevel designs (Koopman, Lanaj, & Scott, 2016; Lanaj, Johnson, & Barnes, 2014) to assess the amount of within-individual variance explained by our study variables.

We present our overall research model in Figure 1. Although not shown in Figure 1, we controlled for the effects of before-work positive and negative affect states and daily deep acting on end-of-day emotional exhaustion. We decided to include before-work positive and negative affect as control variables instead of featuring them as key constructs in our research model to distinguish our contribution from prior studies that have already found significant mood effects (Rothbard & Wilk, 2011; Scott et al., 2012; Scott & Barnes, 2011). For lagged analyses, we used next-day work engagement as the dependent variable and controlled for current day's work engagement (i.e., we controlled for day T work engagement when analyzing the effects on day T+1 work engagement).

Insert Figure 1 about here

RESULTS

Table 1 provides the means, standard deviations, percentages of within-person variance and correlations among the study variables. Results show nontrivial within-person variance for surface acting (34%), work engagement (33%), emotional exhaustion (39%), giving help (23%) and receiving help (35%). Consistent with the literature, within-person correlations reveal surface acting related positively with emotional exhaustion ($r = 0.19, p < .01$), and negatively with work engagement measured on the same day ($r = -0.22, p < .01$).

Insert Table 1 about here

Table 2 presents the results of the mediation and moderated mediation hypotheses testing using a within-person approach. Hypothesis 1a states that daily surface acting is positively related to end-of-day emotional exhaustion. As shown in Table 2, this hypothesis was supported ($\gamma = 0.28, p < .01$). Surface acting accounted for 24.6% within-individual variance in end-of-day emotional exhaustion. Hypothesis 1b posits a negative relationship between end-of-day emotional exhaustion (day T) and next-day work engagement (day T+1). This hypothesis was also supported ($\gamma = -0.14, p < .01$). We found that 7% of the within person variance in next-day work engagement was explained by end-of-day emotional exhaustion. Hypothesis 1c states that end-of-day emotional exhaustion mediates the relationship between daily surface acting and next-day work engagement. To test this indirect effect, we followed the distribution-by-product method to calculate the indirect effect and to generate the 90% confidence interval (CI) using Monte Carlo simulation with 20,000 replications (Selig & Preacher, 2008). Results showed that the indirect effect was -0.04 (90% CI = -0.07, -0.01), supporting Hypothesis 1c.

Insert Table 2 about here

Both Hypotheses 2a and 2b involve a first-stage moderated mediation model. We tested whether giving help would buffer the indirect relationship between daily surface acting and next-day work engagement through end-of-day emotional exhaustion (2a), and compared the relative moderating effects of giving and receiving help, with the former expected to be a stronger moderator than the latter (2b). Results from Table 2 indicated that giving help moderated the relationship between daily surface acting and end-of-day emotional exhaustion ($\gamma = -0.36, p < .05$). However, receiving help did not moderate this relationship ($\gamma = 0.14, p > .10$). We compared the moderating effects of giving and receiving help by using Mplus to compute the difference between the two coefficients and to test whether the difference score is significantly different from zero. Results showed that these two moderating effects differed significantly (difference = $-0.50, s.e. = 0.24, p < .05$). Therefore, Hypotheses 2a and 2b obtained support. Taken together, the moderated mediation model explained 25.4% of the within-person variance in end-of-day emotional exhaustion and 8.5% of the within-person variance in next-day work engagement.

We used the tool developed by Preacher, Curran, and Bauer (2006) to conduct simple slopes analysis to examine the pattern of the moderating effect of giving help. We present the interaction in Figure 2. Results showed that, on days when the CSR gave less help (i.e., 1 *SD* below the mean), surface acting at work positively predicted end-of-day emotional exhaustion (simple slope = $0.44, p < .01$); while on days when individuals gave more help (i.e., 1 *SD* above the mean), surface acting was not related to end-of-day emotional exhaustion (simple slope = $0.12, p > .10$). We further examined whether the indirect effect on days when individuals gave

less help differed from the indirect effect on days when individuals gave more help. We found that on days when individuals gave less help, the indirect effect was -0.06 (90% CI = -0.10, -0.02), whereas on days when individuals gave more help, the indirect effect was -0.02 (90% CI = -0.05, 0.01). The magnitude of the indirect effect in the lower giving-help condition is significantly larger than that in higher giving-help condition (difference = 0.04, 90% CI = 0.004, 0.077). Taken together, giving help buffered the daily resource depletion effect (i.e., the indirect effect was not significant on days when employees gave more help) while receiving help did not.

Insert Figure 2 about here

Additional Analyses

Given that positive affect could “undo” the effects of negative experiences (Fredrickson, Mancuso, Branigan, & Tugade, 2000), we conducted further analysis to verify whether positive affect moderated the link between surface acting and emotional exhaustion. We found that although before-work positive affect positively related to at-work help giving ($\gamma = 0.12, s.e. = 0.05, p < .05$), the buffering effect of positive affect on the link between surface acting and emotional exhaustion was not significant ($\gamma = 0.21, s.e. = 0.17, p > .10$); and this finding did not change when we removed giving help from the model ($\gamma = 0.17, s.e. = 0.17, p > .10$). These results suggest that it is giving help itself and not positive affect that buffers the link between surface acting and emotional exhaustion.

Moreover, given past research suggesting that work engagement also consumes resources (Halbesleben, Harvey, & Bolino, 2009), we tested alternative models, particularly whether surface acting and work engagement would predict emotional exhaustion, and whether emotional

exhaustion would predict next-day surface acting and next-day work engagement. Results indicate that work engagement was not significantly related to emotional exhaustion ($\gamma = -0.14$, $s.e. = 0.08$, $p > .10$), but surface acting was significantly related to emotional exhaustion ($\gamma = 0.25$, $s.e. = 0.09$, $p < .01$). Emotional exhaustion was not significantly related to next-day surface acting ($\gamma = 0.07$, $s.e. = 0.06$, $p > .10$), but was significantly related to next-day work engagement ($\gamma = 0.14$, $s.e. = 0.05$, $p < .01$). Overall, the significant indirect effect was consistent with our hypothesis (surface acting to end-of-day emotional exhaustion to next-day work engagement; indirect effect = -0.03 , 90% CI: -0.06 , -0.01); while the opposite direction (work engagement to end-of-day emotional exhaustion to next-day surface acting) was not significant. That we did not find significant reverse relationships is consistent with past research that failed to find support for the reverse link between outcome variables (i.e., job performance and strain) and surface acting (Hülshager et al., 2010). When we added giving and receiving help as moderators, our results indicate that giving help moderated the link between surface acting and emotional exhaustion ($\gamma = -0.40$, $s.e. = 0.17$, $p < .05$), but not the link between work engagement and emotional exhaustion ($\gamma = -0.13$, $s.e. = 0.15$, $p > .10$). Receiving help did not moderate either relationship ($\gamma = 0.16$, $s.e. = 0.09$, $p > .10$; and $\gamma = 0.02$, $s.e. = 0.11$, $p > .10$). To further examine the depleting effect of surface acting, we tested whether surface acting on day T was related to emotional exhaustion measured before bedtime on day T+1 while controlling for emotional exhaustion on day T. However, neither surface acting on day T ($\gamma = -0.002$, $s.e. = 0.114$, $p > .10$) nor emotional exhaustion on day T ($\gamma = -0.026$, $s.e. = 0.093$, $p > .10$) was related to emotional exhaustion on day T+1. A possible explanation is that CSRs adopted a defensive posture and withheld their investment of their full selves at work (decreased work engagement) to prevent

further resource loss (Hobfoll, 1988). In sum, our additional analyses provide further support to our research model.

As mentioned earlier, we consider engaged employees as those who employ and express their full selves at work (Kahn, 1990, 2010; Rich et al., 2010), and we assessed work engagement following the more nuanced operationalization of engagement characterized by vigor, dedication, and absorption proposed by Schaufelli and colleagues (2002). However, we should note that even though our operationalization matches the conceptualization of engaged employees, i.e., they are dedicated and absorbed while working, it contains a dimension – vigor – that has been often argued to be the opposite of exhaustion (see Saks & Gruman, 2014). Although the within-person correlation between emotional exhaustion and work engagement is quite low ($r = -0.13, p < .05$), indicating they are distinct constructs, one may still raise the question of whether the relationships that we hypothesized above could be explained by the overlap between vigor and exhaustion. To address this possibility, we tested our hypothesized model without the two items measuring vigor (i.e., we only included dedication and absorption) and the results were identical with our original findings. Importantly, the relationship between emotional exhaustion (measured before bedtime) and next-day work engagement became stronger ($\gamma = -0.20, s.e. = 0.06, p < .01$); and so did the indirect effect of surface acting on next-day work engagement via emotional exhaustion (indirect effect = -0.06 ; 90% CI = $-0.10, -0.02$). To be sure, we do not advocate that researchers should use this (narrower) measure instead of the full UWES, as engagement must entail all three dimensions to reflect the holistic employment and expression of one's full self, and is distinct from exhaustion; nevertheless, we believe that these additional analyses can serve as a robustness check for our findings.

DISCUSSION

In the present study, we found support for a within-individual model linking surface acting (but not deep acting) to emotional exhaustion and further to next-day work engagement. Importantly, we also found support for a moderating effect of giving help but not of receiving help on the within-individual linkages. Our within-person moderated mediation model is grounded in existing theory yet our theorizing that introduces the sense of self and the role of autonomous activities in resource conservation (both depletion and restoration) is novel. Our findings provide compelling evidence that surface acting is costly to the self (which is essential for work engagement) and that only autonomous activities, such as giving help, can effectively restore one's sense of self.

In the following section, we clarify our study's three areas of contribution and explain how these contributions, taken together, advance and expand specific theory on emotional labor and work engagement and, more broadly, COR theory.

Contributions to Theory and Research

First, the temporal separation among surface acting, emotional exhaustion, and work engagement has meaningful and substantive value—inclusion of time lags is not just a methodological consideration (i.e., minimizing common method bias) but represents a vital step towards theoretical advancement (George & Jones, 2000; Mitchell & James, 2001). While our findings are consistent with past studies that found a positive relationship between surface acting and emotional exhaustion (Grandey, 2003; Pugh et al., 2011; Trougakos et al., 2015), we go beyond past research by uncovering that the depleting effects of surface acting can spill over to the following day's work engagement. The fact that we found enduring carry-over effects of the resource loss dynamic to the next day suggests that depleted individuals tend to withhold investment of their entire selves at work. The temporal separation among our variables not only

offers a more conservative test, but also strongly suggests that the resource depleting effect of emotional labor, particularly surface acting, is pervasive.

Our findings also extend and complement previous research that considered different temporal lags and outcome variables, including Cote and Morgan's (2002) two-wave study among part-time student workers that found suppression of unpleasant emotions at Time 1 predicted job satisfaction and intentions to quit at Time 2 (i.e., four weeks later), Hülshager and colleagues' (2010) two-wave study among teachers that linked emotional labor in Time 1 with strain and job performance two months later, and Wagner and colleagues' (2014) study among bus drivers that underscored the harmful within-day, work-to-family spillover effects of surface acting, leading to lower quality of interactions with family members and worse sleep quality. We did not find any significant effect of deep acting (the effects of which we controlled in all our analyses) on end-of-day emotional exhaustion ($\gamma = -0.06, s.e. = 0.07, p > .10$). Previous studies also failed to find a significant relationship between deep acting and indicators of impaired well-being (Hülshager et al., 2010; Hülshager & Schewe, 2011). In essence, these results offer suggestive evidence for a theoretical explanation of why differential effects of surface and deep acting on well-being have been observed in past research: because unlike surface acting, deep acting involves an alignment between one's true self with what is displayed (Grandey, 2003); as such, deep acting does not diminish one's sense of self (or diminishes it less than surface acting). This reasoning is entirely consistent with our theorizing on the role of the self in whether emotional labor depletes employees' psychological resources.

Second, we contribute to the recovery literature which has predominantly focused on off-work periods ranging from vacations to lunch breaks (Sonnetag, 2003; Trougakos & Hideg, 2009; Trougakos et al., 2014) and respond to the call for empirical studies on restorative

opportunities during work (Roberts et al., 2005; Spreitzer et al., 2005, 2011) by theorizing that behaviors enacted at work can also be efficacious in recovering from resource loss. Past research found that individuals who engage in respite activities during their breaks are able to replenish their resources to better engage in positive affective displays later on (Trougakos et al., 2008). Going beyond previous research, we considered the role of helping and being helped as potential buffers in resource depletion processes at work.² By concurrently capturing and comparing the relative attenuating effects of at-work help giving and receiving on the linkages among daily surface acting, emotional exhaustion, and work engagement, we provide suggestive evidence supporting our theorizing that only autonomous activities such as giving help can restore resources related to one's sense of self that were depleted by behaviors that were not autonomous (i.e., surface acting). This suggests a compelling theoretical explanation for why certain job demands are more deleterious than others and also for why certain activities are more restorative than others: because they have differential connections to resources related to the employee's sense of self.

Third, our finding that helping colleagues buffered the depleting effects of surface acting highlights the resource replenishing effect of an *at-work* autonomous activity and complements prior research that found lunch breaks to minimize fatigue only if employees engaged in autonomous activities during their lunch break (Trougakos et al., 2014). In this study, we focused on giving help and not on other autonomous actions because we can precisely have a parallel comparison between giving and receiving help, hypothesizing that the differential extent to which they involve autonomy drives their efficacy in buffering the deleterious effect of emotional labor onto next day's work engagement through the depletion of emotional resources.

² The majority of existing studies on helping coworkers regarded this dynamic either as an outcome or as a predictor, but not as a moderator (Anand, Vidyarthi, Liden, & Rousseau, 2010; Chiaburu, Oh, Berry, Li, & Gardner, 2011; Ilies et al., 2009; see Spitzmuller, van Dyne, & Ilies, 2010 for a comprehensive review).

Future research can also consider other factors that might function in a similar manner as help giving (by promoting feelings of choice/autonomy) such as job crafting whereby the individual employee proactively makes physical and cognitive changes on particular task and relational work boundaries (Berg, Wrzesniewski, & Dutton, 2010; Wrzesniewski & Dutton, 2001).

Collectively, our broad contribution consists of our integration of the literature on emotional labor with the proposal that externally imposed emotional display threatens the employees' sense of self and the conclusion that only self-initiated autonomous activities can mitigate this process. We believe this contribution is important because it elucidates previous differential findings with respect to the effects of surface and deep acting; it also links emotional labor with work engagement and explains why these are linked. This contribution also suggests that autonomous actions and activities are crucial to restoring resources connected to one's sense of self, and thus expands COR theory.

Implications for Future Research

We have thus far argued that helping colleagues is autonomous and self-determined; however, a more recent stream of research on OCB (of which helping colleagues is one example) has focused on compulsory OCB (Vigoda-Gadot, 2007) or OCB pressure (Bolino, Turnley, Gilstrap, & Suazo, 2009) defined as a contextual demand whereby employees feel pressured to perform citizenship behaviors due to informal reward systems or organizational norms. Notably, past research showed that OCB pressure has psychological costs and negative implications to employee well-being, including increased job stress and burnout (Bolino, Hsiung, Harvey, & LePine, 2015; Vigoda-Gadot, 2007). In the context of our study, we theorize that helping colleagues is less likely to be a case of OCB pressure, because if indeed it were, then helping colleagues would reasonably worsen (instead of alleviate) the depleting effects of surface acting.

Moreover, the non-significant within-person ($r = 0.03, ns$) and between-person ($r = -0.07, ns$) correlations between giving help and emotional exhaustion suggest that the likelihood of OCB pressure is negligible. Taken together, given the target of the helping behavior (colleagues), the context of our study (in-bound call center), and the level of analysis (within-person relationships for all hypotheses), OCB pressure is not likely a major concern. Nonetheless, we encourage future research to examine whether OCB pressure would weaken the buffering effect of daily help giving by testing a cross-level three-way interaction among OCB pressure (a between-person difference variable, see Bolino et al., 2015), daily surface acting and help giving.

Although our findings reveal that helping is beneficial, we acknowledge that there could be a “dark side” to helping (Bergeron, 2007) depending on contextual and individual factors, including the focal outcome variables examined. For example, Barnes and colleagues (2008) found that backing-up behavior (a form of help giving) in teams can be harmful as backup providers tend to neglect their own taskwork, and this is even more costly in situations where workload distribution is uneven. Moreover, Koopman and colleagues (2016) found that helping could stifle one’s perceived work-goal progress. While our study gives an affirming nod to the advantages of helping, particularly in buffering the depleting effects of surface acting, a caveat is warranted, as there could be a “too-much-of-a-good-thing” effect (Pierce & Aguinis, 2013) where helping might be unfavorable when taken too far, and when potential tradeoffs could happen if we consider different outcome variables. Future research can illuminate how to guard against unfavorable consequences that could potentially emerge from spreading oneself too thin or being treated as a pushover due to excessive helping (Grant, 2013).

Limitations and Strengths

Like any empirical study, ours has limitations that point to promising directions for future research. First is our reliance on self-reports, which may raise the concern that common method (specifically, rater) bias might explain the results. To address this, we collected supervisor ratings of CSRs' work effort after the five-day study. In particular, we asked the respective supervisors to assess the CSR's work effort in the past one week (i.e., the week when the study was conducted) using the 5-item work effort scale developed by Brown and Leigh (1996). Sample items include "When this employee worked, s/he really exerted her/himself to the fullest" (coefficient alpha = 0.85). Supervisor-rated work effort positively correlated with each CSR's aggregate work engagement reports ($r = 0.23, p < .05$), giving us some confidence in the validity of work engagement as the final outcome in our model. Future research may benefit from an outcome from another source, such as customer satisfaction in the form of tips (e.g., Hülshager, Lang, Schewe, & Zijlstra, 2015). Importantly, in doing within-individual analyses, we have eliminated the influence of personality or rating biases (and any other person-based biases). Notably, our contribution concerns theorizing and testing the buffering effect of giving and receiving help, and common method bias is not an issue in testing interactions; in fact it can even make interactions more difficult to detect, which would make our results conservative (e.g., Evans, 1985; Siemsen, Roth, & Oliveira, 2010).

Second, we acknowledge that there could be other mediators of the buffering effect such as positive affect that could potentially enrich our understanding of the resource depletion and restoration mechanisms we proposed in our research model. Past research found within-individual emotional labor strategies predicted subsequent affective states (Scott & Barnes, 2011). Moreover, helping behaviors tend to enhance positive affect (Alden & Trew, 2013; Glomb, Bhawe, Miner, & Wall, 2011; Koopman et al., 2016). While beyond the scope of our

current study, future research can extend our research model by including positive affect as an immediate outcome of helping, offering a more comprehensive depiction of the resource replenishment process. Scholars can consider using event-contingent experience sampling method (Wheeler & Reis, 1991) to capture fluctuations in affective states brought about by emotional labor during the customer interaction episodes, as well as affective states before and after every helping episode to accommodate and test alternative models.

Lastly, our context may limit generalizability of our study findings. CSRs naturally require more positive affective displays and suppression of negative emotions. Other occupations involving high emotional labor such as bill collectors (Sutton, 1991), police officers (van Gelderen, Heuven, van Veldhoven, Zeelenberg, & Croon, 2007), barristers (Harris, 2002), and even professors (Bellas, 1999) have a different set of feeling rules and norms about the emotions they have to express while performing their jobs. Future research can cross-validate our research model with different occupations, contexts, and cultures (Grandey et al., 2005).

Practical Implications

In emphasizing the key message of Pfeffer's (2010) article on the human factor in building sustainable organizations, Fritz and colleagues noted that "if employees cannot sustain their energy over long periods of time, organizations cannot expect them to achieve consistently high-level performance" (2011: 30). Indeed, Zapf and colleagues (2003) emphasized that the critical issue that adversely impacts CSRs' well-being was not the nature of job demands in call centers, but the low job resources available to them. The buffering effect of at-work helping suggests that employees themselves can become active agents in shaping their work context that could protect them against emotional exhaustion and enhance their work engagement, as they "hold the keys to their own adaptive capabilities" (Spreitzer et al., 2005: 545).

The main practical implication of this research is simple, yet powerful and important. Like breaks from work, respites, and other recovery strategies examined by past research, helping coworkers is an active, employee-driven behavioral strategy that can buffer against resource depletion processes associated with emotional labor, to the benefit of employees and employers (i.e., resulting in less exhaustion and more work engagement). Unlike passive resource replenishment strategies, helping coworkers has beneficial effects for customer satisfaction and organizational performance over and above task performance associated with positive emotional displays (e.g., Chuang & Liao, 2010; Susskind et al., 2003), thus benefiting organizations in more than one way. Therefore, leaders and key decision makers in service organizations should foster an organizational culture conducive to helping colleagues at work. For instance, a charismatic leader could promote a stronger collective identity among followers which could in turn encourage employees to help and support one another in the organization (Conger, Kanungo, & Menon, 2000). Organizational leaders should also develop a climate of trust and respect which are critical in fostering heedful relating whereby employees would be more willing to cooperate and attend to their colleagues (Spreitzer et al., 2005). This is important to consider as findings from past studies revealed that having an emotionally supportive work climate could be instrumental in alleviating the negative impact of emotional labor on employee well-being (Diefendorff, Erickson, Grandey, & Dahling, 2011; Duke et al., 2009; Grandey, Foo, Groth, & Goodwin, 2012). Our findings indicate that such efforts would have positive consequences for organizations beyond their already known effects (e.g., the relationship between helping behavior and organizational effectiveness, Podsakoff & MacKenzie, 1997) by achieving a high level of customer satisfaction while at the same time protecting employee well-being.

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TABLE 1

Means, Standard Deviations (SD), Percentages of Within-person Variance and Correlations among Study Variables

Variables	M	Between -person SD	Within -person SD	Within- person variance	1	2	3	4	5	6	7	8
1 PA before Work	2.94	0.94	0.50	22%	(.91)	-.03	.06	.24*	.76**	.22*	.37*	-.15
2 NA before Work	1.47	0.51	0.39	37%	-.12	(.80)	.29**	.26**	-.19	.04	-.01	.46**
3 Surface Acting	2.48	0.74	0.53	34%	-.08	.13*	(.85)	.51**	-.13	.06	.03	.30**
4 Deep Acting	2.75	0.78	0.59	37%	.08	.06	.14	(.84)	.24*	.23*	.18	.21*
5 Work Engagement	3.28	0.68	0.48	33%	.34**	-.08	-.22**	.07	(.82)	.38**	.42**	-.17
6 Giving Help	2.91	0.79	0.44	23%	.14*	.07	.04	.09	.18**	(.90)	.41**	-.07
7 Receiving Help	3.13	0.84	0.61	35%	.15*	.01	-.06	.05	.18**	.27**	(.88)	.02
8 Emotional Exhaustion	2.55	0.99	0.79	39%	-.05	.11	.19**	-.02	-.13*	.03	.00	(.90)

Notes: The correlations above the diagonal represent between-person correlations (computed using individuals' aggregated scores; $N = 102$). The correlations below the diagonal represent within-person correlations ($N = 486$). Reliabilities were averaged across days and reported on the diagonal in bold. PA = positive affect; NA = negative affect.

* $p < .05$

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

TABLE 2

Results of Mediation Test and Moderated Mediation Test

	Mediation Test (H1a, 1b, & 1c)			Moderated Mediation Test (H2a & H2b)		
	b	s.e.	t	b	s.e.	t
<i>Predicting emotional exhaustion</i>						
Before-work positive affect	-.03	.08	-.34	-.03	.08	-.38
Before-work negative affect	.16	.14	1.20	.16	.15	1.08
Deep acting	-.06	.07	-.83	-.07	.07	-.89
Surface acting	.28**	.08	3.37	.28**	.08	3.34
Giving help				.03	.10	.30
Receiving help				.01	.07	.18
Surface acting x Giving help				-.36*	.16	-2.20
Surface acting x Receiving help				.14	.10	1.41
<i>Predicting next-day work engagement</i>						
Work engagement	.05	.09	.60	.05	.09	.52
Surface acting	.09	.06	1.52	.02	.07	.32
Giving help				-.02	.09	-.22
Receiving help				-.06	.06	-.90
Surface acting x Giving help				.25	.22	1.14
Surface acting x Receiving help				.17	.13	1.26
Emotional exhaustion	-.14**	.05	-2.87	-.13**	.05	-2.67

Note. $N = 243-486$, sample size is smaller for lagged analyses.

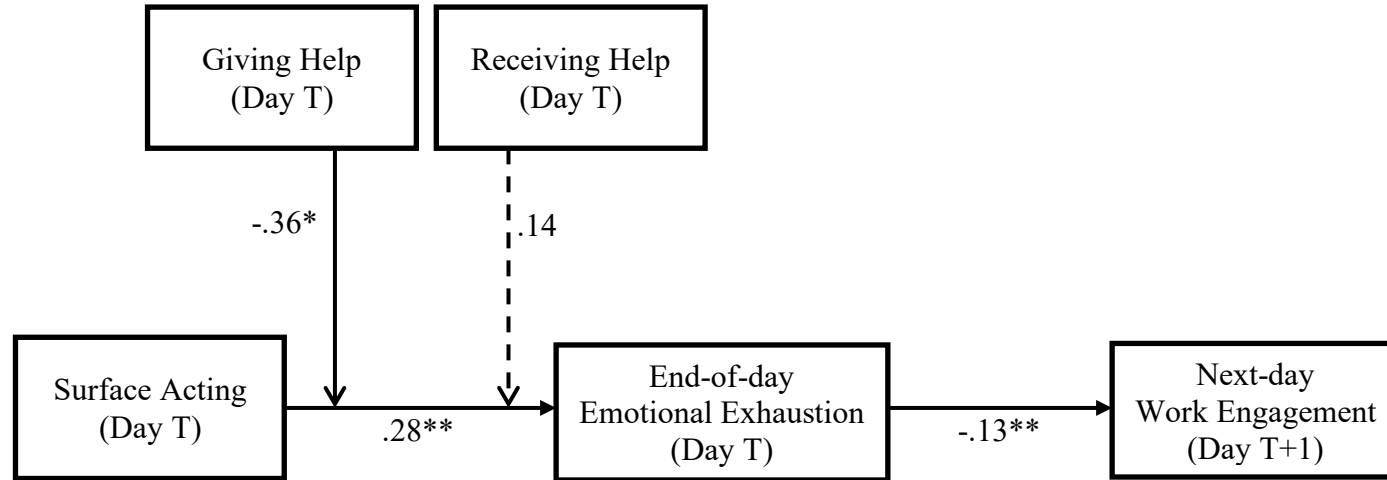
s.e. = standard error;

* $p < .05$

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

FIGURE 1

Hypothesized Research Model and Results



Note: For parsimony, control variables are not included in this figure.

FIGURE 2

Interaction between Surface Acting and At-work Giving Help on End-of-day Emotional Exhaustion

