

Mediating Effect of Authenticity and Emotional Dissonance between Emotional Work Strategies and Burnout

Mediating Effect of
Authenticity and
Emotional Dissonance

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Abstract

Purpose- In the service industry, soft skills are considered as a key skill which involves continuous interpersonal interactions. These interpersonal interactions induce the employees to modify their real emotions with the adoption of surface acting and deep acting strategy which further leads to burnout. The present study is aimed to identify the relationship between acting strategies and burnout. Further, the study has also investigated the mediating role of emotional dissonance and authenticity at workplace between surface acting and burnout and deep acting and burnout respectively.

Design/Methodology/Approach - The study has been conducted on employees of Civil Aviation Industry of North India working on different frontline profiles. Data has been collected from 600 employees through a pretested questionnaire. For testing the hypothesis, Hayes Process mediation model has been applied.

Findings- Findings have revealed that emotional work in both forms of strategies are significantly and positively related to burnout however deep acting is relatively weakly associated with burnout. Further, emotional dissonance has been identified as a significant mediator between surface acting and burnout with full mediation effect. Similarly, authenticity at workplace has been identified as a significant mediator with a partial mediation effect between deep acting and burnout.

Practical/Research Implications- The study has implicated for organisations which are engaged in emotional work to encourage deep acting emotional work through various interventions in the form of training programmes.

Originality/Value- The study has empirically explored the reason behind the relative differences of effect of surface acting strategy and deep acting strategy on burnout which has not been done earlier in Indian emotional work settings.

Keywords- burnout, surface acting, deep acting, emotional work, authenticity at workplace, emotional dissonance.

Paper type - Research paper.

1. Introduction

Burnout is a widely discussed topic of literature as its prevalence in the organisations has been growing day by day. It has been determined that high burnout within employees is responsible for increasing their turnover intentions and negative attitude towards work and for reducing their performance (Jambrak, Deane and Williams 2014; Steffens et al., 2018). Various studies have unveiled that burnout is occupation specific which is responsible for producing several negative physiological, behavioural and affective outcomes for individual (Jeung, Kim and Chang, 2018; Chang, 2009; Leiter and Maslach, 2003). This emphasises that burnout is the outcome of job demands, tasks and key skills involved in that job. However, it has been found that these demands and key skills are not similar for every job profile (Khamisa et al., 2016). In this reference, it has been determined that due to the enlargement of service industries scope of soft skills has been emphasised in work which includes frequent interpersonal interactions (Jeung et al., 2018). Frequent interpersonal interactions at work induce the employees to involve emotions in work which are sometimes very intense in nature (Gabriel et al., 2016; Matteson, Anderson and Boyden 2016). Further, it has been explored that these emotions are sometimes genuine and sometimes regulated, managed and controlled by the employee in order to make them align with organisational requirements (Lee et al., 2016). It has been found that employees regulate and manage their emotions in



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consideration for salary and benefits which is termed as emotional work (Grandey, Rupp and Brice 2015; Hochschild, 1983). Literature have emphasised the two strategies of emotional work, namely surface acting and deep acting which employees often adopt to control their emotions are responsible for raising burnout among employees (Hoffmann, 2016; Xanthopoulou et al., 2018). In this context, it has been determined that while doing emotional work with surface acting employees just pretend to have the organisationally required emotions and present it before customers without even feeling it (Yoo and Arnold, 2016). In contrast, while doing emotional work through deep acting strategy employee feel the organisationally required emotions before displaying them in front of customers which align their felt emotions with displayable emotions (Nauman et al., 2019).

Both forms of emotional work are considered as adverse for the wellbeing of employees however deep acting has been found as less responsible for negative outcomes including burnout among employees (Humphrey, Ashforth and Diefendorff, 2015; Mesmer-Magnus, DeChurch and Wax, 2012; Richards and Gross, 2000; Ha, 2018). In this context, it has been identified that deep acting is less effortful than surface acting due to the presence of authenticity in emotions which reduces its adverse impact on employee's overall mental health and wellbeing (Mesmer-Magnus et al., 2012; Allen, Diefendorff and Ma, 2014; Collishaw, Dyer and Boies, 2008; McCauley and Gardner, 2016). Authenticity refers to the state of being real and true at workplace where employees display their felt emotions without regulating it (Chen and Murphy, 2019). Authenticity reduces the psychological effort required to perform the emotional work and enhances the resources of employees which reduces the adverse impact of work. (Sheldon et al., 1997; Huang Yang and Wang, 2016). Also, it has been found that authenticity forbids individual from the feeling of self-alienation and unwanted acceptance of external influence at workplace which allow them to perform their work with real emotions (Bosch and Taris, 2018). In this reference, Brotheridge and Lee (2002) have also demonstrated that authenticity mediates the relationship between deep acting and burnout as it reduces the detrimental effect of emotional work.

In contrast, surface acting has been found to create a feeling of discrepancy between felt emotions and displayable emotions which make employee emotionally dissonant rather than authentic at workplace (Anthony et al., 2019). Emotional dissonance refers to the situation of non-congruency between felt emotions and displayed emotions due to which work becomes more effortful, excrete more energy of an employee and impacts wellbeing of individual in negative manner (Grandey et al., 2012; Rafaeli and Sutton, 1987). This dissonance has been identified as a dominant indicator of high burnout among employees and subsequently reducing their job satisfaction, commitment and work engagement at workplace (Brotheridge and Lee, 2002; van Gelderen, Konijn and Bakker 2017; Zapf, 2002). Literature have mentioned that emotional dissonance and authenticity at workplace are opposite to each other. Authenticity is related to the emotional harmony at workplace which does not leave any scope of difference between felt emotions and displayable emotions subsequently prevents the employee from lower self-esteem, Self -alienation, stress and burnout (Ryan, 2017; Grandey et al., 2012).

2. Literature Review

Emotional work has advocated various serious outcomes for employee out of which stress, emotional exhaustion, burnout and anxiety is mostly prevalent (Fiorilli et al., 2017; Taylor and Millier, 2016). Previously studies have evidenced that both forms of emotional work strategies raise burnout among employees (Cote', 2005; Grandey et al., 2015). Although it has been found that employees suffered from burnout syndrome are mostly those who have applied surface acting strategy while performing emotional work (Mo and Shi, 2017; Gracia, Estreder and Martínez, 2019). In this context researchers have emphasised the role of emotional dissonance as a substantial factor which is the outcome of surface acting and responsible for enhancing burnout among employees (Hu, Hu and King, 2017; Mauno et al., 2016). Similarly, many researchers have claimed that due to the presence of emotional dissonance surface acting strategy results into low self-esteem, cynicism, depression, depersonalisation, emotional exhaustion and self-alienation at work (Ashforth and Humphrey

1993; Brotheridge and Lee, 1998; Grandey 2003; Hu et al., 2017; Mauno et al., 2016; Andela, Truchot and Doef, 2016; Morris and Feldman, 1997). On contrary, studies have advocated that employees performing emotional work with deep acting strategy are less influenced by anxiety, stress, depression and burnout (Larner et al., 2017; Song et al., 2017). In this context, studies have explored that deep acting relieves the employees from emotional dissonance as this strategy promotes change in inner feelings which equates the felt emotions of employees with displayable emotions (Rutner, Hardgrave and McKnight, 2008).

Also, it has been determined that absence of emotional dissonance at work further promotes presence of authenticity at workplace which helps in reducing the burnout among employees (Choi, Mohammad and Kim, 2019). Moreover, studies have suggested that authenticity at workplace encourages meaningfulness at work which makes employee more engaged and satisfied and reduces their burnout in emotional work settings (Kuntz and Abbott, 2017; Reich, Kessel and Bernieri, 2013). In this direction, Leroy et al. (2013) have determined that authentic employees are always motivated to perform better due to the display of genuine emotions at work as they grabbed by the feeling that they are performing as per their 'real me' (Meyer and Gagné, 2008; Ariza-Montes et al., 2015). Similarly, Menard and Brunet (2011) has conducted a survey on 300 executive post employees and determined that authenticity at workplace reduces all the negative indicators of wellbeing including stress, depression and burnout. Likewise, in one of the meta-analysis it has been determined that in comparison to surface acting, deep acting has weaker relationship with burnout (Bono and Vey, 2005; Näring and van Droffelaar 2007). Similarly, Grandey et al. (2012) has signified that authentic workers are low on the level of strain and emotional erosion in comparison to the other employees.

Literature have clearly mentioned that studies in the area of emotional work in context to authenticity at workplace is at very young stage as this topic is emerging and still lacks empirical studies (Ariza -Montes et al. 2017; Mengers, 2014). Also, previously studies have determined the relationship between emotional work strategies with burnout but studies explaining the role of emotional dissonance and authenticity at work as a mediator are in dearth. Considering this, present study has been designed to attain two aims. First, it investigates the relationship between emotional work strategies (surface acting and deep acting) and burnout. Secondly, study has examined emotional dissonance as a mediator between surface acting and burnout. Similarly, study would also examine the authenticity at workplace as a mediator between deep acting and burnout.

Accordingly, hypothesis framed for the study is:

- H 01.* Surface Acting is not significantly related to burnout.
- H 02.* Emotional dissonance does not mediate the relationship between surface acting and burnout.
- H 03.* Deep Acting is not significantly associated with burnout.
- H 04.* Authenticity at workplace does not mediates the relationship between deep acting and burnout.

3.Method and Procedure

3.1 Participants

Focus of the present research is to analyse the wellbeing of employees of Civil Aviation sector in North India. Considering this, north states of India have been identified such as Jammu & Kashmir (transformed into union territory in October, 2019), Uttarakhand, Himachal Pradesh, Punjab, Uttar Pradesh, Haryana and the Union territories of Delhi and Chandigarh (Geological Survey of India, 2017). Further, in order to cover majority of airlines only international airports of North India have been identified for the study purpose. Accordingly, six international airports were determined for the study which are located at North India including Indira Gandhi International Airport located at New Delhi, Choudhary Charan Singh International Airport located at Lucknow, Lal Bahadur Shashtri International Airport located at Varanasi, Sri Guru Ram Das Jee International Airport located at Amritsar, Chandigarh International Airport located at Chandigarh and Srinagar International Airport located at

Srinagar (AAI, 2016).

However, out of these above mentioned six airports, two airports have been excluded, namely, Srinagar International Airport located at Srinagar and Chandigarh International Airport located at Chandigarh. Srinagar International Airport has been discarded as due to the sensitivity of region all international passenger flights has been terminated from the airport since 2016 (AAI, 2016; Greater Kashmir times, 2015). Likewise, Chandigarh airport is involved in only international cargo operations and no international passenger flight has flown from the airport since 2011 (AAI, 2016).

Hence, four International Airports which has been selected and taken for data collection are Indira Gandhi International Airport located at New Delhi, Sri Guru Ram Dass Jee International Airport located at Amritsar and two international airports located at Uttar Pradesh includes Lal Bahadur Shastri International Airport (Varanasi) and Chaudhary Charan Singh International Airport (Lucknow). Various profiles/departments which has been considered for survey purpose include security and safety department, cabin crew department and ground duty department. The selection criterion used for selecting these departments was the nature of job. Employees of these departments are frequently engaged in face to face interpersonal interaction with passengers as a part of their job (Hochschild, 1983).

Convenient sampling method has been used to take samples from above mentioned departments so that the required representation from all departments and airports can be done adequately. Data have been collected from 720 employees working on various profiles during March - August 2018. Accordingly, Table 1 has summarised the demographic characteristics of sampled respondents. Afterwards, the entire data have been inspected against missing responses which has reduced the size of collected data to 600 employees.

3.2 Measures

For measuring emotional work strategies, namely, Surface Acting and deep acting scale given by Brotheridge and Lee (2003) has been used. From the scale three items for surface acting ("I Hide my true feelings about a situation at my job") and three items for deep acting ("I try to actually experience the emotions of passengers that I must show at workplace") has been picked. Scale has been rated over five points ranging from "Strongly Disagree" to "Strongly Agree".

Likewise, for the purpose of assessing Burnout, abbreviated Maslach Burnout Inventory has been referred. Scale has included 9 items comprised of 3 subconstructs namely emotional exhaustion, depersonalization and feeling of personal accomplishment. Scale is rated over five points ranging from "Never" (Coded as 1) to "Always" (coded as 5) and vice versa for negative statements (e.g. "I am emotionally exhaust because of my job", "I have become more insensitive towards people, since I took this job", etc.).

Emotional dissonance has been measured with scale developed by Zapf et al. (1999). Scale has included four items rated on 5 points likert scale ranging from 1 (never) to 5 (always). Items included "having to show certain feelings to passengers that do not correspond with the way you feel at that moment" and "having to show positive feelings to passengers, while in fact you feel indifferent"

For measuring authenticity at workplace, 12 item scale originated by Wood et al. (2008) has been referred. Scale is consisting of 3 subscales, namely, self-alienation ("At work, I feel out of touch with my true self"), authentic living ("At work, I am faithful to myself in most situations") and accepting external influence ("At work, I feel the need to do what others expect me to do"). Each subscale has included four items rated on 7-point likert scale where 1 represents "does not describe me very well" and 7 represents describes me very well" and negative items were scored vice versa.

4. Data Analysis

4.1 Normality of Constructs

All the constructs used in the present study namely surface acting, deep acting, burnout, authenticity at workplace and emotional dissonance have been tested against the condition

of normality assumptions. Accordingly, values of standard deviation, skewness and kurtosis have been found to lie within the suggested standardised limits (Hair et al., 2008). Afterwards, internal consistency of constructs has been checked employing 'if item deletion criterion' and final Cronbach value of all the constructs has been reported to fall within the suggested range by Hair et al., 2008. (Refer Appendix A).

4.2 Dimensionality of Constructs

The dimensions of all the aforementioned constructs employed in the present model have been examined applying Exploratory Factor Analysis (EFA) approach. For all the constructs, KMO statistics and Bartlette's test of sphericity has been estimated which has been found to meet the norms as the resulted value is found to be statistically significant at 1 percent level of significance (Doll et al., 2012; Hair et al., 2008) (Refer Appendix A). Afterwards, value of factor loadings of all the constructs have been examined and found to meet the norms (> 0.50) (Hair et al., 2008) (refer Appendix A). Three factors have been extracted from factor structure of authenticity at workplace construct, namely, authentic living, self- alienation and acceptance of external influence. Likewise, three factors have been extracted in case of burnout construct namely emotional exhaustion, depersonalisation and feeling of personal accomplishment. Besides, single factor has been extracted in case of emotional dissonance construct, surface acting construct and deep acting construct as they are a unidimensional construct (refer Appendix A).

4.3 Structural Validity of Constructs

Further, Confirmatory Factor Analysis (CFA) technique has been employed to examine the structural validity of the above-mentioned constructs. Accordingly, Composite reliability (CR), convergent validity, discriminant validity and nomological validity of the constructs including burnout, surface acting, deep acting, emotional dissonance and authenticity at workplace have been examined. Accordingly, all resulted values (refer appendix B) have ensured the internal reliability of the constructs as value of CR of each of the constructs is more than 0.60 (Hair et al. 2008). Also, the value of average variance extracted (AVE) of all values have been found to be more than 0.50 presenting good convergent validity of all the mentioned constructs (Hair et al., 2008; Byrne, 2010). Further, the nomological validity of the constructs has been proved following the criterion suggested by Yang et al. (2004) and Spreitzer (1995), i.e., with the presence of theory-based relationship between constructs.

4.4 Statistical Approach for Mediation Analysis

Hayes PROCESS Macro has been used to measure the mediation effect of variables, namely, emotional dissonance and authenticity at workplace between surface acting and burnout and between deep acting and burnout respectively. Hence, model number 4 of Process has been applied for the analysis for which Hayes guidelines of mediation effect has been followed (Hayes, 2017). Figure 1 has presented the statistical model of mediation effect. Firstly, direct effect of mediator (M) has been analysed on outcome variable (Y) shown as path bi (refer Figure 1). Secondly, direct effect of predictor (X) has been analysed on mediator variable shown as path ai. Thirdly, total effect of predictor has been computed on outcome variable without considering the mediator variable shown in path c. Fourthly, direct effect of predictor variable has been examined on outcome variable through the mediator shown in path c' and lastly significance of indirect effect of predictor has been computed on outcome variable (Baron and Kenny, 1986). For conducting a bias corrected mediation analysis 1000 sample bootstrap procedure with 95 % confidence intervals has been used to test the significance impact.

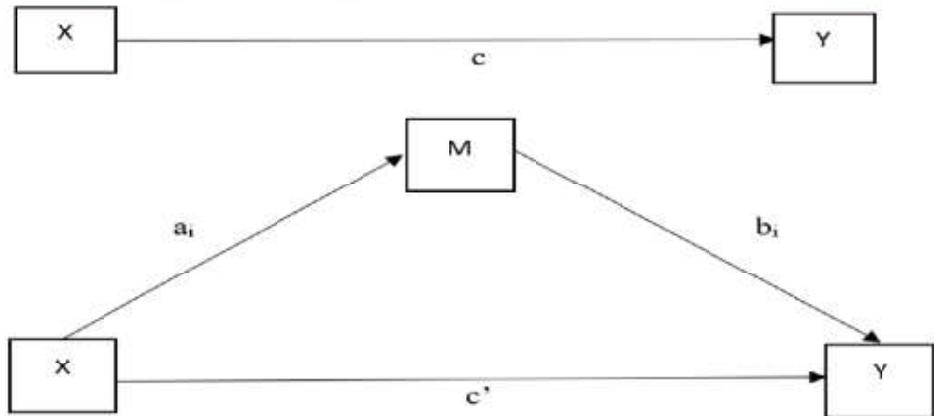


Figure 1.
Statistical Model of
Mediation effect

5.Results of the Study

Table 1. has presented the demographic profile of the sample on the basis of various individual factors. Further table 2 has presented the correlations, means, and standard deviations (SD) of the measures taken in the study.

Demographic Variable	Assortment	Percentage
Gender	Male	38
	Female	62
Age	18-29	42
	30-49	39
	50-64	19
Marital status	Single	57
	Married	43
Origin	Indian	63
	Non -Indian	37
Education	12 th	14
	Graduate	73
	Post graduate	13
Sector	Private	53
	Public	47
Job profile	Cabin crew	42
	Ground duty	30
	Safety and Security	28
Experience	>1 year	17
	1-3 years	25
	4-8 years	21
	9-12 years	20
	<12 years	14
Income of an employee (Monthly)	20,000 -40,000	25
	41,000 -60,000	27
	61,000 -80,000	22
	<80,000	25
Daily hours of work	8 hours	40
	<8 hours	60

Table 1.
Summary of Demographic
Characteristics of
Respondents

	Mean	SD	1	2	3	4	5
1. Surface Acting	2.98	1.22	1	-	-	-	-
2. Deep Acting	3.32	0.64	0.015*	1	-	-	-
3. Emotional Dissonance	2.23	1.34	0.227*	-0.140*	1	-	-
4. Authenticity at Workplace	3.34	1.79	-0.029**	-0.93**	0.032**	1	-
5. Burnout	3.45	1.34	-0.126*	0.056*	0.057**	0.369*	1

Note: * significant at 1 percent level of significance
 ** significant at 5 percent level of significance

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Table 2.
Mean, Standard Deviation and Correlation Matrix of the Measures

Table 3 has illustrated the results from PROCESS Macro testing the Mediation effect of emotional dissonance between emotional work and surface acting. Figure 2 has summarised the output model for the mediation effect of emotional dissonance between surface acting and burnout.

Effect	R ²	F	β	P
Direct effect of emotional dissonance on burnout.	0.360	2.451	0.196	<0.001
Direct effect of surface acting on emotional dissonance.	0.145	3.343	0.067	<0.001
Total effect of surface acting on burnout in isolation (without the inclusion of emotional dissonance).	0.157	1.342	0.170	0.025
Direct effect of surface acting on burnout with the inclusion of emotional dissonance.	0.233	2.231	0.031	0.243

Effect	B	CI	p
Indirect effect of surface acting on burnout.	0.139	0.324-0.043	<0.05

Table 3.
Mean, Standard Deviation and Correlation Matrix of the Measures

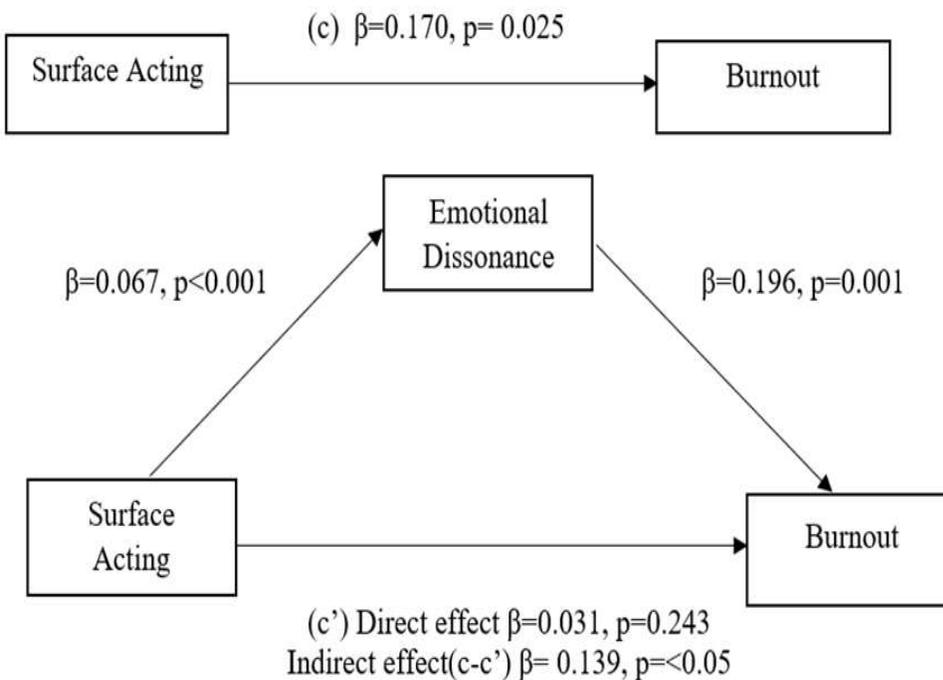


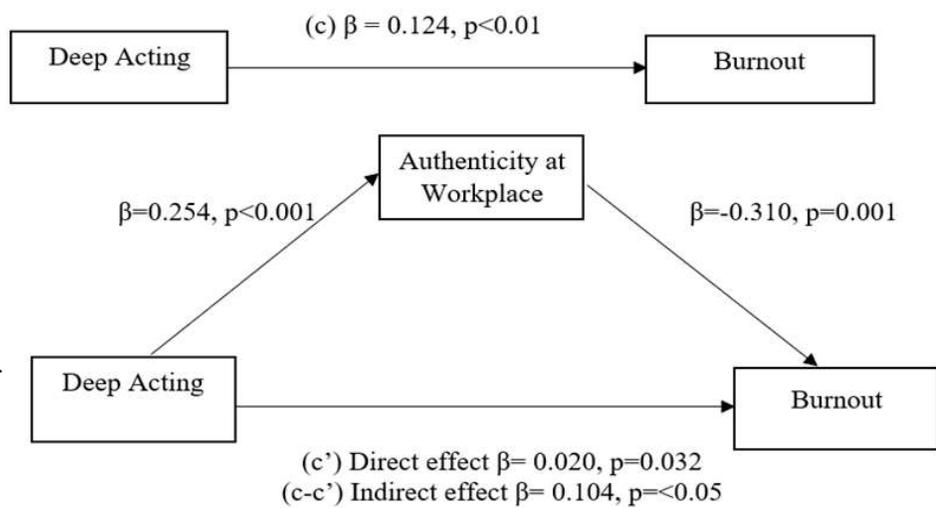
Figure 2.
Output Model of Emotional dissonance Mediation Effect

Similarly, Table 4 has summarised the results from PROCESS Macro testing the Mediation effect of authenticity at workplace. And, Figure 3 has summarised the output model for the mediation effect of authenticity at workplace between deep acting and burnout.

Table 4.
Results from PROCESS
Macro testing Authenticity
at Workplace Mediation
Model

Effect	R ²	F	B	p
Direct effect of authenticity at workplace on burnout.	0.216	-6.451	-0.310	<0.001
Direct effect of deep acting on authenticity at workplace.	0.127	4.343	0.254	<0.001
Total effect of deep acting on burnout in isolation (without the inclusion of authenticity at workplace).	0.210	2.311	0.124	<0.01
Direct effect of deep acting on burnout with the inclusion of authenticity at workplace.	0.231	1.131	0.020	0.032
Effect	B	CI	p	
Indirect effect of deep acting on burnout.	0.104	0.014-0.248	<0.05	

Figure 3.
Output Model of
Authenticity at Workplace
Mediation Effect



6. Findings and Discussion

A series of analysis has been conducted to identify the proposed relationship between selected variables. Firstly, if we look upon the relationship of surface acting with burnout, significant positive relationship has been determined which rejects the first hypothesis of the study. This finding is in alignment to many studies which also indicate that emotional work in form of surface acting enhances the burnout among employees (Mo and Shi, 2017; Peng et al., 2017). Further, studies have identified that emotional dissonance is responsible for this positive relationship between surface acting and burnout as emotional dissonance mediates the relationship between surface acting strategy and burnout (Van Gelderen et al., 2017; Jeung et al., 2018). Considering this, study has employed emotional dissonance as a mediator between surface acting and burnout. Findings revealed that there is a significant indirect effect of surface acting on burnout through emotional dissonance ($\beta = 0.139, 95\%$, CI 0.324-0.043). Also, confidence interval computed through indirect effect does not contain zero which has also described the genuine indirect effect which means emotional dissonance act as a mediator of the relationship between surface acting and burnout. Further, β value of path c' has been found to be non significant and less than β value of path c which advocates full mediation effect of emotional dissonance rejecting second hypothesis (H 0.2.) taken for the study. This finding is in congruency to studies done by Grandey (2003), Hori and Chao (2019) and Hur, Moon and Han (2015) which have advocated that surface

acting is responsible for increasing the burnout among employees due to the difference between felt and displayable emotions which raises the psychological effort and drain them emotionally. Also, it has been identified that due to discrepancy in emotions employees become unable to understand the customers emotions accurately which make them detached and depersonalised at workplace (Joubert and Jonker, 2009). Furthermore, studies have claimed that while doing surface acting employees feel disconnected with work which reduces meaningfulness from work and reduces the feeling of personal accomplishment among employees (Näring and van Droffelaar, 2007).

Similarly, relationship between deep acting and burnout has been analysed which depicts the positive and significant relationship between deep acting and burnout which rejects the third hypothesis of the study. Also, on the basis of β value it has been identified that deep acting is weakly associated to burnout in comparison to the surface acting. This finding is in congruity to the findings of Shulie and Miner (2006) and Richard and Gross (2000) who have also advocated that deep acting has weaker relationship with burnout as it is less adverse for employees in comparison to the surface acting. Further in similar context literature have identified that while doing deep acting employees become authentic at workplace which reduces the adverse impact of emotional work (Collishaw et al., 2008). Recognising this, authenticity at workplace has been employed as a mediator between deep acting and burnout. Results have determined that there is a significant indirect effect of the authenticity on burnout through deep acting with the absence of zero in confidence interval ($\beta = 0.104$, 95%, CI 0.114-0.248). Further it has been unveiled that after including the authenticity at workplace as a mediator β value is significant but substantially reduced revealing partial mediation effect of authenticity at workplace between deep acting and burnout. Therefore, it rejects the H0.4. taken for the study. In this reference, previous studies have also determined that due to working in the authentic environment employees are able to save their resources which prevent them from the feeling of emotional exhaustion. Also, due to the match between displayable and felt emotions employee feels attached to themselves which promote meaning in their work, prevents them of becoming depersonalised at workplace (Vem et al., 2017). Further, it has been determined that authentic expressions at workplace raise their engagement and satisfaction level at work which contributes in feeling of professional efficacy and personal accomplishment subsequently reducing their burnout (Kernis and Goldman, 2006).

7. Theoretical Implications

Present study has analysed the mediation effect of emotional dissonance and authenticity at workplace between surface acting & burnout and between deep acting & burnout respectively. Accordingly, present study has enriched the prevailing literature as previously mediation impact of emotional dissonance and authenticity at workplace was scarcely discussed. Furthermore, study has presented and highlighted the substantial role of the authenticity at workplace which has received less attention in the areas of business and organisational behaviour (Liedtka, 2008). Also, Hayes model of mediation used in the present study has added substantially in previous methodology where previous analysis has majorly focused on hierarchal regression analysis and path models for computing mediation effect.

8. Practical Implications

Practically study has implicated to promote deep acting strategy of emotional work in comparison to the surface acting strategy as former induces authenticity at workplace. Organisations must provide supportive work culture to their frontline employees by offering various training programmes which may assist them in regulating emotions. In this context, their personal resources, such as optimism, resilience, self-esteem, self-efficacy, etc. can be strengthened as various studies have claimed that employees rich in resources are more relaxed while regulating their emotions (Contreras et al, 2020; Graham et al., 2009). Also, proper autonomy, feedback, supervisory support and career opportunities from top management would enhance their job resources which may raise their personal

accomplishments and reduces their emotional exhaustion (Bakker and Demerouti, 2007). Further, employees should be trained from very start to use deep acting strategy while performing emotional work which would further encourages authentic environment at workplace. Here, organisations are required to form training programmes on empathy, mindfulness and emotional intelligence which may encourage employees to opt for deep acting emotional work and would also reduce the burnout among them.

9.Future Directions and Limitations of the Study

Present study has investigated the mediation effect of authenticity at workplace and emotional dissonance between emotional work strategies and burnout in civil aviation industry. In future studies can analyse the mediation effect of these variables in other occupations where emotional work is required at peak. Also, present study has determined that authenticity at work have partial mediation effect between deep acting and burnout which confers that there is a possibility of presence of other mediators also which require further investigation. Further longitudinal studies are required in this direction to give more strength to the results. Moreover, study has been done in cultural settings of India due to which results of the study cannot be generalised however, respondents included in the study belongs to the various countries and origins which may somehow dissolve this issue. As study has used self -report measures which may raise the problem of common method variance but with the use of Harman's single factor solution this problem has been checked.

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**Appendix
Appendix A:**

Table A1.
Reliability and Validity of
Constructs

Construct	Cronbach Alpha	KMO value	Bartlett's Test of Sphericity
Burnout	0.753	0.837	6077.104*
Emotional Dissonance	0.843	0.923	18294.423*
Authenticity at Workplace	0.936	0.839	4795.895*
Surface Acting	0.737	0.752	1419.965*
Deep Acting	0.891	0.912	2302.990*

*Significant at 1% level of the significance
Note: One item from burnout and one item from authenticity at workplace has been deleted after applying 'if item deletion criterion'.

Table A2.
Results of EFA of Constructs

Construct	Communality Statistics Range (Minimum - maximum)	Factor Loadings Range (Minimum - maximum)
Burnout	0.794 – 0.954	0.831 – 0.977
Emotional Dissonance	0.863 – 0.988	0.841 – 0.930
Authenticity at Workplace	0.516 – 0.824	0.700 – 0.908
Surface Acting	0.634 – 0.829	0.781 – 0.900
Deep Acting	0.510 – 0.650	0.714 – 0.806

**Appendix
Appendix B:**

Construct	Factors	Squared inter-construct correlations			AVE	CR
		1	2	3		
Authenticity at Workplace		1				
	1.Authentic Living	1	-	-	0.930	0.941
	2.Self-Alienation	0.083	1	-	0.975	0.995
	3.Acceptance of external influence	0.159	0.197	1	0.928	0.980

Construct	Factors	Squared inter-construct correlations			AVE	CR
		Emotional exhaustion	Depersonaliation	Personal accomplishment		
Burnout		1	-	-	0.928	0.980
	Emotional exhaustion	1	-	-	0.980	0.994
	Depersonalisation	0.197	1	-	0.962	0.990
	Personal accomplishment	0.154	0.079	1		

Table B2. Composite Reliability (CR), Average Variance Extracted (AVE), and Discriminant Validity (DV) of Burnout construct.

Construct	AVE	CR
Emotional Dissonance	0.892	0.897
Surface Acting	0.510	0.892
Deep Acting	0.510	0.882

Table B3. Composite Reliability (CR) and Average Variance Extracted (AVE) of Emotional Dissonance, Surface Acting, Deep Acting construct (single order constructs).