

Is Emotional Authenticity Enough: Do Personal Factors Influence the Perceived
Authenticity of Frontline Employees

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A Thesis

in

The John Molson School of Business

Presented in Partial Fulfillment of the Requirements for the Degree of Master of Science
in Administration (Management) at
Concordia University
Montreal, Quebec, Canada

August 29th 2014

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School of Graduate Studies

This is to certify that the thesis prepared

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Entitled: Is authenticity enough: Do Personal Factors influence the Perceived Authenticity of Frontline Employees

And submitted in partial fulfillment of the requirements for the degree of

Master of Science in Administration (Management)

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ABSTRACT

Is Emotional Authenticity Enough: Do Personal Factors Influence the Perceived Authenticity of Frontline Employees

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Organizations are always interested in engaging in any activity that will improve a customer's experience and increase their intentions to return for repeat business. Frontline employee authenticity may be one way to improve customer experiences. Research has found authenticity to be the highest sought after attribute in a frontline employee by customers (Gruber, 2011). Perceived authenticity has also been related to customer satisfaction and perceived friendliness of employees (Grandey, 2005). What isn't clear is whether customers are able to accurately tell when an employee is being authentic or is acting. Some argue that individuals are very capable of detecting inauthenticity, however, most of this research has taken place in laboratory settings (Frank, Ekman, & Friesen, 1993; Surakka & Hietanen, 1998) or used student role play situations wherein individuals' full attention was directed at their targets (Bono & Vey, 2007).

This study seeks to find out if there are personal factors that frontline employees have that allow them to be perceived as being more authentic than their actual authenticity. In addition, it will seek to improve the measurement of authenticity by separating it from emotional display strategies and by taking more frequent and accurate measurements. The study failed to link actual authenticity to perceived authenticity and hence failed to find personal factors that moderate this relationship. It did, however, offer insight into potential methodological changes in the area of study and it reinforced the importance of perceived authenticity to researchers, customers and businesses.

Acknowledgements

Foremost I'd like to thank my wife, Fiona, and my daughter, Lila, for giving me the motivation and support needed to finish this academic endeavour.

I'd also like to thank my supervisor Dr. Kai Lamertz, for giving me the opportunity to pursue my topic of research, and giving me aid and advice throughout.

Finally I'd like to thank all the participants who took in my study, without your participation I could never have completed my thesis.

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Introduction

With the shift to an increasingly service-focused economy, the quality and ability of frontline employees are of the utmost importance to the optimal performance of an organization. They are the personified face of an organization and are the primary contact point through which customers interact with it. Whether it is through delivering a satisfactory service experience, increasing customer satisfaction and repeat business, providing information and help to a retail customer, increasing sales, or handling customer complaints in order to solve problems and maintain a customer-business relationship, frontline employees provide an essential service to an organization that cannot be ignored.

In equal measure to their importance, much is expected of frontline employees on the job. They are expected to be consummate professionals when dealing with clients. They must not only be competent and expedient in completing the technical tasks inherent to their positions, but they are also expected to be constantly courteous, friendly, positive, and lively when interacting with customers. It would, however, be rare if not impossible to find an employee who constantly feels courteous, friendly, positive, and lively at all times during a work day. This presents frontline employees with the dilemma of being required to maintain a certain emotional profile, while potentially not feeling as such. In order for frontline employees to satisfy these competing forces, they need to turn to the use of impression management.

Impression management is the attempt by an individual to influence the perceptions held by another individual, and is typically used by employees in the form of employee affective displays (Luong, 2005), wherein employees attempt to create the

afore-mentioned appearance of being courteous, friendly, positive, and lively. The use of employee affective displays not only requires effort on the part of employees to create them, but also places emotional strain on them by having to act and display emotions that don't completely correspond to how they actually feel. When affective displays do correspond with how employees feel, they are referred to as being authentic displays, and when employees are displaying emotions that are completely different than how they feel they are called inauthentic displays. These inauthentic displays used by employees require engaging in emotional labour that puts strain upon employees. Impression management and emotional labour have been thoroughly explored by researchers in both the psychology and management fields. The resulting consensus is that employees who are forced to act in ways they don't feel leads to numerous negative consequences, chief among them is burnout (Van Dijk & Brown, 2006), which is a long-term disinterest in work and exhaustion. This is problematic for employees, customers and employers alike.

An area which has not been as thoroughly researched is the effect of these authentic or inauthentic emotional affective displays on the customer experience and the resulting business outcomes. Studies have found that when customers perceive employees to be genuine (authentic) when they act happy, warm and caring (positive employee affective display) they are more satisfied and perceive employees to be friendlier (Grandey, 2005). This seems to indicate that when employees act authentically (actual emotions same as emotions displayed), it is beneficial for customers and businesses. However, it is perception of authenticity of employee displays that has been found to be important and valued by customers, not actual authenticity. Therefore, what is the relationship between employees acting in a certain way, and customers perceiving

them as such or differently? Is actual employee authenticity related to perceived authenticity of employees by customers?

Laboratory and contrived student sample studies seem to indicate that individuals are able to accurately access the authenticity of other people (Frank, Ekman, & Friesen, 1993; Surakka & Hietanen, 1998; Bono & Vey, 2007; Hennig-Thurau, Groth, Paul, & Gremler, 2006). On the other hand, one of the few real-world studies conducted on the subject found that employees who used an artificially created employee effect display were perceived to be more authentic by customers (Collishaw, Dyer, & Boies, 2008).

So the question still remains, plainly put, are customers able to accurately tell when employees are actually being authentic and is this important in creating the perception of authenticity? Or are there aspects of impression management and factors that make an employee's affective displays more convincing, which are more important in the creation of perceived authenticity?

This study's primary aim was to attempt to answer these questions by combining the knowledge, variables, and methodologies of previous forays into this area which have found mixed results. In particular, I tackled these questions from three different points: from the employee side, from the customer side, and from the interaction between the two.

On the employee side, I delved into conceptual and methodological questions concerning actual authenticity in employees. The first was what determines actual authenticity (are there certain personal factors that influence the likelihood of an individual being authentic)? The second was, how does actual authenticity relate to employee display strategies?

There are three ways employees can act towards a customer, and they are called employee display strategies. There are genuine emotional displays, where employees act the way they are feeling, and this is by definition authentic. There is surface acting, where employees fake how they are feeling, which is inauthentic. Lastly, there is deep acting, where employees will themselves to feel the way they need to act towards customers, which is an artificially-created authentic display. Is it appropriate to assume the level of actual authenticity within an employee based on their display strategy, as has been done in the past? Are the different display strategies as actually authentic as conceptualized, or do they have varying levels between them (even between deep acting and genuine emotions, which are thought to both be authentic)? Lastly, is it appropriate to measure and assign an average display strategy to an individual, or is this not a precise enough measure?

On the customer side, I looked at the effect of customers' perceived authenticity of employees on outcomes for both customers and businesses in order to replicate the findings of past studies that perceived authenticity positively contributes to both of these. Specifically, what effect does perceived authenticity, as well as employee performance, have on customer satisfaction? Then, in turn, what effect does this customer satisfaction have on the intention to return to an establishment and intention to talk favourably about it to others?

Finally, to see how the employee and customer sides interact, I explored whether there is a relationship between the actual authenticity of an employee and the customer's perceived authenticity of that employee. In effect, can customers accurately perceive actual authenticity? Are there any stable personal factors that improve employees'

impression management or ability to convey actual authenticity, that moderate the relationship between actual and perceived authenticity that occurs during employee-customer interactions?

In order to test these research questions, it was important to distinguish between personal-level and interaction-level variables. The majority of the variables varied from employee-customer interaction to employee-customer interaction and were transient. However, employees engaged in multiple interactions, and as such, their personal factors remained stable and are therefore on a different level of data than the interaction-level variables. Due to looking at both employee personal-level and customer-employee interaction-level variables, and their interaction, this study was cross-level in nature. It was tested by collecting personal factor information about frontline employees at two coffee shops and personal trainers at a gym, as well collecting information about the employee-customer interactions that these employees engaged in from both the employees and customers. In this way, it was possible to tie first-level interaction data that varied for both the employee and the various customers he/she served from interaction to interaction, to the second level employee personal variables that remain stable.

In addition, I measured actual employee authenticity more accurately on a continuous scale using a new measure. I distinguished between actual authenticity of employees and display strategies (genuine emotional display, deep acting or surface acting) used by employees, and I collected data in a real-world setting where customers did not go into an interaction specifically looking for authenticity.

Using statistical analyses, it was found that deep acting, surface acting and genuine emotional displays are unique constructs. Surface acting was the least authentic display, followed by deep acting which was significantly less authentic than genuine emotional displays. It was also found that the majority of employees do not use only one display strategy throughout the day, rather they use a combination of two, or even three different displays, indicating display strategy used should be measured for every interaction. Perceived authenticity and employee performance were found to contribute to customer satisfaction, customer intention to return, and customer intention to talk favourably to others about the business.

It is concluded that, some data issues aside, this study provides insight into how different concepts should be measured, how research in this area should be conducted, what the relationship between authenticity and displays strategies are, and confirms the findings of previous studies that show that perceived authenticity is important to both customers and businesses.

Literature Review

Impression Management

Impression management is an attempt by an actor to influence another person's perception of the actor, by using their behaviours and communications to create a specific image to be seen. In a frontline work situation, a frontline employee would control their mannerisms, speech patterns, as well as what is being said itself to give the impression that he/she is feeling happy, friendly, and lively. It should be noted that impression management can be used to create both truthful displays, wherein an individual's displays reflects reality (authentic displays), or misleading/inauthentic displays with varying

degrees of truthfulness. When impression management is used in a work situation by an employee to display a certain emotional state, these displays can be called a number of names including organizational display rules, employee affective delivery (Ashforth & Humphrey, 1993; Tsai & Huang, 2002), and employee affective displays (Luong, 2005). These displays tend to include both suppressing negative emotions and expressing positive emotions.

Employee affective displays are important because they have been found to be associated with a number of positive business outcomes. When employees engage in positive emotional displays, customers will more likely have increased positive mood (Luong, 2005) and affect, they will rate received service quality as superior (Pugh, 2001), spend more time in a store, increase their willingness to return to a store, increase the likelihood of speaking about the store positively (Tsai & Huang, 2002), and report a higher level of customers satisfaction (Brown & Sulzer-Azaroff, 1994).

These outcomes are thought to occur either directly or indirectly due to the process of emotional contagion. Emotional contagion occurs when the emotions of one individual is either intentionally or unintentionally transferred to another. It has been theorized to be caused by the automatic human tendency to mimic speech and movements, then emotions (Hatfield, Cacioppo, & Rapson, 1993). These ideas have been supported by the work of Du, Fan, and Feng (2011), and Pugh (2001) who found that both negative and positive employee emotional displays have an effect on customers' emotions, with negative displays increasing negative emotions and positive displays mitigating negative emotions and increasing positive emotions. Once clients have "caught" the positive emotions from the employees, the clients' positive emotions will

influence their evaluations of the service encounter (Mattila & Enz, 2002) leading to positive business outcomes.

Clearly, the use of employee affective displays can be immensely important to organizations. These displays will not only engender positive feelings in clients, but also encourage them to return to the business in order to make more transactions or maintain a service relationship, which over the long-term can increase sales and profitability. It seems, however, that not all employee affective displays are created equal, and the degree to which displays appear to be authentic are a determining factor in this.

Display Authenticity

There are two different types of affective emotional displays. There are affective displays that are authentic, in which the emotions felt at the moment by an individual are the same as those shown in the display, and there are inauthentic displays, where there is a discrepancy between how someone feels and the emotions he/she is showing. There are two distinct types of authentic display strategies: genuinely felt emotions and deep acting (Diefendorff, Croyle, & Gosserand, 2005). Genuine emotional displays are, as the name implies, displays where an employee shows emotions that are consistent with how he/she feels both before and during the display. This can be seen as the most authentic display, as it is done without any modification or intention to mislead themselves or others as to their emotional state.

Deep acting is a display strategy where employees do not feel the way in which they are required to act on the job, so in an effort to display the demanded emotional display, they temporarily will themselves into the correct emotional state (Hochschild, 1983). This can be achieved by suppressing unwanted emotions, inducing wanted ones,

or generally tuning their emotions (Ashforth & Tomiuk, 2000). This strategy and the resulting display is considered to be authentic because when the display occurs, the emotions shown to clients are the emotions an employee is currently experiencing, since they created the correct emotional profile within themselves. While considered authentic by most researchers, deep acting may not be as authentic as genuine emotional displays, as it is an artificially-created state. Whether they are conscious of it or not, on some level, employees need to betray how they genuinely feel deep down in order to engage in deep acting. Some parse this concept based on what they term surface authenticity, which is transient and only in the moment, and deep authenticity, which is more deeply-held and long-term (Ashforth & Tomiuk, 2000). If one only has surface authenticity and does not have deep authenticity when engaging in deep acting, it might bleed through into consciousness. The individual may become aware of himself/herself being inauthentic on some level, and this may cause him/her to falter in maintaining his/her display.

On the other hand, the strategy used for inauthentic displays in order to create the required emotional display while not feeling as such, is surface acting. Surface acting is accomplished through simulating the physical actions, such as facial expressions, body posture, and movements, and the verbal actions, such as the tone and content, of the required emotional display (Hochschild, 1983). It is essentially putting on a show or faking how one is feeling during an encounter.

Emotional Labour

A large amount of literature has focused on how the authenticity of displays affects the employee engaging in inauthentic behaviours, which is known as emotional labour (Hochschild, 1983) and emotional dissonance (Rafaeli & Sutton, 1987; Middleton,

1989). Based on self-verification theory (Swann, 1983) and the proposed authenticity motive (Erickson & Warton, 1997; Gecas 1986), employees want to act in ways that are in line with how they really feel. Unfortunately, the majority of frontline employees are required to act in a certain emotional display profile which may necessitate the use of inauthentic employee affective displays. These inauthentic employee affective displays lead to a number of negative employee outcomes resulting from emotional labour and emotional dissonance (Van Dijk & Brown, 2006). One of the most important of these is job burnout.

Job burnout happens in a situation wherein stress is placed on an employee through having to manage their emotions and engage in emotional labour on the job while not being able to deal with this demand (Grandey, 2000). Job burnout has been found to consist of three dimensions: emotional exhaustion, depersonalization, and diminished personal accomplishment (Maslach, 1982; Lee & Ashforth, 1996). Emotional exhaustion occurs when an employee feels as if he/she has no energy to deal with the demands of his/her job. This has been found to be negatively related to genuine emotional displays, neutrally related to deep acting, and positively related to surface acting. (Martinez-inigo, Totterdell, Alcover, & Holman, 2007). The second dimension, depersonalization, is characterized by employees treating clients as objects, not people. This has been found to be associated with surface acting (Brotheridge & Grandey, 2002), and in general is negatively associated with authenticity (Brotheridge & Lee, 2002). The final dimension, diminished personal accomplishment, is where employees no longer accept responsibility for their accomplishments. Here again, it was found that this negative outcome was negatively associated with authenticity (Brotheridge & Lee, 2002)

and was positively associated with surface acting (Brotheridge & Grandey, 2002). Other negative outcomes associated with surface acting include psychological strain, psychosomatic complaints, decreased job satisfaction, decreased organizational attachment, and decreased task performance (Hülshager & Schewe, 2011).

Clearly, acting either authentically or inauthentically reaps different outcomes for frontline employees. Inauthentic displays are harmful to employees over the long-term. Even within authentic displays, there is evidence that the display of deep acting, which is generally considered to be authentic, can be harmful in that it is associated with psychosomatic complaints (Hülshager & Schewe, 2011) and emotional exhaustion (Grandey, 2003). This is important for employers as it directly affects their employees, and is likely to cause numerous negative psychological effects that may ultimately end with burnout, employee turnover, and the costs associated with those outcomes. There is, however, potentially even more of an important factor for employers, though in a less well explored area of research.

Authenticity and Customer Outcomes

How does the authenticity of frontline employee displays affect customers? In particular, what are the differences between the three display strategies (genuine emotional displays, deep acting, and surface acting) in their authenticity and their effect on customers? It seems that customers deem authenticity to be important, as it has been found that they report it as being their highest sought after attribute in a frontline employee (Gruber, 2011). In addition, perceived authenticity has been related to customer satisfaction and perceived friendliness of employees (Grandey, 2005). These findings, however, are for the perception of authenticity, not the actual authenticity of employees.

Do customers really care if employees are actually authentic, wherein there is a convergence between emotions felt and emotions displayed within an employee? Or, is a convincing presentation of something that looks like authenticity through affective displays enough for customers? Are customers able to accurately perceive the actual authenticity of an employee, or are there other factors that are as, or more, important in creating perceptions of authenticity and ensuring a satisfactory customer experience? Does the actual level of authenticity make a difference, and do the three display strategies (genuine emotions, deep acting and surface acting) yield different reactions because of it, or is there no difference in outcomes other than the differences that authenticity or inauthenticity create?

The answers to these questions remain unclear. Some argue that customers are able to fairly consistently detect authenticity in other people, be it the difference between authentic and inauthentic emotions (Erickson & Warton, 1997), or authentic and inauthentic smiles like the Duchenne smile (Ekman et al., 1988). However, very few studies have looked at the difference between genuine emotion, deep acting, and surface acting. They have only looked at the difference between authentic and inauthentic displays, or deep acting and surface acting, neglecting the existence of genuine emotions (Chi, Grandey, Diamond, & Krimmel, 2011). In addition, most studies have either been conducted in a laboratory setting in which a participant's full attention was directed at the actor (Frank, Ekman, & Friesen, 1993; Surakka, & Hietanen, 1998), or have taken place with student role-play populations (Bono & Vey, 2007; Hennig-Thurau, Groth, Paul, & Gremler, 2006) where more attention is drawn to the interaction than a non-experimental context would. In a real-world business setting, an individual will be focused on

completing the business task at hand and less attention will be paid to detecting authenticity in an employees' performance. This inattentional blindness is well documented (Simons, Chabris, 1999). It has been shown that humans can only pay attention to so many things simultaneously, and the aspects of an experience which are less focused on which may go unnoticed. This is likely to be true when a customer is only asked after an interaction to report how authentic he/she thought an employee was (perceived authenticity), and not before. In this way, customers do not go into an interaction looking to confirm or deny the existence of actual authenticity. Clients may focus on only the most salient details in their interaction with an employee, and this could cause an authentic employee who is not using impression management to highlight their actual authenticity to go unnoticed. It could also result in an inauthentic self-promoter to be noticed, but only enough to see the created emotional display he/she is putting on and not the underlying inauthenticity. So it is possible that in a real-world situation, a customer's perception of employee authenticity compared to the actual authenticity of the employee may not be as accurate as in previous lab settings.

Findings in recent research that looked to investigate the connection between perceived and actual authenticity and have been carried out in a real world setting has produced mixed findings. An example of which is the study done by Collishaw, Dyer, and Boies (2008), wherein employees engaging in deep acting were perceived to be more authentic than authentic employees displaying genuine emotions. This may indicate a number of things. The first is that clients are not able to easily distinguish a difference in actual authenticity between the different strategies, particularly between genuine emotions and deep acting. This would indicate that organizations need be less worried

about fostering genuine emotions within their employees, as this distinction is unimportant to clients, though it still will have an impact on employee job burnout. The second possibility is that genuine emotion and deep acting are so close in terms of actual authenticity that there is effectively no difference, and as such, clients can not accurately perceive the difference between them. Lastly, it is possible that while actual authenticity may play a role in clients' perceived authenticity of a frontline employee, it is not the only factor that plays into it. This would indicate that there are other factors, some of which could be controlled or modified, that would foster the perception of authenticity within clients and lead to all of the positive outcomes associated with it.

Study Aims

This study's primary purpose is to parse these questions in order to develop a clearer picture of the differences for clients between the three separate strategies, especially genuine emotion and deep acting. We know from previous studies that they are distinct concepts (Diefendorff, Croyle, & Gosserand, 2005). However, the authenticity of displays tends to be seen as binary based on display strategy used, as either inauthentic for surface acting, or authentic for genuine emotions or deep acting. This seems like a forced distinction and analysing actual authenticity on a continuous scale could yield more precise and potentially interesting findings. If actual authenticity is measured, it can be compared to display strategies and answer questions like, how authentic is deep acting? Does deep acting vary significantly between users? Does it vary significantly between people? Is it significantly less authentic than genuine emotion?

Actual authenticity could then be compared directly to the perceived authenticity by clients of employees, which could answer even more questions: to what extent, if at all,

does actual authenticity have an impact on client outcomes? Viewing both authenticity and perceived authenticity as continuous, rather than categorical variables, might highlight important differences between the three displays that may not have been discovered previously due to lack of detail in the measures.

This study will also seek to discover what stable personal factors, if any, influence the perception of authenticity above and beyond the contribution of actual authenticity itself. It may be that personal factors are even more important than actual authenticity in creating the perception of authenticity, which in turn creates a positive client experience. Employee authenticity plays a role in the perceived authenticity of an employee by clients (Collishaw et al., 2008), however, it might be only one of many factors that contribute to this perception. As with most dyadic forms of communication, information can be infused into an employee's affective displays in three different ways: encoding by the transmitter, the way in which a message is transmitted, and how the message is decoded by the receiver. In this situation, employee personal factors would be the encoding (ex. the variation in expressiveness of displays in introverts versus extroverts), situational factors would be how it is transmitted (ex. how long are the client and employee interacting), and client personal factors would be the decoding (Ex. a neurotic client may perceive real or imagined negativity in an employee's display). In focusing on employee actual authenticity in interactions, and the stable personal factors that could influence these interactions, this study will be chiefly concerned with the encoding part of communication, however, some client or situational factors will be controlled for.

Personal Factors

Prior research has looked at the effect of personal factors on emotional labour and display strategies. Most of this has revolved around finding out which individuals engage in and are able to cope with engaging in emotional labour (Wharton, 1993; Judge, Woolf, & Hurst, 2009). For example, high self-monitors are prone to less stress and less elevated heart rates when engaging in emotional labour (Bono & Vey, 2007). In addition, some research has looked at personal factors as antecedents that predict the propensity of an individual to engage in some display strategies over others. One such finding is that high self-monitors are more likely to use surface acting (Bono & Vey, 2007), as do individuals high in emotional stability, however, those high in extroversion use it less frequently (Buckner & Mahoney, 2012). While actual authenticity varies from interaction to interaction, these personal factors would remain stable in an employee. As such, they may be able to predict stable trends over numerous interactions between one particular employee and many customers, and that would explain more thoroughly what creates the perception of authenticity in the minds of customers.

Even when limited to only employee personal factors, there are a large number of abilities and skills that could have an impact on the relationship between actual and perceived authenticity through display effectiveness. In order to limit this further, I have focused on the skills and abilities that I believe could enable an employee to best “sell” the perception of authenticity of his/her impression management display over numerous interactions with customers. Impression management has long been compared to an actor putting on a performance in a specific interaction situation (Goffman, 1959). Much like actors must make an audience believe their performance, employees must make clients believe their authenticity. In order to do this, employees must be:

1.) Willing to mislead their audience. This is prerequisite for either of the acting strategies to take place. Employees must be willing to deceive or manipulate customers or themselves into thinking that they are seeing or experiencing one set of emotions even if they are seeing or experiencing another. Without this willingness, there would only be positive or negative genuine emotional displays. As most frontline employees are required to engage in required emotional display profiles, it is almost a given that this aspect exists within all frontline employees to some extent. However, there are employees who may naturally be more inclined to work on the perceptions they are making in order to be appear more favorably or in order to get along with others, such as high self-monitors or those high in agreeableness.

2.) Understand and play to their audience. To appear authentic, an employee must have the ability to read the client he/she is dealing with. Some clients will expect certain behaviours or treatment, and employees will have to be look for this. Knowing what a customer wants will also facilitate the building of a rapport which will again help in developing a perception of authenticity. Emotional intelligence, self-monitoring, and agreeableness have to do with reading and being aware of others' feelings, emotions, and perceptions which allow employees to read clients.

3.) Be aware of how they are presenting themselves and are being perceived by the audience and adjust accordingly. It is one thing to know what a client wants to see, it's another to actually deliver that performance. An employee needs to be aware of what he/she is doing, when he/she is being watched, what impression he/she is giving off at all times, and be able to modify that when he/she receives feedback. An employee high in self-monitoring would be more aware of how he/she appears to others and know when

and how to change it. Emotional intelligence would once again be helpful here, and would help employees read how they are acting emotionally and be able to control their own emotions. Both self-monitoring and emotional intelligence might create higher levels of perceived authenticity.

4.) Be able to draw upon beliefs and experiences to sell the performance.

Previous experience in using impression management tactics should make an employee more adept at creating convincing emotional displays or showcasing actual emotions.

Holding a deeply held belief in acting in the prescribed way, such as in the deep authenticity proposed by Ashforth and Tomiuk (2000), may allow employees to tap into this belief to create more authentic appearing deep acting displays. Neuroticism will be a negative aspect here, as individuals scoring high in neuroticism tend to more often experience and are familiar with negative emotions, as such they will have less experience with positive emotions and will be less able to conjure them at will.

Self-Monitoring

Self-monitoring is the degree to which an individual is aware of how his/her actions make him/her appear to others, as well as how others are currently perceiving him/her, and how able he/she is to change how he/she is being perceived by others. High self-monitors will more likely change how they act and what they say in order to be positively perceived by others, while low self-monitors will more likely act how they really feel and say what they really think. It is a personality variable that has seen much interest in the management field over the span of almost 40 years, looking at the relations between it and various other variables such as job performance and advancement,

leadership, work related attitudes, ability, and demographics (Day, Unckless, Schleicher, & Hiller, 2002).

This is an important factor for this study because it has been found to be associated with persuasion ability, communication effectiveness (Sypher & Sypher, 1983), the ability to convey emotions (Friedman, DiMatteo, & Taranta, 1980), and effective emotional performance (Bono & Vey, 2007). These aspects of self-monitoring, along with self-monitors' drive to want to be perceived positively, could be beneficial in effectively transmitting genuine emotions to customers, or by enhancing the believability or perception of authenticity of a surface acting or a deep acting display. I expect self-monitoring to be most associated with surface acting, as was found in the past (Bono & Vey, 2007), though the perceived authenticity of any display can be accentuated with impression management techniques, even authentic displays.

Emotional intelligence

Emotional intelligence is the ability for an individual to: effectively appraise emotions, both within himself/herself and in others; be able to use emotions to ameliorate decisions and cognition; be knowledgeable about emotions; and manage his/her emotions (George, 2000). Emotional intelligence has been studied in the field of psychology, looking at its correlations with psychographics (Ishak, et al., 2013) and interpersonal relationships (Malouff, Schutte, & Thorsteinssona, 2014); in the medical field, looking how it relates to health (Schutte, Malouff, Thorsteinsson, Bhullar, & Rooke, 2007); and most importantly for this study, in the management field, linking it to variables such as job performance (O'Boyle, Humphrey, Pollack, Hawver, & Story, 2011). As of late, it has even strongly permeated the practitioner lexicon, though some researchers have

cautioned against an exaggeration of the importance of emotional intelligence on job performance by practitioners as the effect size of emotional intelligence is not very large and may depend on the measurement used (Joseph & Newman, 2010). Some even went so far as to call the recent obsession with emotional intelligence a fad (Joseph & Newman, 2010).

These same researchers however, made the point that regardless of the measurement tool, emotional intelligence showed predictive validity on its own, and above and beyond the impact of personality and cognitive ability on job performance for high emotional labour jobs that require the use of positive emotional displays (Joseph, & Newman, 2010). As high emotional labour jobs is the population of interest in the study, and emotional displays are the primary concept of interest in this study, emotional intelligence was selected as a personal factor of interest. Employees high in emotional intelligence may be able to recognize customers' and their own emotions, and be able to better change their own emotions to better suit the customer or the situation. In this way, emotional intelligence could increase perceived authenticity by improving deep acting through emotional control, surface acting through knowing what a real emotional display should look like, and genuine emotion by bringing forward genuine emotions to be more apparent if employees with high emotional intelligence sense customers are not detecting them.

Agreeableness

Agreeableness is one of the big five personality traits, and has to do with individuals who are compassionate and friendly and who try to be pleasant in social interactions. It has typically been looked at in management literature along with the four

other personality dimensions, and there are mixed findings about its relation to work outcomes in meta-analyses, such as job performance (Barrick & Mount, 1991; Tett, Jackson, & Rothstein, 1991). A more recent meta-analysis that took into account contextual performance rather than just task performance, found that agreeableness does have a significant impact on ratings of interpersonal facilitation, and it is a more important factor in job satisfaction for jobs involving interpersonal interactions, like customer service jobs (Hurtz & Donovan, 2000).

As such, agreeableness is most likely important for the creation of perceived authenticity in a number of ways. The first is that fulfilling the requirements of the emotional display (warm, friendly, courteous) required by most establishments is very much in line with how a person high in agreeableness would likely want to act anyway, which means he/she is more familiar with how he/she should look and act if he/she were to engage in deep acting, and it would be easier to slip into and maintain a deep acting display. Employees high in agreeableness should also be able to naturally build a rapport with customers during their interactions, both by reading employees and trying to be as pleasant as possible. This in turn is more likely to have the customers view them more favorably and believe their display more, which should increase perceived authenticity regardless of display type used.

Neuroticism

Neuroticism is one of the big five personality factors, and is associated with a tendency to experience negative emotional states such as anger sadness or anxiety, and react poorly to and have difficulty handling stressors or minor frustrations. It was included because it will most likely hamper an employee's ability to engage in actual

authenticity as well as sell emotional displays. Neuroticism has been found to be associated with poor performance on emotional performance or emotional displays (Bono & Vey, 2007; Diefendorff & Richard, 2003). Beyond that, I expect employees scoring high in neuroticism to have lower perceived authenticity for a few reasons.

Organizations more often require positive emotions of their employees (Schaubroeck & Jones, 2000), and individuals who score high on neuroticism are more familiar with negative emotions and will thus need to spend more effort to either fake positive emotions (surface acting) or create and maintain positive emotions within themselves, which leaves less attention to put into selling the display. Secondly, as those high in neuroticism react poorly to stressors and frustrations, they might be unable to maintain their actual genuine positive emotions or their displays if they encounter trying clients.

Belief in the importance of acting in a required job role

Holding a belief that it is important to act and display the emotional profile required of a job all the time at work may also aid in the increased perception of authenticity. Ashforth and Tomiuk (2000) called this deeply held belief “deep authenticity”, which is to be contrasted with “surface authenticity” which is conceptually similar to what is referred to as actual authenticity in this study, the in the moment convergence or difference between what is felt and what is displayed. This idea is important to the current study because even if employees might not feel like acting in the appropriate way at the moment, their deep authenticity would motivate them to both create and maintain an acting display as effectively as possible. Also, when showing genuine emotional displays, an employee’s belief in the importance of the showing the

required emotional profile may make him/her think to exaggerate or draw attention to his/her genuine display, which could increase perceived authenticity as well. A lack of this deeply-held belief may even be harmful. On some level, an employee is probably aware of the deep inauthenticity of his/her transient deep acting display, preventing a full authentic emotional alignment. In addition, an employee's display may be more prone to lapses during an interaction with a client, and is less resilient because of this lack of alignment between these levels of authenticity.

Experience

Experience as a frontline employee could give employees the advantage of practising their scripts and displays, so that they can easily use them, slip into them, and tweak them to be more convincing in comparison to new employees.

If an employee has the right stable factors, abilities, and skills, it is possible that he/she can make inauthentic displays seem authentic, or deep acting displays or genuine emotional displays seem even more authentic. On the other hand, an authentic employee who has none of these factors could come off as being perceived as less authentic simply because he/she is not able to convey their actual authenticity properly. In this way, the personal level variables (personal factors) might have an impact on the varying interaction level variables (actual authenticity and perceived authenticity).

Business outcomes

Finally, this study will look at how perceived authenticity and the effects of personal factors ultimately influence business outcomes. In particular, it will try to confirm that the previous findings that perceived authenticity positively affects customer satisfaction (Grandey et al., 2005) hold true, and customers' intentions to return and to

talk favourably about an establishment will also be looked at. In order to look at this relationship clearly, employee performance will be measured, as it will likely contribute to satisfaction and employee intention to return to an establishment and intention to speak favourably. Employee performance has been included in previous research, which has shown similar results as those I am expecting (Grandey et al., 2005; Pugh, 2001). The satisfaction of a customer cannot be expected to be entirely due to emotional displays - customers will obviously also evaluate servers' technical task performance.

Summary

In sum, this study seeks to combine all of the methodologies of previous studies in the area to create a more complete view of the correlation and the effects of perceived authenticity taking into account all three display strategies (Diefendorff et al., 2005), looking at the relation between actual and perceived authenticity in a real world situation (Collishaw et al., 2008), and how perceived authenticity affects business outcomes (Grandey et al., 2005). In addition, it aims to improve upon the methodologies by measuring actual authenticity in addition to display strategy, and recording measurements for each customer-employee interaction instead of general measures for actual authenticity in order to record more accurate data. Lastly, stable personal factors are added in order to better explain actual authenticity and the relationship between actual authenticity and perceived authenticity. This cross-level design aims to better explain the customer-employee interaction level variables by considering that stable higher-level employee variables are at play in determining the lower-level variables.

Advances in this study could lead to newly-found relationships between personal factors and both actual and perceived authenticity, new methodological recommendation

for research in this area, and advice for business practitioners in terms of the recruitment, retention, and training of employees.

Research Questions

Are there personal factors that lead to actual authenticity? How is actual authenticity connected to emotional display strategies? How does perceived authenticity affect customer outcomes? Are customers able to accurately detect employee authenticity? Are there personal factors possessed by frontline employees that significantly influence the extent to which customers perceive employees' displays to be authentic?

Hypotheses

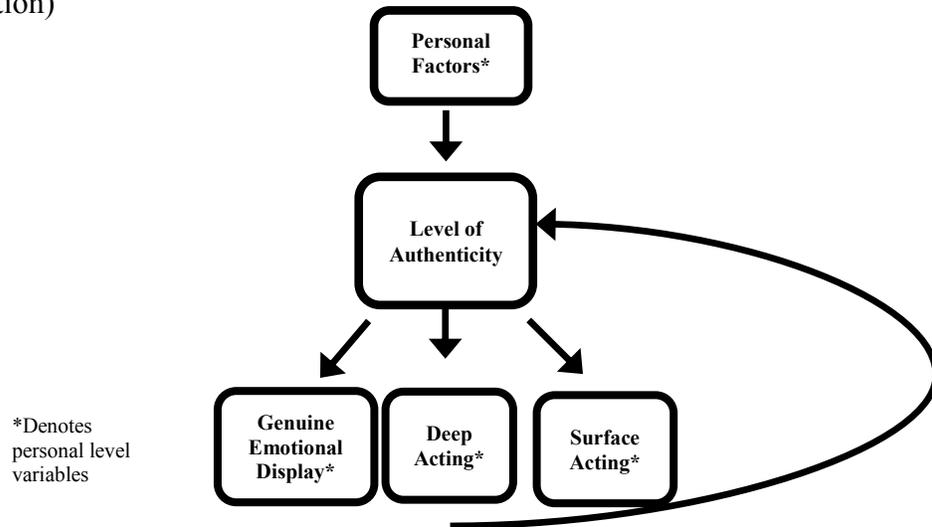
Employee side relationships: Actual authenticity and display strategies.

These hypotheses have to do with the level of actual authenticity that exists within an individual, which I believe exists on a continuous scale; the employee display strategies which are measured as a categorical variable; and the interaction between the two. The structure of these relationships can be seen in path 1 in figure 1.

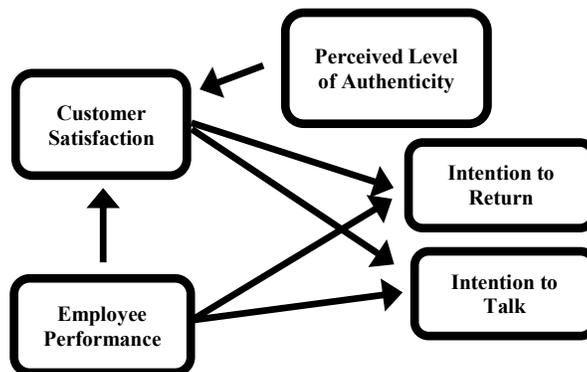
Figure 1.

Path Diagrams

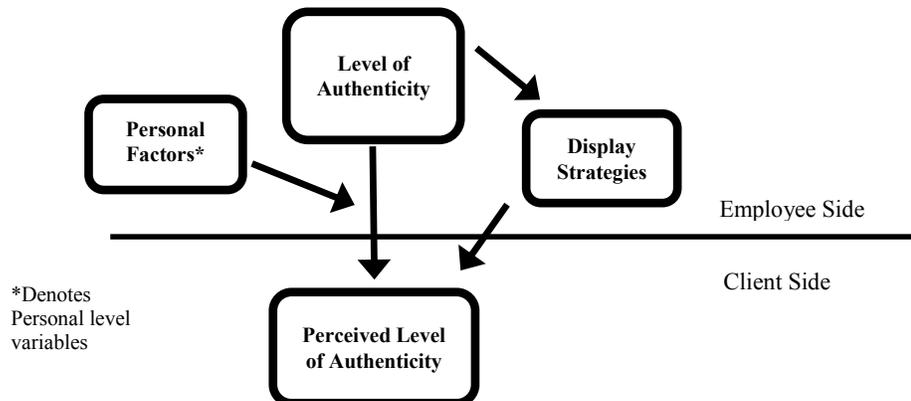
Path 1: Employee Side Relationships: Actual Authenticity and Display Strategies (Cross-level interaction)



Path 2: Customer Side Relationships: Customer and Business Outcomes (Interaction level only interactions)



Path 3: The Interaction of Employee and Customer Relationships: Actual Authenticity, Perceived Authenticity, and Moderation. (Cross-level interaction)



I believe that actual authenticity that exists within an employee during employee-customer interactions will be influenced by stable personal factors, as outlined in the individual personal variable sections above.

I do not think that deep acting will be as authentic as genuine emotional displays, as it is an artificially-created emotional state, wherein there is no guarantee an employee will fully commit to it, nor fully convince himself/herself that what he/she is feeling is real, especially considering he/she knowingly attempts to create the state within himself/herself.

I do not believe that the measurement of emotional display strategies is specific enough to inform one as to the actual level of emotional authenticity within an individual. It is possible that there is a great deal of variation in actual emotional authenticity within each display strategy category, and perhaps even an overlap in emotional authenticity between strategies for different individuals. For example, perhaps an employee had low authenticity, in order to meet the emotional display requirements of their job he/she engaged in deep acting, however, he/she was unsuccessful in altering his/her emotional state for whatever reason. If this employee's actual emotional authenticity was measured, it would still be low, but his/her display strategy would be registered as deep acting, which would incorrectly be thought of as being authentic. I do believe that display strategy mediates actual emotional authenticity and perceived authenticity, and actual emotional authenticity dictates what strategy will be used to a degree. I do not think one can measure solely display strategy to know accurately what level of actual authenticity exists within an employee. Following this reasoning:

1. Level of authenticity will be influenced by all personal factors. All of the personal factors included in the study are hypothesized to act on the models in two ways (see figure 1. above). The first, which is important to this hypothesis, is their effect on actual authenticity where they contribute to the level of actual authenticity an employee enters into an interaction with. Specific reasoning as to how each personal factor achieves this can be found in the personal factor sections above. The second effect of personal factors is moderating the relationship between actual authenticity and perceived authenticity, which will be discussed later in the interaction section.

2. Lower self-reported actual authenticity will be associated with surface acting. Surface acting is simply putting on a fake emotional display intended to superficially appear as if an employee has the appropriate emotional profile. The need to do so is based on there being a difference between what the employee feels and what they are required to display. No attempt is made to change one's actual emotional profile as in deep acting, and an employee who uses surface acting is clearly not feeling the required emotional profile, otherwise surface acting would not be required. For these reasons, surface actors should have low levels of authenticity.

3. Higher self-reported actual authenticity will be associated with both deep acting and genuine emotional displays. Genuine emotional displays are by definition authentic, and deep acting, if effective, leads to an employee having the internal emotional profile that is the same as the external required one, and will therefore be authentic as well. For these reasons, high levels of emotional authenticity will be associated with both deep acting and genuine emotional displays.

4. *Deep acting will be associated with less actual authenticity than genuine emotional displays.* While genuine emotional displays are completely authentic by definition, deep acting is not. While the internal and external emotional displays will match up, the internal state is still an artificially created one, and on some level employees will be cognisant of that. Perhaps this arises from the cognitive dissonance of believing he/she shouldn't have to fake or change how he/she feels, but also believing it is required for he/she to do it in that situation. Perhaps because of this, employees will not fully commit to the modification or will not completely believe in it themselves, and because of this it will not be as authentic as genuine emotional displays. In addition, as mentioned before, it is possible the attempt to deep act will not be successful, lowering the mean authenticity associated with deep acting.

5. *The display strategy used by employees will vary throughout the day.* Previous studies have assumed that the display types used by employees are stable and have effectively defined them as personal level variables, rather than interaction level variables that can change from one customer encounter to another. Much like actual authenticity, it is doubtful that the type of display strategy remains constant throughout an eight hour work shift, and potentially interesting data is missing because of the lack of specificity.

6. *Actual authenticity will significantly vary both between and within display strategies, and there will be overlap in actual authenticity between the display strategies.* While previous studies have differentiated between actual authenticity based on display strategies, I do not believe the relationship between them is clear-cut enough to do so. Granted, actual authenticity will correlate differently with different display strategies. For example, genuine emotional displays will correlate with high actual

authenticity while surface acting will correlate with low levels of actual authenticity, meaning that displays will vary between each other in terms of actual authenticity. However, I expect levels of actual authenticity will also vary significantly within these display strategies, and more importantly actual authenticity will overlap between different display strategies. This will show that while certain display strategies types will generally be more or less authentic than others, different display strategies will not occupy distinct and independent areas of the actual authenticity scale. Put another way, not all display strategies of a type are actually as authentic as another of the same type, it would be impossible to know how actually authentic an employee is based on knowing their display strategy, hence display strategy should not be used as a de facto measure of actual authenticity, as it is not accurate enough for this purpose.

Customer side relationships: Customer and business outcomes. These hypotheses involve solely variables within the customer including their opinions and perceptions, and are tested using self-report data from customers. They will seek to confirm previous findings on the effects of perceived authenticity on outcomes for both customers and businesses, and highlight how important perceived authenticity is for both of them. Specifically, they look at how perceived authenticity and perceived employee performance affect customers' satisfaction, intention to return to, and intention to speak favourably about an organisation. These organizational outcome relationships will be of interest to organizations seeking to learn what best creates a satisfied customer, who will be interested in returning to their establishment, and speaking about it favourably. The relationships relating to these hypotheses are represented by path 2 in Figure 1.

7. ***Perceived authenticity will significantly contribute to customer satisfaction.***

Individuals will inherently prefer to interact with individuals they perceive to be more authentic, and it is the attribute that they seek above all in a frontline employees (Gruber, 2011). In addition, past studies have actually found that perceived authenticity is related to customer satisfaction (Grandey et al., 2005), and as such, it should hold true for this study as well.

8. ***Employee performance will significantly contribute to customer satisfaction, intention to return, and intention to speak favourably.*** Grandey et al. (2005) found that employee performance only leads to customer satisfaction when interacting with perceived authenticity in a laboratory study, however, they also found that it independently leads to satisfaction in a real-world setting. Though I expect this study will fall in line with Grandey et al.'s (2005) field study findings the interaction effect of employee performance and perceived authenticity on customer satisfaction from the laboratory study will also be tested. While impression management and actual authenticity are probably going to colour a customer's experience, how quickly and effectively an employee completes a task for a customer will most likely be an even more important factor in determining customer satisfaction, especially in a Western setting. For these reasons, it is hypothesized that employee performance will independently lead to customer satisfaction, though the other explanation, that it interactions with perceived authenticity, may hold true and will be tested as well. In addition, employee performance should contribute to whether customers will choose to return or speak favourably about an establishment, for similar reasons.

9. *Customer satisfaction will lead to both customer intention to return and intention to speak favorably about an establishment.* A customer's satisfaction with a retail or service experience, will be an important factor in their intention to return for repeat business or to tell family or friends about the establishment.

The interaction of employee and customer: The relationships between actual authenticity, display strategies and perceived authenticity. Following looking into the relationships involving actual authenticity on the employee's side and perceived authenticity on the customer's side, these two sides will be brought together. These hypotheses will deal with the interaction between customers and employees, and how actual authenticity and perceived authenticity interact. Can customers accurately detect authenticity? Does actual authenticity correlate with perceived authenticity as expected, and will the findings of certain displays strategies being perceived as being more authentic than others be replicated? The relationships in these section can be found in path 3 of Figure 1.

10. *Level of actual authenticity will be positively correlated with level of perceived authenticity.* As laid out above, previous research has tended to show that individuals are proficient in detecting authenticity in others. As I contended, however, these were in fairly contrived situations wherein either all of a participant's focus was directed at detecting authenticity or at the very least, participants knew a priori that they were looking for authenticity. I believe customers will still be able to accurately detect actual authenticity and this will influence their perceived authenticity, however, there will only be a moderate relationship between actual and perceived authenticity, as customers' attention will be less focused on detecting authenticity in a real-world setting.

11. Surface acting will be negatively correlated with perceived authenticity.

Customers will be able to see through to an employee's actual authenticity and when employees engage in surface acting they will have low actual authenticity, and customers will rate them as such. In realising the apparent inauthenticity, customers will be put off by the employee surface acting, which will lower the perceived authenticity even more. For these reasons, clients will perceive low authenticity in employees if they use surface acting.

12. Deep acting and genuine emotional displays will be positively correlated with perceived authenticity. As with surface acting, both deep acting and genuine emotional displays are mediators for actual authenticity. As it is hypothesised that customers will be able to accurately detect actual authenticity, and because both deep acting and genuine emotional displays are authentic, there should be a positive correlation between deep acting, genuine emotional displays, and perceived high actual authenticity.

The interaction of employee and customer: The effects of personal factors. These hypotheses deal with the personal factors that are possibly correlated with perceived authenticity (due to their effect on actual authenticity, as hypothesised in hypothesis 1) or that moderate the relationship between actual and perceived authenticity by better selling impression management displays or communicating actual authenticity, above the effect of actual authenticity alone. These are aimed at explaining what affects perceived authenticity, how completely genuine individuals can be perceived as being less authentic than deep actors, as well as attempting to find other factors that lead to perceived authenticity.

13. *Self-monitoring will have a strong relation with perceived authenticity, but only when compared to low self-monitors within the same display strategy group. Self-monitoring moderates the relationship between actual authenticity and perceived authenticity.* As self-monitoring relates to being aware of how one is being perceived and working to change this persuasion ability, communication effectiveness (Sypher & Sypher, 1983), the ability to convey emotions (Friedman, et al., 1980), and effective emotional performance (Bono & Vey, 2007), it follows that a high self-monitor should be able to engage and transmit emotional displays effectively. That said, self-monitors are more likely to use surface acting (Bono & Vey, 2007), which would drag down the overall perceived authenticity of self-monitors, as surface acting should be generally perceived as being lower in authenticity than other strategies. If display strategy is controlled for, high self-monitoring will be positively correlated with perceived authenticity.

14. *Emotional intelligence will be positively related to perceived authenticity. Emotional intelligence moderates the relationship between actual authenticity and perceived authenticity.* As individuals high in emotional intelligence are able to read emotions both in themselves and in others, as well as control their emotions and convey them better, it should be easier for them to create, maintain, and convey an authentic emotional display. In this way, those with high emotional intelligence will be able to effectively use deep acting to increase their base authenticity, which should in turn increase their associated perceived authenticity. As well, their increased ability at emotional conveyance will increase the perceived authenticity of their display beyond the actual level of authenticity.

15. Agreeableness will be positively related to perceived authenticity.

Agreeableness moderates the relationship between actual authenticity and perceived authenticity. Individuals high in agreeableness are assigned such descriptions like sympathetic, kind, warm, considerate, and cooperative (Thompson, 2008). These characteristics ingratiate them toward customers, which increases perceived authenticity, and would also be what is expected of an on-the-job emotional display profile, so less emotional labour would be required of individuals high in agreeableness to get into the correct emotional display profile. Those high in agreeableness are concerned with social relations, specifically maintaining positive relations (Jensen-Campbell & Graziano, 2001), so they would most likely try harder in fostering a positive emotional display towards customers and have overall higher actual authenticity. They are also more able to control negative emotions when they are in conflict situations (Jensen-Campbell & Graziano, 2001), so they would be able to maintain a positive emotional display when acting.

16. Belief in job role will be positively related to perceived authenticity. Belief in job role moderates the relationship between actual authenticity and perceived authenticity.

authenticity. Ashforth and Tomiuk (2000) hypothesized that there may be two types of authenticity, surface and deep. While most of this study will be looking at what they termed surface authenticity, and this is what will be referred to and measured when speaking of authenticity and actual authenticity, it is possible that deep authenticity (for the purpose of clarity, I will refer to this type of authenticity as belief in job role) will also affect perceived authenticity. Having an underlying and deeply held belief that it is important to maintain the required emotional profile may lead to better maintenance of surface and deep acting (allowing less glimpses of inauthenticity to customers), as well as

more often choosing to engage in deep acting over surface acting or engaging in genuine emotions over deep acting, both of which may increase perceived authenticity.

17. Years of experience working as a frontline employee will be positively related to perceived authenticity. Years of experience working as a frontline employee will moderate the relationship between actual authenticity and perceived authenticity.

Having worked a long time as a frontline employee and having to routinely engage in emotional displays may give employees the ability to more easily slip into and maintain emotional displays increasing perceived authenticity. In addition, as emotional labour leads to emotional exhaustion and burnout (Martinez-inigo et al., 2007), the employees who engage in surface acting will be more likely to quit. Therefore, more time spent as a frontline employee may correlate with higher authenticity and perceived authenticity.

18. Neuroticism will be negatively related to perceived authenticity. Neuroticism moderates the relationship between actual authenticity and perceived authenticity.

Employees high on neuroticism will more often experience negative emotions, which will lead to lower general actual authenticity. They will be less able to deal with negative emotions, and tend to perform emotional performances or emotional displays poorly (Bono & Vey, 2007; Diefendorff & Richard, 2003), which will negatively affect the perceived authenticity of their displays.

Methods

The study that was carried out to test these hypotheses was multi-level, with second level personal factors and first level dyadic interaction factors; cross-level, with personal factors moderating the relationship between actual authenticity and perceived authenticity; and cross-sectional in design. It was carried out in a convenience sample of

two coffee shops and a gym. The participants were coffee shop employees and personal trainers, and were the source of the personal level data variables of personal factors.

When these employees interacted with customers, both the customers and employees were asked about the encounter, which is the source for the interaction level variables having to do with the dyadic interaction (actual authenticity, perceived authenticity, employee performance, customer satisfaction, intention to return and speak positively).

This approach allowed for the linking of both levels of data and the linking of two sources of data (employee and customer).

Dealing with data from multiple levels is difficult, especially if lower level data does not occur the same number of times for each higher level grouping variable. In this instance, the higher (personal) level grouping variable was employee and the lower level data is interactions, as each employee had multiple customer interactions but not every employee had the same number of interactions. This is problematic for two reasons. The first is that not having the same number of interactions will lead to certain employees having more or less weight in the data. The recourse to resolve this is through the analysis of the data, specifically to use statistical packages designed to be able to account for this situation. The other problem is that variables on different levels are not directly comparable, so to calculate, for example, correlations between variables on different levels, a variable on one level needs to be brought to another level. Typically variables are brought to higher levels by calculating average scores for all of the interaction level data for a particular grouping variable, for example, calculating an average actual authenticity score for every employee.

Sample

The sample in the study was composed of frontline employees from two coffee shops and personal trainers from a gym ($N = 26$). For each of these employees, between one to ten customer-employee dyads were recorded averaging $M = 5.85$ per employee, for a total of $N = 152$ dyads, as can be seen in Table 1. The average age of employees was 23.19 years ($SD = 7.50$), the average work experience as a frontline employee was $M = 39.35$ ($SD = 36.26$) months, and the participants were evenly split with $n = 13$ for each gender. There were 22 employees from coffee shops, three from coffee shop A, and 19 from coffee shop B. There were four trainers from the same gym location. Coffee shop employees were on average 22.45 years old ($SD = 7.82$), had 31.55 months of experience ($SD = 25.47$), and were evenly split between men and women. Trainers were older on average ($M = 27.25$, $SD = 3.78$), had more work experience ($M = 82.25$, $SD = 59.30$), and also were evenly split between men and women. On average, coffee shop employees recorded 6.22 employee-customer dyads each ($M = 3.33$ for coffee shop A; $M = 6.68$ for coffee shop B), whereas trainers recorded $M = 3.75$ dyads each.

Procedure

Originally, the plan for the study was to systematically contact sit-down restaurants only, based on geographical location, in order to invite them to take part in the study. However, after many months of getting no replies, or no positive replies to letters given to sit-down restaurant managers, it was decided that in order to complete the study, modifications needed to be made.

Contacting potential establishments to take part in the study was changed to a convenience sample of organisations in which there were contacts consisting of family members, friends, professional contacts, or acquaintances. In addition, the type of

organization in the sample was expanded to include not just sit-down restaurants, but essentially any establishment that had frontline employees who interacted with clients in person on a daily basis. This was done for two reasons. The first was to expand the sample to increase the chance of obtaining data. The second was that an experience with a sit-down restaurant gave the impression that servers whose livelihood depended mainly on tips would be unlikely to participate in the study. The speculated reason for this was the monetary incentive (\$5.00 CAD) offered for participation did not overcome the server's assumption that taking part would negatively influence their tip amount over and above the incentive amount.

Managers of selected establishments were personally given or forwarded letters explaining the goals of the study, the requirements and benefits of participating, which for the managers included a final report of the study, and the completion and analysis of a free customer satisfaction survey including adding items that managers wanted. The managers were asked to either pass on letters explaining the study to employees, or give employee contact information to the researcher in order for the researcher to pass on the information directly to employees. Data collection occurred over one work shift for each employee participant, at the beginning of which the researcher would bring two locked survey boxes, one for employees and one for customers. Each employee participant was assigned a number and was given ten customer satisfaction surveys and ten employee actual authenticity surveys. The customer satisfaction survey consisted of questions that would assess customers perception of how authentic the employee that served them was, how well they thought the employee performed, how satisfied they were with their experience at the establishment, how likely they were to return to the establishment, and

how likely they were to speak about the establishment favourably. The employee actual authenticity survey consisted of the one graphical actual authenticity measure which was piloted as described below. These two surveys were coded so that they could be linked to both the employee, as well as to the specific customer-employee dyad they were filled out for (ex. if employee 4D handed out a survey to the 7th customer that agreed to complete a survey both that survey and the corresponding employee actual authenticity survey would carry the code 4D7). In this way it would be possible to see how authentic an employee was being perceived as by a client as compared to how authentic the employee was actually being.

During the data collection period, employee participants were asked to maintain the happy, cheerful and gracious emotional display profile that was required of them by their job throughout the day. In agreement with management and in order to not negatively affect customer experience and control for the confounding variable of busyness, employees were asked to only ask customers to take part when it was not busy in an establishment. Upon finishing serving a customer, the employee would ask if the customer would be willing to fill out a short seven question (more if a manager would like to know about customers' opinions on certain things such as establishment décor or equipment) multiple choice survey for a Concordia University Masters student's thesis. For participating, the customer would receive a free Concordia branded pen. If the customer agreed, the employee would remove the employee actual authenticity survey from inside the customer survey and hand the customer survey to the customer and tell him/her that when he/she had completed it he/she should drop it in the survey box located near the exit. When the customer left to fill out the survey, the employee would

immediately fill out the employee actual authenticity survey and put it in the employee survey box.

At the end of the employee's shift, the employee would fill in an end of shift survey that would take around fifteen minutes to complete. This survey contained measures to assess personal factors including self-monitoring, the big five personality factors, emotional intelligence, job involvement, age, gender, mother tongue, and frontline work experience. In addition, the survey assessed the emotional labour strategy used during the shift by the employee (deep acting, surface acting, or genuine emotional display), to what degree he/she would say he/she varied in the strategy he/she used, and if he/she maintained the display of the required emotional profile during the day.

While it would have been preferable to have a self-measure rating of employee display strategy for each customer-employee dyad, the down time between customers for employees in the coffee shop samples was too short for them to fill out the required questionnaire. Due to this limitation, employee display strategy used by an employee was only recorded once in the end of shift survey, making this variable a personal level, not an interaction level variable. As this puts this variable on the personal level, in contrast to many other variables of interest who were on the interaction level, this necessitated changing the levels of variables in order for them to be on the same level to calculate correlations and run regressions.

The employee participants would then indicate if he/she would like to receive the study's final report and a personality factor report based on the personality factors recorded in the end of shift survey. Following this, the employee would receive their five dollar participant reward, which he/she would sign for.

All of the customer satisfaction surveys, employee actual authenticity surveys and end of shift surveys were collected and sorted so that they were attached to the correct employee and dyad. Once this was done, the data was transcribed into SPSS where the data was screened for missing data, some items were reverse-coded, and statistical analyses were run on the data.

In terms of difference in procedure between the coffee shop and gym samples, coffee shop employees would typically stick to a standard script when interacting with customers, though there was friendly banter and would only engage with customers for around five minutes. Trainers on the other hand would usually have dynamic one-on-one sessions with their clients, which would usually last for an hour and tended to be more active.

Measures

All measures were translated and then back translated in order to create French versions, which were available to all participants in addition to the English versions.

Demographics. Demographic factors, while not hypothesised to have an impact on perceived authenticity were collected to reduce possible confounds. These demographics included age, gender, and mother tongue.

Employee display strategy. The type of display strategy that an employee used during their customer interactions was assessed using a measure taken from Diefendorff, Croyle, and Gosserand (2005), which was created by modifying items from Grandey (2003), Brotheridge, and Lee (2003), and Kruml and Geddes (2000), as well as creating new items to distinguish between genuinely naturally felt emotions, surface acting and deep acting. The measure consists of 14 items and uses a 5-point Likert Scale

ranging from strongly agree to strongly disagree. Sample items include, “I fake a good mood when interacting with customers”, “I work hard to feel the emotions that I need to show to customers”, and “The emotions I show customers come naturally”. As mentioned above this variable was measured in the personal, rather than the interaction level due to constraints of the sample.

Actual employee authenticity. As data collection was to take place in frontline locations where employees would be dealing with numerous clients throughout the day with little downtime between clients, it was decided that in order to have employees record an actual authenticity score for each client interaction, the measure needed to be as short as possible. To this end, a one item graphical measure was created based on an authenticity scale developed by Wells (2008) derived from items created by Grandey et al. (2005) and Gross and John (1998). This new graphical measure was piloted in order to ensure its use was an acceptable substitute for the original measure.

Piloting.

Sample. The pilot was composed of a convenience sample of frontline employees ($n = 15$), students ($n = 9$), and employees ($n = 9$). Of this sample, there was a slightly higher number of females ($n = 18$) compared to men ($n = 15$), and the mean age in the mid-twenties ($M = 26$, $SD = 7.10$).

Procedure. Participants were sent an invitation to an online survey, which was composed of the three items from Wells (2008), as well as the newly developed graphical item question and demographic questions (can be found in Appendix A). Participants would indicate which group they fell into (frontline employees, students, or non-frontline employees). Then, based on which group they chose, they would be shown variations of

the three items suited to their particular status. The data was then downloaded, and some items were reverse-coded. A mean score was created for the three actual authenticity items.

Results. An ANOVA was run in order to see if any of the variables differed between groups, and none of them did. All variables were found to yield insignificant results on the ANOVA, as can be seen in Table 2, so it was concluded that none of the groups significantly differed and all of the data could be analysed together. The reliability of the three item actual authenticity measure was calculated ($\alpha = .94$), which exceeded the reliability found for the measure by Wells (2008). Correlations were calculated, and it was found that the new graphical item was significantly strongly positively correlated with the actual authenticity measure items both separately ($r = .90, p < .01$; $r = .88, p < .01$; $r = .70, p < .01$), as well as the items combined ($r = .99, p < .01$) which can be seen in Table 3. Due to these findings, it was decided that it would be acceptable to replace the three item actual authenticity measure with the newly created graphical item.

Perceived authenticity. Perceived authenticity was measured using a two item measure from Grandey et al. (2005), whose items were slightly modified to reflect the context in which they were used. These included, “The employee seemed to be faking how she/he felt in their interactions with me” and “The employee seemed to be pretending or putting on an act in their interactions with me.”

Self-monitoring. Self-monitoring was derived using the 13 item Revised Self-Monitoring Scale taken from Lennox and Wolfe (1984), which used a 7-point Likert Scale ranging from strongly disagree to strongly agree. Example items included, “In social situations, I have the ability to alter my behavior if I feel that something else is

called for” and, “I am often able to read people's true emotions correctly through their eyes”. This measure was selected over the more popular Snyder (1974) or Gangestad and Snyder (1985) measures because it is shorter to complete and has higher average reliability (Day, Unckless, Schleicher, & Hiller, 2002).

Emotional Intelligence. Emotional intelligence was assessed using a measure taken from Wong and Law (2002). The self-report measure consists of 16 items, is made up of four dimensions (self-emotion appraisal, uses of emotion, regulation of emotion, and others’ emotion appraisal) and is assessed on a 7-point Likert Scale. Example items include, “I have good understanding of my own emotions” and, “I am quite capable of controlling my own emotions”.

Employee Performance. Employee performance was assessed using a two item measure taken from Grandey et al. (2005) which was on a 5-point Likert Scale ranging from strongly disagree to strongly agree, whose items were slightly modified to reflect the context. Items included, “The employee was available when I needed him/her during the encounter” and, “The employee was timely and accurate in his/her interactions with me”.

Big Five personality. The Big Five personality traits, and in particular agreeableness and neuroticism, were assessed by the 10-item version of the Big Five Inventory (BFI-10) from Rammstedt and John (2007) which is scored on a 7-point Likert Scale ranging from strongly disagree to strongly agree. This measure was chosen for its shorter length than other measures which can take over 15 to 45 minutes to complete (Gosling, Rentfrow, & Swann Jr., 2003). Items included, “I see myself as someone who is reserved” and, “I see myself as someone who tends to find fault with others”. The

items on this measure were developed in order to have comparable measure validity with longer versions of the BFI. The two items for each personality trait are intended to measure different dimensions of the respective personality trait and the items will not necessarily have inter-item reliability, as such these measures have very little inter-item reliability.

Experience. The amount of work experience as a frontline employee was assessed by asking one question: “How many months of experience do you have in this or a similar position as a front line employee (a front line employee being an employee that has to deal with the public face-to-face on a regular basis)?”

Belief in job role. The extent to which an employee believes in the importance of acting in the required emotional display profile while working was measured using a modified version of Kanungo’s (1982) Job Involvement Semantic Differential (JISD). Participants were asked the question, “When thinking about the emotional role that is required of you in your job as a front line employee (behaving happy, warm and friendly), which word in each pair do you believe best represents how you feel about the importance of behaving in this role?”, and then were asked to circle one word in each pair that they thought best represented this relationship. This measure included eight items with four filler items, and included pairs such as, “Involving/Non-involving” and, “Fundamental/Trivial”. Upon analysis, it was found that this measure had low inter-item reliability, and it was reported as being confusing by participants. It is not recommended that this measure used in future studies, and it was ultimately dropped from this study.

Emotional display check. One yes/no question was asked in order to check that employees had been maintaining the emotional display profile of being warm, friendly, and courteous throughout the day.

Consistency of display type used. One question followed the items asking about employee display strategy type, and was used to assess whether employees varied in the display strategy they used throughout their work day. This was added in order to make up for having to record employee display strategy on the personal, instead of interaction level, as it will give some insight into whether measuring display strategies on the interaction level should be required. It asked, “In reaction to the previous questions, did you have a consistent way of acting throughout the day or did you vary from encounter to encounter? To what degree did you vary throughout the day?” and was answered on a 5-point Likert Scale ranging from “Never” to “All the time”.

Busyness. Grandey et al. (2005) found that the level of busyness in a restaurant affected the relationship between perceived authenticity and friendliness. While friendliness was not a considered variable in this study, busyness was controlled for anyway in case it affected other business outcomes. This was done by asking employees to only ask customers to participate when the establishment was not busy.

Results

Some items were reverse-coded and measure scores for variables were created by adding up item scores and dividing by the number of items in each measure. In addition, the three display type variables (surface acting, deep acting, and genuine emotion) were transformed into one categorical grouping variable called display type. Employees were assigned to one of the three groups based on their highest score among the three display

strategies. Once measure scores had been created for all of the scales and sub-scales, internal consistency reliability was checked using Cronbach alphas. Most measures passed this check, as can be seen in Table 4. Self-monitoring, however, barely failed to reach the .70 acceptability level ($\alpha = .62$), though this may have been due to low sample size ($N = 26$) so it was included in further analysis. Neuroticism also had low inter-item reliability ($\alpha = .34$), though the 10-item BFI was created to quickly measure the Big Five with only two items for each dimension. As such, the two items aim to measure the various facets of neuroticism to have high measure validity and not internal consistency between the items. For this reason, neuroticism was retained. Belief in job role did not yield an acceptable Cronbach score ($\alpha = .50$), which is far below the acceptability level. In addition, employee comments suggested that it was often confusing, therefore it was removed from further analysis.

One-way ANOVAs were run in order to see whether there were any significant differences in the variables between the establishment types (coffee shops vs. gyms) as can be seen in Table 5. It was found that the interaction level variable of perceived authenticity was different between coffee shops and gyms ($F(2,152) = 4.52, p < .05$), with trainers ($M = 4.87, SD = .35$) being perceived as more authentic on average than coffee shop employees ($M = 4.30, SD = 1.01$). As for personal level variables, establishment types differed on the variable work experience ($F(2, 26) = 8.64, p < .001$) with trainers being more experienced ($M = 82.25, SD = 59.30$) than coffee shop employees ($M = 31.55, SD = 25.47$), and emotional intelligence ($F(2, 26) = 5.42, p < .05$), with trainers scoring higher on emotional intelligence ($M = 4.27, SD = .12$) than coffee shop employees ($M = 3.65, SD = .51$). These results could be due to the low sample size for trainers ($n = 4$),

wherein it would be easy for any extreme value to shift the sub-sample mean.

Alternatively, being a personal trainer is a much more hands-on job working closely with customers for extended amounts of time, it could be that this environment recruits different employees than in coffee shops. Higher levels of emotional intelligence may lead them to taking trainer jobs and helps them to succeed and stay. This experience and emotional intelligence may explain the higher perceived authenticity. One-way ANOVAs were also run to see if there were differences in how customers evaluated employees in order to check for a “women are wonderful” effect (Eagly, Mladinic & Otto, 1994), wherein positive traits are more likely attributed to women as compared to men. No significances were found in the evaluation of employees by gender, though it was found that employees scored differed on actual authenticity based on gender ($F(2, 152) = 7.45$, $p < .05$), with female employees scoring higher ($M = 6.04$, $SD = 1.30$), than male employees ($M = 5.46$, $SD = 1.46$). Bearing these results in mind, the samples were combined and analysed together.

Next, descriptive statistics were run on the measures, and issues with the data were again found at this stage. As can be seen in Table 6, some measures were highly skewed, particularly interaction level data collected from the customer side of the dyad interactions. These included perceived authenticity (skewness = -1.93; $SE = .20$), actual authenticity (skewness = -.93; $SE = .20$), employee performance (skewness = -2.43; $SE = .20$), customer satisfaction (skewness = -2.15; $SE = .20$), intention to return (skewness = -4.01; $SE = .20$), and intention to talk positively (skewness = -1.79; $SE = .20$). The only personal level variable that was skewed was work experience as a frontline employee (skewness = 1.60; $SE = .46$). While there were outliers in the data, they were not

impossible values, nor was it possible to know if they were errors. It is quite possible that some customers were very dissatisfied with the service, or employee performance etc., while most others were extremely satisfied. For these reasons, data transformations were carried out on the affected variables instead of removing outliers. As the skew of most of the affected variables were negative, both squared and cubed transformations were undertaken. Upon analysis, only the cubed transformation was strong enough to adequately normalise most variables, so it was the transformation selected. Work experience as a frontline employee underwent a logarithmic transformation, as it was positively skewed. The post transformation variable descriptive statistics can be found in Table 7. The data was checked for multicollinearity between the relevant variables, however, no large collinearity values were found.

Correlations were computed between all of the major variables in the study on both levels of the data. In place of using the standard Pearson's correlations, Spearman's was used. This decision was made because the data was originally skewed, and it was still not completely normalised following transformations, and Spearman's can be used with non-normal data. In addition, variable transformations make interpreting the meaning of correlations difficult, as all of the major variables, other than work experience, were recorded using Likert Scales, it was appropriate to use Spearman's as it is ordinal data. These correlations can be found in Table 8 for the interaction level, and Table 9 for the individual level variables.

Individual hypotheses were then tested, and a summary of hypotheses results can be found in Table 10.

Employee side relationships: Actual authenticity and display strategies

Hypothesis 1. Level of actual authenticity will be influenced by all personal factors. Simple linear regressions were run on the interaction level data to determine if the measured personal factors influenced actual authenticity. Work experience as a frontline employee was found to significantly predict actual authenticity ($\beta = .35$, $t(149) = 4.56$, $p < .01$). Experience also explained a significant proportion of variance in actual authenticity ($R^2 = .12$, $F(1, 150) = 20.77$, $p < .01$). Self-monitoring was found to be a predictor of actual authenticity ($\beta = .31$, $t(149) = 4.05$, $p < .01$), and explained a significant proportion of variance in actual authenticity ($R^2 = .09$, $F(1, 150) = 16.38$, $p < .01$). Emotional intelligence was not found to be a predictor of actual authenticity ($\beta = .13$, $t(149) = 1.65$, $p < .10$), however, it was found to significantly correlate with it ($rs(152) = .20$, $p < .05$). Neither agreeableness ($\beta = .12$, $t(149) = 1.51$, n.s.) nor neuroticism were significant predictors of actual authenticity ($\beta = .09$, $t(149) = 1.07$, n.s.).

As the data is multi-level in nature, a test of the null hypothesis was conducted to see if actual authenticity, which is an interaction level variable as it occurs in the dyad between employees and customers, was significantly influenced by factors contained within individual employees which is on the personal level. Variables were centered, and then a mixed model analysis was run in SPSS in order to see if individual employees explained significant variance in actual authenticity. This included calculating a Wald Z score which indicates if there is significant variability between personal level units (individual employees) in terms of scores on the interaction level variable (actual authenticity). The intra-class correlation ($ICC = \sigma^2_B / (\sigma^2_B + \sigma^2_W)$), which indicates, as a percentages, how much variability in the dependant variable is contained within the

personal level variable was also calculated. The results of these tests suggested that it was necessary to consider a multi-level structure, as the Wald Z score was significant for the effect of individual employees on actual authenticity (coefficient = 5947.12, $SE = 2168.20$, Wald $Z = 2.74$, $p < .01$). The intra-class correlation (ICC = .41) indicated that 41% of the total variability in actual authenticity lies between employees (on the personal level).

All of the personal factors (self-monitoring, emotional intelligence, etc.) were then added to the hierarchical model, as can be seen in Table 11. Only self-monitoring was found to be a significant predictor ($\beta = 98.21$, $p < .01$), with work experience failing to reach significance ($\beta = 50.09$, $p < .10$). The model itself explained 23% of the remaining variance. This model, however, still had significant unaccounted for variance in the personal level data (Wald $Z(26) = 2.215$, $p < .05$), so it was decided to see if the collected demographic data could account for some of the remaining variance between employees not explained by the hypothesised personal variables. Age, gender, and mother tongue were added to a third step, however, none of these demographic variables were significant, and there was still a large amount of unaccounted for variance between employees (Wald $Z(26) = 2.00$, $p < .05$).

This hypothesis was partially supported, as work experience and self-monitoring were predictors of actual authenticity, however, only self-monitoring was significant when the multilevel structure of the data was considered. There remains much unaccounted for variance, perhaps explained by personal factors that were not included in this study.

Hypothesis 2. Lower self-reported actual authenticity will be associated with surface acting. In order to test this hypothesis, correlations needed to be calculated, and in order to calculate correlations, variables need to be on the same level. As an employee display strategy needed to be measured on the personal level, and actual authenticity was measured on the interaction level, these variables needed to be brought to different levels. In order to bring interaction level variables, in this case actual authenticity, to the personal level, all of the dyad scores for each individual employee for the variable of interest were added together and then divided by the number of dyads that each employee had in order to derive a mean personal score for each of these variables for each employee. To bring personal level variables to the interaction level, the mean personal score was assigned to each employee's dyads. Spearman correlations were calculated between all variables bringing them onto the interaction level as can be seen in Table 12. Correlations were calculated between all variables by bringing them up to the personal level as can be seen in Table 13.

This hypothesis was supported by the data. It was found that actual authenticity had a statistically significant, weak negative correlation with surface acting on the interaction level ($r_s(152) = -.27, p < .01$), indicating that, as expected, those who have low actual authenticity will typically engage in surface acting. Running the correlation on the personal level, by creating an average score of actual authenticity for each employee, however, did not yield a significant result ($r_s(26) = -.30, p = .14$), which could be due to the smaller sample size ($N = 26$) on the personal level making it more difficult to detect the present relationship. Considering the low sample size on the personal level, and the increased difficulty in finding effects because of it, I consider the $p < .14$ significance of

the correlation to be of importance. While this may increase the chance of making a type 1 error, I believe the measure reliability and validity of the employee display strategy measure, from the piloting data, and the display type measure, from previous studies, as well as finding a relationship on the interaction level give enough indication that it is a relatively safe assumption to make.

Hypothesis 3. Higher self-reported actual authenticity will be associated with both deep acting and genuine emotional displays. This hypothesis was only partially supported. While actual authenticity had a correlation that was statistically significant and positive with genuine emotion ($r_{s(152)} = .18, p < .05$) on the interaction level, as expected, this was not so for the relationship between deep acting and actual authenticity. This relationship was found to be statistically significant, but was negative, not positive ($r_{s(152)} = -.17, p < .05$), which is the complete opposite of what was expected. Running the correlations on the personal level saw an increase in the strength of the correlation between actual authenticity and genuine emotional displays ($r_{s(26)} = .48, p < .01$), and the correlation between deep acting and actual authenticity become non-significant ($r_{s(26)} = -.16, n.s.$). The finding that deep acting is negatively correlated with actual authenticity is difficult to explain, though may be caused by employees engaging in more than one display strategy, which will be covered more in depth in Hypothesis 5. In this situation, for example, it is possible that employees that primarily engage in deep acting also engage in surface acting, which drags their actual authenticity score down.

Hypothesis 4. Deep acting will be associated with less actual authenticity than genuine emotional displays. In order to test this, all employees were assigned to one display type group based on the display type they scored the highest on. Running

analyses on the interaction level found that the mean of actual authenticity for the genuine emotional display group ($M = 5.99$, $SD = 1.26$) was higher (more authentic) than that of the deep acting group ($M = 5.15$, $SD = 1.66$). Running an independent t-test found that the deep acting and genuine emotion groups do significantly differ on actual authenticity ($t(145) = -2.90$, $p < .05$). Based on this, the hypothesis was supported as the deep acting group was less authentic, on average .83 points lower on a 7-point likert scale, and this difference was significant. Running the same analysis on the personal level to account for individual differences found similar results with deep acting having a lower mean ($M = 5.16$, $SD = 1.18$) than genuine emotional displays ($M = 6.17$, $SD = .69$) and there being a significant difference between groups ($t(23) = -2.70$, $p < .01$).

Hypothesis 5. The display strategy used by employees will vary throughout the day. Even though general personal level measures of display type have been used in past studies, I doubt that employees use a consistent strategy display throughout the day. They most likely use different strategies over their work shift. This is why a one item measure was created to measure the consistency of employee display type used, henceforth known as constant strategy, however, it was measured on the personal level, and so the analysis was conducted on that level as well. This one item measure can be seen in appendix c.

The mean for constant strategy, which asked the degree to which employees varied in their display type during their work shift, was on the exact midpoint of the scale ($M = 3.00$, $SD = .20$) which translates to the response “sometimes”. In terms of percentages, 3.8% of employees said they varied displays “all the time” ($N = 1$), 34.6% said they varied “often”, 23.1% said they varied “sometimes” ($N = 6$), 34.6% said they

varied “rarely” ($N = 9$), and only 3.8% said that they “never” varied during their work shift ($N = 1$). As 96.2% of the sample said they varied more than never in their display type during a work shift, this hypothesis was supported. Interestingly, correlations between employee display strategies and the constant strategy measure showed that genuine emotional display was negatively (higher scores on constant strategy indicate more variability) moderately correlated with constant strategy ($r_s(26) = -.45, p < .05$), while surface acting was positively moderately correlated with constant strategy ($r_s(26) = .45, p < .05$). This indicates that those employees that engage in genuine emotional displays are more likely to stick with that display strategy while those high in surface acting will vary the display strategy they use.

In order to further check support for this hypothesis, the mean scores for each of the three display type variables (genuine emotion, deep acting, and surface acting) were transformed so that scores of three or below were assigned a score of zero, this was done as these scores corresponded to reporting no engagement in the measured strategy on the Likert measurement scale, and a one was assigned for scores of above three, which indicated participants engaged in that strategy to some extent. These measures and their scales can be found in appendix c also. The three numbers for the three separate display strategies were added up for each participant in order to give each participant a strategy variability score. Wherein a zero indicated the participant did not engage in any strategy, a one would indicate he/she engaged in one display strategy, two would mean engaging in two display strategies, and three would indicate he/she engaged in all three display strategies over the span of their work shift. The average variation in display strategy was 1.81 ($SD = .69$), which shows that on average close to two display strategies were used

by employees during a work shift. Breaking this down further, no employees used no display strategy which is to be expected, 9 employees (34.6%) only used one strategy, 13 employees used two strategies (50.0%) and four employees used all three strategies (15.4%). This shows that 65.4% of employees varied their strategy over the day, which means that if a personal level display strategy measure is generalized to all dyadic interactions for an employee, it will only definitely hold true for the 34.5% of employees who did not vary strategies at all throughout the day. This calls into doubt the findings of the other 65.4% of interactions. Granted of this 65.4% it's possible that some of the interactions will have an employee engaging in the same display strategy as his/her personal level employee display strategy, but there is no way to know for how many dyads this is true for, nor which ones specifically. This again shows that the hypothesis is supported, display strategies for most employees will vary throughout the day.

Correlating this new measure, now called the number of displays used, with the constant strategy variable, there was no correlation found ($r_s(26) = .12, n.s.$). Though they do not measure the same thing, one measures the frequency in which employees varied their displays during the work shift, and the other the number of different types of displays used by an employee. One would think they would be at least a weak positive correlation as using multiple display strategies would necessitate changing displays at least one or two times during the shift, however, it is possible that some employees use a large number of displays but change infrequently, while others use only some displays but frequently cycle through them disrupting the expected positive correlation.

In order to delve deeper into which display strategies employees used, they were further categorized into which display strategy or which specific combination of display

strategies were used. Interestingly, no employee reported using either surface acting or deep acting as their only display strategy. In addition, no employee used deep acting and surface acting together without genuine emotion. Of the employees, 11 (42.3%) reported using deep acting as well as genuine emotion; nine employees (34.6%) reported using only genuine emotion; four employees reported using all three strategies (15.4%); and two employees (7.7%) reported surface acting and genuine emotions.

Hypothesis 6. Actual authenticity will significantly vary both between and within display strategies, and there will be overlap in actual authenticity between the display strategies. This hypothesis was created in order to show that while display strategies are unique concepts and are influenced by actual authenticity, measuring display types is not an accurate enough measure to be used in place of an actual authenticity measure. It was tested by first seeing if actual authenticity differed between groups. This was tested on interaction level data first. A one-way ANOVA was run with the dependant variable being actual authenticity scores, and the grouping factor being the categorical variable of display strategy each employee scored highest on. The result of this analysis was significant ($F(2, 149) = 5.30, p < .001$), indicating that actual authenticity is significantly different between display strategy groups. This, however, does not take into account the impact of individual employees, therefore a more stringent test was conducted on the personal level of data. This was accomplished by creating an average actual authenticity score for each individual employee in order to raise this variable up from the interaction level to the personal level. Again, a one-way ANOVA was run with the dependant variable being actual authenticity scores, and the grouping factor being the categorical variable of display strategy each employee scored highest on.

This again proved to be statistically significant, if slightly less so ($F(2, 23) = 3.77, p < .05$), showing that even when individual employee differences are controlled for, actual authenticity differs between display strategy groups.

Next, whether actual authenticity varies within display strategy groups was looked at. Unfortunately, there is nothing to test here other than looking at the ranges, standard deviations, and kurtosis scores on actual authenticity for the different employee display strategy groups and drawing implications from them. On the interaction level, surface actors had a mean of $M = 5.4$ for actual authenticity, a standard deviation of $SD = 1.14$, a range of three and a kurtosis score of $-.18$; deep actors had a mean of $M = 5.16$, a standard deviation of $SD = 1.66$, a range of six, and a kurtosis score of $-.29$; genuine emotional display employees had a mean of $M = 5.99$, a standard deviation of $SD = 1.26$ a range of four, and a kurtosis score of $-.37$. From these scores it can be seen that there is a range of scores for all groups from three points to six points, on a 7-point scale. The higher and lower limits of these ranges are not caused by outliers though, as can be seen in the kurtosis scores, which are all negative, indicating that the score distributes are platykurtic. This shows that scores are not highly clustered around the mean but are more evenly distributed throughout the distributions, and this dispersion of scores is supported by the standard deviation scores.

However, as seen in the testing of Hypothesis 5, employees tend to vary in the display strategy they use during the day. This means that it is possible that the variation in actual authenticity that is seen between and within the groups is due to employees using different strategies during different interactions, which have different accompanying levels of actual authenticity, confounding the findings. It was also found

in testing Hypothesis 5 that there were nine employees who strictly used only genuine emotional displays. As such, the data from these employees should not be confounded by multiple display strategies used, which allowed for the more stringent analysis of within group variability for genuine emotion employees. Unfortunately, as there are no strictly surface or deep actors, actual authenticity scores within these groups could not be looked at, nor could between group tests be run.

Looking at the actual authenticity of the nine employees who strictly used genuine emotional displays on the interaction level, the mean remained similar to the entire genuine emotional display group ($M = 6.13$), the range remained exactly the same at 4 points, while the standard deviation decreased ($SD = 1.13$) and kurtosis became much closer to zero ($kurtosis = -.01$). This is an interesting finding because it suggests that part of the uniform spread in actual authenticity within display groups could be due to the inaccuracy introduced by measuring display strategy on the personal level instead of the interaction level. This further supports the notion of measuring display strategies on the interaction level as being preferable. Though it is impossible to know if these findings would hold true in the deep acting and surface acting groups. These groups are hypothesised to have a larger spread in terms of actual authenticity scores than genuine display employees, as genuine emotional display employees should have, by definition, almost exclusively complete overlap between what is felt and what is displayed, hence complete actual authenticity.

Finally, overlap in actual authenticity between display strategy groups was looked at, this was accomplished by comparing the minimum and maximum scores on actual authenticity between each group. Unfortunately, the variation in display strategy used by

employees cannot be controlled for here either, so that should be kept in mind when looking at these results. Surface acting ranged from three to seven, deep acting ranged from one to seven, and genuine emotional display ranged from three to seven. There was clearly a lot of overlap between display strategy groups in terms of actual authenticity, however, the results were odd in that the lowest score for deep acting was lower than the lowest score for surface acting. It is possible that if a deep actor failed in his/her attempt to deep act, this could lead to extremely low actual authenticity. Alternatively, this could also be an outlier possibly confounded by an employee using more than one display strategy, and in this instance, deep acting and surface acting. In order to try and account for this, the analysis was moved to the personal level where mean actual authenticity scores for employees would most likely remove the possibility of outlier values. On the personal level of data, as surface acting only had one employee in the group it was located at the point 5.40, deep acting had a range of 3.00 to 6.75, and genuine emotional display ranged from 4.90 to 7.00. Again, here we see much overlap in actual authenticity scores between all three different display strategies, though surface acting is never as high in actual authenticity as the height of deep acting, and deep acting is never as high in actual authenticity as the height of genuine emotional display.

Not having an interaction level measure of display strategy for each interaction introduces the confound of employees using multiple display strategies, with no way to know which display strategy was used during a specific interaction. This removes the possibility of concluding with certainty that this hypothesis found support. This caveat aside, the tests and analyses indicate that the different display strategies differ between and within, and they overlap between the different groups in terms of actual authenticity.

This may not prove that display scores are inappropriate to use to measure actual authenticity, though it does sow the seeds of doubt. In that, the mere possible existence of the confounding effect of employees using more than one type of display strategy during a work shift should be enough impetus to measure display strategies on the interaction level. Though, even if display strategy was measured on the interaction level, it would still not be reasonable to substitute it for a measure that specifically measures actual authenticity. As display strategies seem to be unique concepts in terms of actual authenticity, but are not valid to accurately measure actual authenticity as different strategies share the same actual authenticity levels, and this happens frequently, not simply in outlier cases. Taken together, Hypothesis 5 and Hypothesis 6 indicate that employee display strategies should be measured on the interaction level, however, even then they should not be used as a measure of authenticity.

Customer side relationships: Customer and business outcomes

Next, hypotheses pertaining to data collected from customers and affecting both customers and businesses were tested.

Hypothesis 7. Perceived authenticity will significantly contribute to customer satisfaction. A simple regression analysis run on the interaction level to discover if perceived authenticity contributes to customer satisfaction. The regression showed that perceived authenticity explained 8% of the variance in customer satisfaction ($R^2 = .08$, $F(1,150) = 13.64$, $p < .01$), and was a significant predictor of customer satisfaction ($\beta = .29$, $p < .01$). In order to assure that it was not demographic factors or individual employee performance that was affecting customer satisfaction, a hierarchical multiple regression was run on the interaction level. The first model consisted of employee

performance, age, and gender. This model was ineffectual at explaining customer satisfaction ($R^2 = .03$, $F(3, 148) = 1.55$, n.s.), and no predictor was significant (see table 14.). The second model with perceived authenticity added in addition to the other predictors yielded a significant model that explained around 7% of the variance in customer satisfaction ($R^2 = .07$, $F(4, 147) = 3.82$, $p < .01$), and perceived authenticity was a significant predictor of customer satisfaction ($\beta = .34$, $p < .01$). This hypothesis was supported.

Hypothesis 8. Employee performance will significantly contribute to customer satisfaction, intention to return and intention to talk favourably. This hypothesis was partially supported. A simple regression was run on the interaction level which showed that employee performance only explained 2% of the variance in customer satisfaction ($R^2 = .02$, $F(1, 150) = 3.41$, $p < .07$), and was not a significant predictor of customer satisfaction ($\beta = .15$, $p < .07$). Testing for the finding of Grandey et al.'s (2005) field study, by adding an employee performance-perceived authenticity interaction variable to a model with employee performance and perceived authenticity, found that employee performance interacting with perceived authenticity was not a significant predictor ($\beta = .09$, $p < .36$), though the model was significant ($R^2 = .07$, $F(1, 150) = 4.84$, $p < .001$), though this seems to be due to the contribution of perceived authenticity ($\beta = .27$, $p < .01$), as can be seen in table 15. On the other hand, employee performance predicted both intention to talk about favourably ($R^2 = .15$, $F(1, 149) = 26.69$, $p < .001$) and intention to return ($R^2 = .13$, $F(1, 150) = 24.18$, $p < .001$), and was a significant predictor for both ($\beta = .39$, $p < .001$; $\beta = .37$, $p < .001$), as can be seen in table 15 as well.

It is possible that employee personal factors outside of performance contributed to customer satisfaction. In order to control for employee differences, mean variables for customer satisfaction, intention to return, and intention to talk favourably about an establishment were calculated for every employee and an analysis was re-run on the personal level. The variables for intention to return and intention to talk favourably remained skewed after being averaged, and for this reason, they were transformed using a cubic transformation. Analysis on this level found that employee performance explained 20% of the variability in customer satisfaction ($R^2 = .20$, $F(1,24) = 7.37$, $p < .01$), 18% more than on the interaction level, and was a significant predictor ($\beta = .49$, $p < .01$) of customer satisfaction. Employee performance interacting with perceived authenticity barely missed the $p = .05$ mark of significance ($R^2 = .11$, $F(1, 24) = 3.99$, $p < .057$; $\beta = .38$, $p < .057$), however, as the personal level sample size is so low, this can be considered a significant result explaining 11% of the variation in customer satisfaction. This seems to indicate that there are employee personal factors that affect customer satisfaction beyond employee performance that are only partially taken into account by perceived authenticity. Employee performance significantly predicted intention to return ($R^2 = .22$, $F(1,24) = 8.70$, $p < .01$; $\beta = .50$, $p < .01$), and intention to talk about favourably ($R^2 = .35$, $F(1,24) = 14.01$, $p < .001$; $\beta = .62$, $p < .001$), on the personal level as well, as can be seen in Table 16. This shows that employee performance is important to the satisfaction of customers and the wellbeing of businesses.

Hypothesis 9. Customer satisfaction will lead to both customer intention to return and intention to speak favorably about an establishment. A satisfied customer is more likely to return, and speak favourably about an establishment they were satisfied

with. To confirm this, a simple linear regression analysis run on the interaction level data showed that customer satisfaction accounted for 6% of the variance in intention to return ($R^2 = .06$, $F(1,150) = 9.77$, $p < .01$), and was a significant predictor ($\beta = .25$, $p < .01$). Customer satisfaction accounted for 9% of the variance in intention to talk favourably about the establishment ($R^2 = .09$, $F(1,149) = 15.93$, $p < .01$), and was a significant predictor ($\beta = .31$, $p < .01$). The hypothesis was supported, albeit the relations were weaker than anticipated. While not hypothesised, when perceived authenticity is added to both models, the new models were significant, explained more of the variance in both intention to return (11%) and intention to talk favourably (13%), and both customer satisfaction and perceived authenticity are significant predictors as can be seen in Table 17 and Table 18. Adding an interaction of perceived authenticity and customer satisfaction variable to both models did not add anything to either model, and the interaction term was not a significant predictor for either dependant variable.

The interaction of employee and customer: The relationships between actual authenticity, display strategies and perceived authenticity.

These hypotheses were intended to show that actual authenticity in an employee had an impact on the perceived authenticity within a customer. Put differently, customers are accurately able to detect authenticity in employees. In addition, it attempted to replicate previous findings on the relationship between displays strategies and perceived authenticity.

Hypothesis 10. Level of actual authenticity will be positively correlated with level of perceived authenticity. This is one of the most important relationships to the study and the basis for a number of other hypotheses. Surprisingly, there was almost no

correlation between actual authenticity and perceived authenticity on the interaction level, and it was not statistically significant ($r_s(152) = .04$, n.s.). Correlations were calculated for individual establishments and establishment types (coffee shops vs. gyms), however, no results showed a significant correlation between these variables. This did not ensure there was no relationship, as due to the multi-level nature of the data (each employee had multiple dyads with customers, and the number of dyads differed between employees), it was possible that employee differences were masking the relationship. A mixed models analysis was run in SPSS in order to see if employee (personal level variable) explained significant variance in perceived authenticity. The results of which showed that it was not necessary to consider a multi-level structure as the Wald Z score was not significant for employee on perceived authenticity (coefficient = 33.50, $SE = 79.58$, $Wald Z = .421$, n.s.) and the intra-class correlation was low ($ICC = .02$), indicating that only 2% of the total variability in perceived authenticity lies between employees. This indicates that customers are unable to accurately detect how authentic employees are being, or that there is something confounding or masking this relationship. The hypothesis was not supported. This is an issue, as other hypotheses investigate the moderating effect of personal factors on the relationship between actual authenticity and perceived authenticity. If there is no relationship, there can be no moderation of it.

Hypothesis 11. Surface acting will be negatively correlated with perceived authenticity. Unsurprisingly, as display strategies are hypothesised to be mediators between actual authenticity and perceived authenticity, and there was no relationship found between actual authenticity and perceived authenticity, there was no relationship found between surface acting and perceived authenticity on the interaction level ($r_s(152)$

= .01, n.s.). In addition, a one-way ANOVA showed that there was no difference in perceived authenticity between display groups ($F(2, 149) = .95$, n.s.). Calculating an average perceived authenticity score for every employee, and running the analysis again on the personal level found no correlation ($rs(26) = .02$, n.s.) and no difference between display groups on perceived authenticity ($F(2, 23) = .13$, n.s.). This hypothesis was not supported.

Hypothesis 12. Deep acting and genuine emotional displays will be positively correlated with perceived authenticity. As with surface acting, there was no correlation between deep acting and perceived authenticity ($rs(152) = -.09$, n.s.), or genuine emotion and perceived authenticity ($rs(152) = .00$, n.s.) on the interaction level. This held true on the personal level as well for deep acting ($rs(26) = -.120$, n.s.) and genuine emotional displays ($rs(26) = .04$, n.s.). This hypothesis was not supported.

The interaction of employee and customer: Personal factors

These hypotheses aimed to discover if there were any factors that moderated the relationship between actual and perceived authenticity that could explain why the artificially created deep acting display was found to be perceived as being more authentic than completely authentic genuine by customers in previous research. It was hypothesized that this possibly occurs due to personal factors that increase the effectiveness of impression management, or that increase the effectiveness of the communication of authenticity to customers.

Hypothesis 13. Self-monitoring will have a strong relation with perceived authenticity, but only when compared to low self-monitors within the same display strategy group. Self-monitoring moderates the relationship between actual

authenticity and perceived authenticity. This hypothesis was not supported, as neither the deep acting employee group had a significant correlation between self-monitoring and perceived authenticity ($rs(152) = -.03$, n.s.), nor the genuine emotional display group ($rs(152) = -.16$, $p < .10$) on the interaction level. The relation between perceived authenticity and self-monitoring could not be tested for surface actors, as there was only one employee that was identified as a surface actor. In addition, no personal level analysis was run on this or the other personal factor hypotheses as Hypothesis 10 showed that employee variation (personal factors) did not explain any of the variation in perceived authenticity. A hierarchical regression was run to discover a moderation effect of self-monitoring on the relationships between actual and perceived authenticity. A model composed of actual authenticity, self-monitoring and an interaction variable of the two failed to explain any of the variance in perceived authenticity ($R^2 = .00$) and the interaction term was not statistically significant as can be seen in Table 19.

Hypothesis 14. Emotional intelligence will be positively related to perceived authenticity. Emotional intelligence moderates the relationship between actual authenticity and perceived authenticity. This hypothesis was not supported, as no correlation was found between emotional intelligence and perceived authenticity ($rs(152) = -.02$, n.s.) on the interaction level. A hierarchical regression was run to discover a moderation effect, a model composed of actual authenticity, emotional intelligence, and an interaction variable of the two only explained 1% of the variance in perceived authenticity ($R^2 = .01$) in which the interaction term was not statistically significant as can be seen in Table 20.

Hypothesis 15. Agreeableness will be positively related to perceived authenticity. Agreeableness moderates the relationship between actual authenticity and perceived authenticity. This hypothesis was not supported. No correlation was found between agreeableness and perceived authenticity ($r_s(152) = .02$, n.s.) on the interaction level, and a hierarchical regression failed to find that an actual authenticity and agreeableness interaction term was significant in a model, which explained very little variance in perceived authenticity ($R^2 = .01$) as can be seen in Table 21.

Hypothesis 16. Belief in job role will be positively related to perceived authenticity. Belief in job role moderates the relationship between actual authenticity and perceived authenticity. This hypothesis was not tested because the belief in job role measure was found to have very low inter-item reliability using Cronbach's alpha, so the variable was removed from further analysis.

Hypothesis 17. Years of experience working as a frontline employee will be positively related to perceived authenticity. Years of experience working as a frontline employee moderates the relationship between actual authenticity and perceived authenticity. This hypothesis was not supported. No correlation was found between years of experience and perceived authenticity ($r_s(152) = -.01$, n.s.) on the interaction level, and a hierarchical regression analysis showed an interaction effect between years of experience and actual authenticity to be an insignificant predictor of perceived authenticity. The model explained very little of the variance in perceived authenticity, as can be seen in Table 22.

Hypothesis 18. Neuroticism will be negatively related to perceived authenticity. Neuroticism moderates the relationship between actual authenticity

and perceived authenticity. The hypothesis was not supported. No correlation was found between neuroticism and perceived authenticity ($r_s(152) = .01$, n.s.) on the interaction level, and a hierarchical regression found no improvement to a model with a neuroticism and an actual authenticity interaction term above and beyond a model without one. The interaction was not significant, and the model itself explained very little of the variance in perceived authenticity, as can be seen in Table 23.

Discussion

Clearly, the results of the current study are a veritable mixed bag. Many hypotheses failed to find support or were only partially supported, and there were issues with the data in a number of ways. However, there were still important and interesting findings in the analyses.

Employee side relationships: Display Strategies and Actual Authenticity

In the conceptual areas of actual authenticity, display strategies and the relationship between the two, most of the study's hypotheses were borne out. The exception was that only self-monitoring predicted actual authenticity. What can be gathered from the sum of these results is that when speaking of actual authenticity, we should not assume it is a binary state that is either authentic or inauthentic - there is a scale of actual authenticity. Although there are scores on either extreme of the actual authenticity scale, where there is either no overlap between internal emotion and display or complete overlap, the majority of scores fell somewhere in the middle (54.6%).

As for the display strategies, this study supports previous findings that many frontline employees are actually generally authentic (44.7%) or display genuine emotions (65%), and it is important to look at genuine emotional displays when studying

authenticity (Diefendorff *et al.*, 2005). It was found through two different methodologies that display strategies are not stable through the day for most employees. Only 34.5% of employees were found to have only used one display strategy during the day. Employees typically use more than one type of display strategy during the day, with some using all three, and they switch between them throughout the day. It should not be assumed that it is accurate enough to use a general self-reported measure of what an employee thinks the display strategy he/she generally uses. Making this assumption introduces a confound on the interaction data level of not actually knowing which strategy was used for an interactions with certainty. Due to this, analysis would have to take place on the personal level, wherein much data richness will be lost. This indicates that when measuring employee display strategies, it would be much better to measure them as an interaction level variable so as to be sure one knows which strategy was used in which interaction with a client.

The study also showed that one should not conflate employee display strategies with actual authenticity. While these two variables are related with weak to moderate correlations, they are not one and the same. While actual authenticity scores do significantly differ between the display groups, they also differ within the different display groups with much variation and platykurtic distribution of scores, and there is much overlap in actual authenticity between the different groups. One cannot say that each strategy occupies a distinct section of the actual authenticity spectrum, doing so could label failed deep acting instances as being as authentic as genuine emotional displays, or more so than some instances of weak surface acting where an employee only mildly superficially fakes how he/she feels. Measuring actual authenticity in this way

confounds, and does not take into account the full range of possible actual authenticity scores.

Continuing from this, one should not assume that deep acting and genuine emotional displays are as authentic as one another. Analysis showed that employees who associate their displays with deep acting were statistically different in their actual authenticity compared to genuine employees, with deep actors being less actually authentic on the whole.

One finding that was particularly surprising was the use deep acting was negatively correlated with actual authenticity, not positively. This seems to indicate the more an individual uses deep acting, the less authentic they tend to be. Deep acting is thought to be authentic, and while I did not expect it to be as authentic as genuine emotional displays, I did not foresee it being correlated negatively with actual authenticity. A possible explanation for this finding is that employees are able to maintain infrequent use of deep acting, however, if they routinely overuse deep acting, they are no longer able to maintain the display or believe it themselves due to the strain it causes. Alternatively, the results could be confounded by the use of multiple display strategies by employees. It is possible that certain employees have problems being genuine on the job, as such they highly rely on deep acting, which they reported at the end of the day, however they also frequently use surface acting, and it is the use of surface acting that lead to the lower overall actual authenticity measured for these employees.

As to resolving the unsupported hypothesis regarding personal factors influencing actual authenticity, it is possible that having data collected over only one work shift for each employee masked significant results. Personal factors are stable overtime, so usually

a person that scores high in agreeableness would act compassionate, friendly and try to be pleasant, which is in line with their required job role, so they would, generally, be authentic. That said there are occurrences that could cause temporary negative or positive changes in mood, which could last for a few minutes to an entire day, examples of which would be receiving good news or having a negative interaction with a customer. These could strongly influence an employee and move them significantly away from their baseline authenticity tendency, and only collecting data on one day, would not yield enough spread out interactions for one employee that would see their general tendency come out in the data, the short lived mood's effect on actual authenticity would mask it.

These findings primarily inform potential future studies more than anything else. When exploring this area, researchers need to be specific and distinguish between actual authenticity and display strategies; acting displays and being genuine (in that some studies in the past have not looked at genuine emotions); deep acting and genuine emotions; and measure display strategy on the interaction level. Doing so seems to be the only way to further parse apart the concepts of actual authenticity and display strategies.

Customer side relationships: Customer and business outcomes

For the most part, the customer-related outcomes were as expected. Perceived authenticity, explaining about 9% of the variance in customer satisfaction, mirrored the finding of Grandey et al. (2005). The finding that employee performance was not a significant predictor of satisfaction, was not was hypothesized. Though customer satisfaction, did explain 6% and 9% of intention to return and intention to talk about the establishment favorably respectively, which was expected.

The findings that perceived authenticity contribute to both intention to talk favorably and intention to return beyond its contribution to customer satisfaction, was rather unexpected. This again highlights the importance of perceived authenticity and the customer-employee interaction experience. Not only does perceived authenticity lead to customer satisfaction, which leads to positive business outcomes, but it also leads to these positive business outcomes directly.

These findings reinforce that creating the believable perception of authenticity in their frontline employees is something business managers should be aware of and should strive for if they want to increase the satisfaction of their customers, as well as increase repeat and new business. They should also be sure to ensure that their employees can perform their tasks effectively and quickly, because as important to business outcomes as perceived authenticity and employee performance are on their own, they contribute even more when they are both high.

As to the personal level's stable factors' influence, there was no relationship found between actual and perceived authenticity, and because of this very little can be said about personal level variables on customer outcomes. The personal factor of self-monitoring did significantly correlate with intention to talk favorably about an establishment ($r_s(26) = .54$ $p < .01$), irrespective of the relationship between actual and perceived authenticity. This indicates that business owners should hire and retain high self-monitors, as self-monitors' focus on self-presentation appears to lead to customers intending to talk favorably about the establishments they work in. Perhaps this desire to be perceived positively by clients that self-monitors innately have can be fostered in other

employees through training or incentive programs in order to promote and reinforce the behaviors.

It was however odd that even with perceived authenticity and performance in a model, the model only explained 8% of the variance in customer satisfaction. It is possible that as most of the data came from coffee shops where what being delivered to customers is a product rather than a service, clients' satisfaction was more influenced by the product, the price of the product, or other unmeasured factors; the quality of the service being secondary.

The interaction of employee and customer: The relationships between actual authenticity, display strategies and perceived authenticity.

Unfortunately, when it came to linking actual authenticity, which is important to employees, and perceived authenticity, which is important to customers, the data did not support these hypotheses. It was a rather surprising finding that there was no relationship between actual authenticity and perceived authenticity. It was theorized that in a real-world situation, where individuals are not told beforehand that they will be looking for authenticity in their upcoming social interaction, customers would be less able to accurately gauge authenticity compared to staged or lab studies; to not even find a weak relationship is confusing, however. One has to conclude based on this result that, either individuals are not aware of the actual authenticity of others in a real world situation if they are not specifically looking for it, or there are confounds that have affected the real-world data. It is possible that individuals focus more on the performance aspects of the emotional displays rather than the underlying actual authenticity, however, personal factors that were added specifically to tap into this aspect of perceived authenticity also

were found to have no relationship with perceived authenticity. Considering that there have been previous studies, albeit with a slightly different methodology, that looked at real-world data and did find a correlation between actual authenticity (or display strategies) and perceived authenticity (Collishaw, et al., 2008), it is odd that no link between actual authenticity and perceived authenticity, let alone between display strategies and perceived authenticity, were found here.

If we assume it is a problem of confounding variables, it is possible that these came from customer or situational factors that were not looked at. One possible confounding situational variable was in the coffee shop establishments customers did not spend enough time with employees to detect actual authenticity. So in the absence of any evidence of inauthenticity customers assumed employees were all authentic, and perceived them as such. The longer the interaction, the more information is gathered about the employee, and the more likely the customer will have the chance to see a display slip and reveal the true (actual) authenticity of an employee (Smith, 1992). This seems to be a possible explanation. It was found that the coffee shops and gyms did significantly differ on ratings of perceived authenticity, and a significant correlation between perceived authenticity and actual authenticity was almost found in the data for trainers but only on the interaction level (interaction level correlation: $r_{s(15)} = .49, p < .06$; personal level correlation: $r_{s(4)} = .78, n.s.$). Trainers would spend around an hour with their clients in a one-on-one setting, much longer than would coffee shop employees.

On the client side, there could have been confounding variables as well. Based on the extremely positive skews of all of the customer side data (perceived authenticity, customer satisfaction, employee performance, intention to return, and intention to talk

positively), it seems to indicate this is also an area where the issue may lie. It is possible that most clients had some sort of loyalty/previous relationship to the employees or establishment that was conflating their perceptions of both the actions of the employees and the establishment on the whole. Controls were not instituted for a halo effect resulting from these two factors, as with a sample of major chain coffee shops and restaurants it was assumed that there would not be strong loyalty for specific franchises, and even if there was, this loyalty would not transfer to specific individual employees of which there were around 10-20 cashiers in each franchise. It was also not considered that many customers had pre-existing relationships with the employees. However, it is possible that the areas wherein the establishments were located are very closely knit neighbourhoods. Intention to return can be considered to be a loyalty measure, though it is a post hoc one and cannot be used to assess consumer loyalty prior to the business interaction. Loyalty might explain why trainers, who see the same clients each week, were rated as being even more authentic by customers than coffee shop employees who were actually more authentic. While this study has primarily focused on a one-way relationship with customers being solely perceivers whom are acted upon by the customers, whose agency causes the perceptions of authenticity within clients, the reality is that dyadic interactions are two-way. Customers are not passive in interactions with employees, they can affect an employee's authenticity by how they interact with said employee, aggressive or hostile customers can decrease an employee's actual authenticity, while an amicable customer can increase an employee's actual authenticity. This becomes doubly complicated for long term, ongoing relationships between customers and employees that occur due to customer loyalty, especially in longer dyadic interactions,

such as those which existed between clients and the physical trainers in the study. Interacting with an individual with the expectation or knowledge of additional lengthy future interactions, either based on routine or scheduled interactions, fundamentally changes the nature of said relationship. In an effort to increase the pleasantness and ease of future interactions, individuals will put more effort into understanding or being able to read another person. This could be another way of explaining why there was a substantial correlation between actual authenticity and perceived authenticity for physical trainers, even though this correlation was not statistically significant, given the small sample size. Foreseeing future interactions, customers focused more on an employee, specifically their emotional display and the underlying authenticity of it.

Regardless of the reason for the lack of a relationship between actual authenticity and perceived authenticity, it effectively meant that finding the expected correlations between display strategies and perceived authenticity would also be very unlikely as display strategy was theorized to mediate actual and perceived authenticity. This is what was found - no significant correlations between individual types of display strategies and perceived authenticity.

The interaction of employee and customer: Personal factors

Without finding a relationship between actual authenticity and perceived authenticity, it was impossible to find moderating effects of the personal factors. One cannot moderate something that does not exist. Again, it is either possible that these factors do not moderate the non-existent relationship, or it could have been client data issues that prevented the discovery of a relationship and its moderation.

On the whole, the interpretation of the results of this study should be taken with a grain of salt, as stated, the customer ratings were highly skewed and very positive. Though, if all customer variables were equally overly positive, it is possible the customer outcome findings can be taken to heart, as the relative relations between variables remained the same, and the scores were simply shifted higher. Though trying to correlate this negative distribution of customer data with employee data, even with a transformation, seems to have obscured relationships that were all but assumed going into the study. The hypotheses dealing uniquely with employee recorded data, or uniquely with customer data are most likely sound as they were analyzed independent of each other.

Limitations

The biggest limitations in the study were the sample size and the sample itself. It was very difficult to get any establishments to agree to take part in the study, let alone those in the original targeted sample (sit-down restaurants), and because of this, various types of establishments were included in the sample which were not necessarily from the same industry. Previous research has had either a smaller sample (Collishaw, et al., 2008), or a larger sample size (Grandey et al., 2005) than this study, though multi-level analysis requires much more data than same level studies. Heck, Thomas and Tabata (2010, pp. 321) point out even many published multi-level studies probably failed to reach model significance, not because of the model itself, but the large amount of data need for multi-level analysis. It was also impossible to convince employees who work primarily for tips to take part as the five dollar participant rewards was nothing in comparison to the perceived potential loss in tips due to the time it would take to take part in the study.

Due to the limitations of the available sample, the recruited convenience sample of frontline employees in coffee shops and trainers may have led to the confounding client side or situational variables of “loyalty/previous relationship” and “not enough interaction time”, which may have caused the problematic interaction level customer side data. In addition to this, the very little downtime for employees in between each customer in the sample used necessitated an extremely short questionnaire in between each client, which in the current study was the one question actual authenticity measure.

Unfortunately, this did not allow for the measurement of the display strategy used by an employee during each encounter with a client, as that would have required at least three more questions to be asked following each encounter and the piloting of this new short form scale. While it cannot conclusively be said that taking a general display type for an employee isn't specific enough to yield accurate data, employees said that on average they vary “sometimes” in their display during their one work shift, and evidence from the individual display type measures shows that on average employees use 1.81 different display strategies over a work shift, with a number of employees using all three strategies. This gives a strong indication that this may well be the case.

Another limitation to the study was that employees, not customers, were asked if the employee had acted in the appropriate emotional display profile as required by their job (happy, polite, and respectful) during their interaction. Customers were not asked this in order to limit what was being asked of them in terms of their participation. It is doubtful that an employee would admit that he/she was acting in an inappropriate way while on the job, or he/she may not have been cognisant of not acting in the correct way. That said, the researcher, as required by the study ethics certificate, was present in the

establishments throughout the data collection process in order to keep an eye on the survey boxes, and the researcher did not witness any employees acting in any inappropriate manner.

This, however, brings up another limitation. The researcher was in the establishment during the data collection. This could have introduced a Hawthorne effect or social facilitation, wherein employees performed better than usual. It may have contributed to the high scores found on customers ratings, especially if this interacted with the other possible confound variable “bring a regular”, as the employee would be performing even better than the customers’ expectations. The employees, however, were assured at the start of the study that individual employee data or performance would not be reported to their employers.

On the customers’ side, there was no control over the selection of who did or did not take part in the study. It is possible that only a certain type of customer decided to take part, those that thought he/she had a good service experience, or those who had a pre-existing relationship with the employee or business. A loyal or an exceptionally satisfied customer is likely to rate an employee higher on all measures, as compared to non-loyal or an averagely satisfied customer, whom might have been less likely to have taken the time to fill out the customer satisfaction survey and take part in the study. This would lead to overly positive employee evaluations, which is what occurred with the positively skewed employee evaluations.

Conclusion

What can be concluded from this study is that more research needs to be conducted into the causes of actual authenticity in employees, as only self-monitoring

was found to be a predictor of it. Future research in the area needs to be aware of and take into account that there are differences between actual authenticity and display strategies. It is important to take into account all three types of display strategies when studying the topic, and it is important to distinguish between deep acting and genuine emotional displays. It also indicates that business owners and managers need to try to hire, train, and to retain frontline employees that are not only proficient at completing the technical aspects of their jobs, but are also able to effectively create the perception of being authentic.

This study was unable to find a link between actual authenticity and perceived authenticity, nor find factors which contribute to creating perceived authenticity. As such, no concrete actions can be prescribed to practitioners as to how to select employees, other than to choose those high in self-monitoring as they were shown to correlate with customer intention to talk about an establishment favourably. Other than that, there are a few general recommendations that can be made. Managers need to be aware of the importance of perceived authenticity, and to try to detect employees who are effective in, and consistently able to, create an impression of authenticity. There is no certainty that if a manager is able to detect inauthenticity within an employee's emotional display that a customer will be do so as well, as the manager is specifically focused on detecting it while the customer is not, however if a manager can detect it, it is a good indication that an employee is not effectively selling authenticity. Authenticity aside managers need to recognize the importance of fostering job roles, specifically ensuring that employees are acting within an appropriate job role for a situation. An employee can be completely authentic in an emotional display, but if it is an inappropriate display for either the job,

the situation, or a specific client, it can be harmful to a business regardless of the employee's actual authenticity. Managers need to look out for employees who are sensitive to situational and personal appropriateness and can effectively handle the demands of the job.

Going forward, there are a number of avenues to investigate. The most important is trying to resolve the shortcomings of this study and attempting to find the link between perceived authenticity and actual authenticity. Perhaps a sample could be drawn from a setting where it is very unlikely to have strong customer loyalty, or where most patrons will be first-timers, for example, in newly-opened establishments. A sample wherein employees are able to answer more questions in between customers in order to include an accurate interaction level measure of display strategy would more conclusively answer questions relating to the interplay between actual authenticity and emotional display strategies, for example, a sample of bank loan officers with scheduled appointments with time in between them.

Introducing concepts not included in this study could weed out confounds. Future studies could include measuring pre-interaction customer loyalty, whether customers foresaw future interactions with a specific employee, or customer-employee interaction time length. An employee job satisfaction measure could also be included, as it was assumed based on previous research that being authentic would be better for employees. However, it would be interesting to see if actual authenticity actually correlates with employee well-being measures like job satisfaction. Creating a measure specifically for belief in job role would be advisable to replace the repurposed measure used in this study that proved to not be suitable for the task.

Looking at the unexplained variance on the personal level of actual authenticity indicates that there are personal factors not considered in this study that are important in explaining actual authenticity. Future studies may propose other factors that explain this variance. Finding other predictors of perceived authenticity besides actual authenticity that make impression management displays more effective, or communicate actual authenticity better, should be of utmost importance as they would likely inform business best practises.

Ultimately, this study does not resolve many of the remaining questions regarding the interactions between actual authenticity, display strategies, perceived authenticity, impression management, and employee outcomes. It does, however, replicate some findings from previous studies, and makes and offers methodological changes that can be used to further investigate these concepts. It also highlights the importance of having well trained (employee performance) employees that are concerned with being perceived favourably and will make efforts to that end (self-monitors). Its biggest contribution, however, is raising the question of whether customers are able to tell when an employee is either faking how they feel, or is being authentic. Previous studies have concluded that people are able to detect this, yet this study, which is the first (to the author's knowledge) to take place in a real world setting in which where clients had no contrived fore knowledge or instructions to look for authenticity in employees, and, where authenticity for both participants in one-on-one exchanges were measured in each interaction (rather than general scores), has found that clients are completely unable to determine with any accuracy if an employee is being authentic. This has numerous implications for the fields of management and psychology, but also raises many questions: is the lack of accuracy

on the customers' part due to their lack of attention? Is this lack of attention the result of completing other tasks (transactions) at the time, or are there social roles and expectations at play that influence this relationship? Perhaps there is something completely else at play? This study's findings opens the door to many interesting questions for the field of management, and more broadly, on human interaction itself, and that is this study's biggest contribution.

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Table 2.

Piloting ANOVA for Differences Between Groups

Variable	<i>SST</i>	<i>df</i>	<i>MSE</i>	<i>F</i>	<i>p</i>
Gender	0.14	2	0.07	0.26	0.78
Age	110.27	2	55.13	1.10	0.35
Authenticity 1	1.60	2	0.80	0.42	0.66
Authenticity 2	0.79	2	0.40	0.20	0.82
Authenticity 3	1.92	2	0.96	0.56	0.58
Graphical item	1.13	2	0.57	0.15	0.86
Authenticity measure mean	1.18	2	0.59	0.35	0.71

Notes: No variables were found to significantly vary between groups.

Table 3.

Piloting Correlation Matrix

Variable	M	SD	Authenticity 1	Authenticity 2	Authenticity 3	Graphical item	Authenticity measure mean
Authenticity 1	2.70	1.36	-	0.94**	0.77**	0.90**	0.96**
Authenticity 2	2.64	1.39	-	-	0.80**	0.88**	0.97**
Authenticity 3	2.94	1.30	-	-	-	0.70**	0.91**
Graphical item	3.52	1.89	-	-	-	-	0.88**
Authenticity measure mean	2.76	1.27	-	-	-	-	-

Note: ** Correlation is significant at $p < 0.01$.

Table 4.

Study Measures' Cronbach Reliabilities

Measure	N of items	N of participants	Cronbach's alpha
Self-Monitoring	13	26	.617
Self-Monitoring Self-Presentation	7	26	.43*
Self-Monitoring Sensitivity	6	26	.66*
Emotional Intelligence: Total	4	25	.86
Emotional Intelligence: self-emotion appraisal	4	26	.78
Emotional intelligence: other's emotional appraisal	4	25	.78
Emotional Intelligence: uses of emotion	4	26	.74
Emotional Intelligence: Regulation of emotion	4	26	.81
Big five: Agreeableness	2	26	.79+
Big five: Neuroticism	2	26	.34*+
Display: Surface acting	7	25	.93
Display: Deep acting	4	26	.80
Display: Genuine emotion	3	26	.68
Belief in job	4	26	.50*
Employee performance	2	152	.83
Perceived authenticity	2	152	.93
Authenticity	1	152	-
Customer satisfaction	1	152	-
Intention to return	1	152	-
Intention to talk	1	151	-
Consistent strategy	1	152	-

Note: * Denotes scales that failed to reach the acceptable .70 level; + Denotes scales not intended to have inter-item reliability

Table 5.

ANOVA for Differences Between Establishment Type (Coffee shop vs. Gym)

Variable	SST	df	MSE	F	P
Interaction level variables (N = 152)					
Actual authenticity	296.67	1	2.28	1.16	.28
Perceived authenticity	4.24	1	4.24	4.52	.04*
Customer satisfaction	201.37	1	.16	.12	.73
Employee performance	106.05	1	.93	1.33	.25
Intention to return	42.08	1	.08	.29	.59
Intention to talk	97.47	1	1.27	1.97	.16
Personal level variables (N = 26)					
Age	1406.4	1	77.83	1.41	.25
Gender	6.5	1	.00	.00	1
Experience	32867.89	1	8701.68	8.64	.007*
Agreeableness	51.62	1	4.91	2.52	.13
Neuroticism	33.16	1	.16	.12	.74
Belief in job role	1.83	1	.13	1.85	.19
Self-monitoring	6.91	1	.07	.26	.62
Emotional intelligence	6.88	1	1.27	5.42	.03*
Surface acting	17.92	1	.04	.05	.83
Deep acting	17.44	1	.00	.001	.98
Genuine emotional display	6.29	1	.12	.47	.50

Note: * Denotes a significant finding

Table 6.

Study Measures' Descriptive Statistics

Measure	Mean	SD	Skewness	SE	Kurtosis	SE
Self-Monitoring	5.26	.53	.03	.46	-.73	.89
Self-Monitoring Self-Presentation	5.22	.59	.02	.46	-.33	.89
Self-Monitoring Sensitivity	5.31	.76	-.31	.46	-.67	.89
Emotional Intelligence: Total	3.75	.52	.40	.46	.05	.89
Emotional Intelligence: self-emotion appraisal	3.90	.64	-.32	.46	-.09	.89
Emotional intelligence: other's emotional appraisal	3.92	.52	.33	.46	-.39	.89
Emotional Intelligence: uses of emotion	3.68	.76	-.22	.46	-.58	.89
Emotional Intelligence: Regulation of emotion	3.48	.87	.21	.46	-.49	.89
Big five: Agreeableness	4.73	1.44	-.86	.46	.63	.89
Big five: Neuroticism	3.56	1.15	.59	.46	.44	.89
Display: Surface acting	2.56	1.09	1.76*	.46	5.45	.89
Display: Deep acting	3.34	.92	-.26	.46	.69	.89
Display: Genuine emotion	4.15	.54	.61	.46	-.37	.89
Belief in job	1.17	.27	.61	.46	-.37	.89
Work experience as a frontline employee	39.35	36.26	1.60*	.46	2.35	.89
Employee performance	4.46	.84	-2.43*	.20	6.99	.39
Perceived authenticity	4.36	.98	-1.93*	.20	3.51	.39
Authenticity	5.77	1.40	-.93*	.20	.03	.39
Customer satisfaction	4.37	1.16	-2.15*	.20	3.64	.39
Intention to return	4.80	.53	-4.01*	.20	21.83	.39
Intention to talk	4.46	.81	-1.79*	.20	3.88	.39
Consistent strategy	3.13	.99	-.19	.20	-1.29	.39

Note: * Denotes scores skewed enough to violate the assumption of normality

Table 7.

Transformed Measures' Descriptive Statistics

Measure	Mean	SD	Skewness	SE	Kurtosis	SE
Work experience as a frontline employee	1.38	.55	-1.17	.46	1.30	.89
Employee performance	96.88	35.29	-.97	.20	.022	.39
Perceived authenticity	89.95	38.31	-.69	.20	-.82	.39
Authenticity	223.39	120.70	-.32	.20	-1.48	.39
Customer satisfaction	97.49	41.13	-1.20	.20	.18	.39
Intention to return	114.18	25.33	-2.23	.20	4.29	.39
Intention to talk	96.25	37.62	-.81	.20	-.73	.39

Table 8.

Spearman Correlations of Interaction Level Variables

Measures (N = 152)	1	2	3	4	5	6
1. Perceived Authenticity	1.00	.04	.31**	.39**	.29**	.26**
2. Authenticity		1.00	.11	.14	.18*	.14
3. Customer Satisfaction			1.00	.22**	.26**	.35**
4. Employee performance				1.00	.38**	.40**
5. Intention to return					1.00	.53**
6. Intention to talk						1.00

Notes: **Signifies a significant correlation at the 0.01 level (2-tailed); *Signifies a significant correlation at the 0.05 level (2-tailed)

Table 9.

Spearman Correlations of Personal Level Variables

Measures (N = 26)	1	2	3	4	5	6	7	8	9
1. Age	1.00	.57**	.15	.27	.19	.53**	-.06	-.07	-.11
2. Work experience		1.00	.18	.26	-.04	.35	-.14	-.21	.02
3. Self-monitoring			1.00	-.05	.00	.40*	.00	-.06	.16
4. Agreeableness				1.00	.06	.54**	-.55**	.02	.30
5. Neuroticism					1.00	-.15	-.03	.18	-.23
6. Emotional intelligence						1.00	-.26	-.11	.22
7. Surface acting							1.00	.04	-.45*
8. Deep acting								1.00	-.27
9. Genuine Emotion									1.00

Notes: **Signifies a significant correlation at the 0.01 level (2-tailed) ; *Signifies a significant correlation at the 0.05 level (2-tailed)

Table 10.

Study Hypotheses Results

Hypothesis	Support	Partial Support	No Support
Employee side relationships: Actual authenticity and display strategies.			
Hypothesis 1: Level of authenticity will be influenced by all personal factors		X	
Hypothesis 2: Lower self-reported actual authenticity will be associated with surface acting.	X		
Hypothesis 3: Higher self-reported actual authenticity will be associated with both deep acting and genuine emotional displays.		X	
Hypothesis 4: Deep acting will be associated with less actual authenticity than genuine emotional displays.	X		
Hypothesis 5: The display strategy used by employees will vary throughout the day.	X		
Hypothesis 6: Actual authenticity will significantly vary both between and within display strategies, and there will be overlap in actual authenticity between the display strategies.	X		
Customer side relationships: Customer and business outcomes			
Hypothesis 7: Perceived authenticity will significantly contribute to customer satisfaction.	X		
Hypothesis 8: Employee performance will significantly contribute to customer satisfaction, intention to return, and intention to speak favourably.		X	
Hypothesis 9: Customer satisfaction will lead to both customer intention to return and intention to speak favorably about an establishment.	X		
The interaction of employee and customer: The relationships between actual authenticity, display strategies and perceived authenticity			
Hypothesis 10: Level of actual authenticity will be positively correlated with level of perceived authenticity.			X

Hypothesis	Support	Partial Support	No Support
Hypothesis 11: Surface acting will be negatively correlated with perceived authenticity.			X
Hypothesis 12: Deep acting and genuine emotional displays will be positively correlated with perceived authenticity.			X
The interaction of employee and customer: The effects of personal factors.			
Hypothesis 13: Self-monitoring will have a strong relation with perceived authenticity, but only when compared to low self-monitors within the same display strategy group. Self-monitoring moderates the relationship between actual authenticity and perceived authenticity.			X
Hypothesis 14: Emotional intelligence will be positively related to perceived authenticity. Emotional intelligence moderates the relationship between actual authenticity and perceived authenticity.			X
Hypothesis 15: Agreeableness will be positively related to perceived authenticity. Agreeableness moderates the relationship between actual authenticity and perceived authenticity.			X
Hypothesis 16: Belief in job role will be positively related to perceived authenticity. Belief in job role moderates the relationship between actual authenticity and perceived authenticity.			X
Hypothesis 17: Years of experience working as a frontline employee will be positively related to perceived authenticity. Years of experience working as a frontline employee will moderate the relationship between actual authenticity and perceived authenticity.			X
Hypothesis 18: Neuroticism will be negatively related to perceived authenticity. Neuroticism moderates the relationship between actual authenticity and perceived authenticity.			X

Table 11.

Results of Hierarchical Linear Modeling of Actual Authenticity

Model	Estimate	SE	p	Variance explained
Step 1				
Null model (employees)	5947.12	17.35	>.01	.41
Step 2 (Personal factors)				
Work experience	50.09	27.83	.09	.23
Neuroticism	-.41	13.87	.98	
Emotional intelligence	-60.20	44.60	.19	
Agreeableness	17.02	13.33	.22	
Self-monitoring	98.21*	34.82	>.01	
Step 3 (Demographics)				
Gender	-13.86	36.65	.71	.15
Age	-3.27	4.05	.43	
Mother tongue 1	-22.05	112.60	.85	
Mother tongue 2	-9.12	128.17	.94	
Mother tongue 3	111.13	134.26	.42	

Notes: Initial variance is the ICC (employee covariance estimate/(employee covariance estimate + residual)); following variances are 1- (current step variance/previous step variance).

Table 12.

Spearman Correlations of All Variables on the Interaction Level

Measures (N = 152)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Perceived authenticity	1.0	.04	.31**	.29**	.26**	.39**	.09	-.01	-.06	.02	.03	-.02	.01	-.09	.00
2. Authenticity		1.0	.11	.18*	.14	.14	.18*	.28**	.32**	.13	.05	.20*	-.27**	-.17*	.17*
3. Customer satisfaction			1.0	.26**	.35**	.22**	-.02	.09	.08	-.03	-.14	.04	-.02	-.15	.11
4. Intention to return				1.0	.53**	.38**	-.13	-.18*	.08	-.10	-.02	-.12	.06	-.05	.04
5. Intention to talk					1.0	.40**	-.01	-.04	.18*	.04	-.09	.10	-.06	-.07	.09
6. Employee performance						1.0	.02	-.04	-.04	.09	.06	-.03	-.10	-.10	.07
7. Age (Years)							1.0	.51**	.35**	.22**	.31**	.53**	-.11	-.18*	-.02
8. Work experience								1.0	.30**	.24**	.00	.46**	-.22**	-.43**	.05
9. Self-monitoring									1.0	-.02	.04	.51**	-.04	-.03	.17*
10. Agreeableness										1.0	.09	.50**	-.61**	-.14	.40**
11. Neuroticism											1.0	-.11	.02	.22**	-.38**
12. Emotional intelligence												1.0	-.28**	-.41**	.35**
13. Surface acting													1.0	.17*	-.50**
14. Deep acting														1.0	-.33**
15. Genuine emotion															1.0

Notes: **Signifies a significant correlation at the 0.01 level (2-tailed); *Signifies a significant correlation at the 0.05 level (2-tailed)

Table 13.

Spearman Correlations of All Variables on the Personal Level

Measures (N = 26)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1. Mean perceived authenticity	1.0	.07	.14	.46*	.47*	.24	.11	.04	-.02	.01	-.05	-.06	.02	-.12	.04
2. Mean authenticity		1.0	.45*	.18	.27	.19	.16	.15	.58**	.07	-.05	.22	-.30	-.16	.48*
3. Mean customer satisfaction			1.0	.28	.45*	.52**	-.08	.30	.22	.05	-.39	.05	-.16	-.36	.38
4. Mean intention to return				1.0	.59**	.55**	-.30	-.38	.21	-.21	.03	-.30	.00	-.16	.06
5. Mean intention to talk					1.0	.44*	-.06	-.02	.54**	.13	-.31	.18	-.23	-.17	.19
6. Mean employee performance						1.0	-.06	-.10	.08	.29	.10	-.09	-.20	-.31	.30
7. Age (Years)							1.0	.57**	.15	.27	.19	.53**	-.06	-.07	-.11
8. Work experience								1.0	.18	.26	-.04	.35	-.14	-.21	.02
9. Self-monitoring									1.0	-.05	.00	.40*	.00	-.06	.16
10. Agreeableness										1.0	.06	.54**	-.55**	.02	.30
11. Neuroticism											1.0	-.15	-.03	.18	-.23
12. Emotional intelligence												1.0	-.26	-.11	.22
13. Surface acting													1.0	.04	-.45*
14. Deep acting														1.0	-.27
15. Genuine emotion															1.0

Notes: **Signifies a significant correlation at the 0.01 level (2-tailed); *Signifies a significant correlation at the 0.05 level (2-tailed)

Table 14.

Hierarchical Multiple Regression for Perceived Authenticity and Controls on Customer Satisfaction on the Interaction Level

Model	B	SE(B)	β	t	Sig(p)	R ²	ΔR^2	p(ΔR^2)
Step 1								
Age	-.34	.50	-.06	-.68	.50			
Gender	6.52	6.73	.08	.97	.34			
Employee Performance	.17	.10	.14	1.74	.08	.03		
Step 2								
Age	-.24	.49	-.04	-.48	.63			
Gender	7.99	6.54	.10	1.22	.22			
Employee Performance	-.06	.12	-.05	-.51	.61			
Perceived Authenticity	.34	.11	.32	3.22	.001	.07*	.04	.002

Note: * significant at the $p < .01$ level.

Table 15.

Regressions for Employee Performance on Customer Satisfaction, Intention to Return and Intention to Talk Favorably, on the Interaction Level

Regression	B	SE(B)	β	t	Sig(p)	R ²	ΔR^2	p(ΔR^2)
Regressions on								
customer satisfaction								
Step 1								
Employee performance	.17	.09	.15	1.85	.07	.02		
Step 2								
Employee performance	-.04	.11	-.04	-.39	.70			
Perceived authenticity	.33	.11	.31	3.18	.01	.07	.05	.01
Step 3								
Employee performance	.04	.15	.04	.28	.78			
Perceived authenticity	.29	.11	.27	2.58	.01			
Employee performance X perceived authenticity	.01	.01	.09	.91	.36	.07	.00	.36
Regression on intention								
to return								
Employee performance	.27	.05	.37	4.92	.001	.13		
Regression on intention								
to talk favorably								
Employee performance	.42	.08	.39	5.17	.001	.15		

Note: * Significant at $p < .001$

Table 16.

Regressions for Employee Performance on Customer Satisfaction, Intention to Return and Intention to Talk Favorably, on the Personal Level

Regression	B	SE(B)	β	t	Sig(p)	R ²
Regressions on customer satisfaction						
Employee performance	.56	.20	.49	2.72	.01	.20
Employee performance X perceived authenticity	.06	.03	.38	2.00	.06	.11
Regression on intention to return						
Employee performance	.35	.12	.50	2.82	.01	.22
Regression on intention to talk favorably						
Employee performance	.77	.20	.62	3.84	.001	.35

Note: * Significant at $p < .001$

Table 17.

Hierarchical Multiple Regression for Customer Satisfaction and Perceived Authenticity on Intention to Return on the Interaction Level

Model	B	SE(B)	β	t	Sig(p)	R ²	ΔR^2	p(ΔR^2)
Step 1								
Customer satisfaction	.15	.05	.25	3.13	.02	.06		
Step 2								
Customer satisfaction	.11	.05	0.17	2.14	0.03			
Perceived authenticity	.17	.05	0.26	3.27	0.01	.11*	.05	.001
Step 3								
Customer satisfaction	.19	.10	.31	1.81	0.07			
Perceived authenticity	.27	.12	.40	2.30	.02			
Customer satisfaction X perceived authenticity	-.01	.01	-.23	-.90	.37	.11*	.00	.37

Note: * Significant at $p < .001$

Table 18.

Hierarchical Multiple Regression for Customer Satisfaction and Perceived Authenticity on Intention to Talk About Favorably on the Interaction Level

Model	B	SE(B)	β	t	Sig(p)	R ²	ΔR^2	p(ΔR^2)
Step 1								
Customer satisfaction	.29	.07	.31	3.99	.01	.09		
Step 2								
Customer satisfaction	.22	.07	.24	2.99	.01			
Perceived authenticity	.23	.08	.23	2.92	.01	.13*	.04	.01
Step 3								
Customer satisfaction	.33	.15	.36	2.17	.03			
Perceived authenticity	.36	.17	.36	2.05	.04			
Customer satisfaction X perceived authenticity	-.01	.01	-.21	-.82	.41	.13*	.00	.41

Note: * Significant at $p < .001$

Table 19.

Hierarchical Regression Analyses for Self-Monitoring and Actual Authenticity on Perceived Authenticity on the Interaction Level

Model	B	β	R ²	ΔR^2	p(ΔR^2)
Step 1					
Actual authenticity	.04	.12			
Self-Monitoring	-11.11	-.14	.01		
Step 2					
Actual authenticity	.01	.04			
Self-Monitoring	-12.14	-.15			
Actual authenticity \times Self-Monitoring	.01	.08	.00	-.01	.93

Note: No significant values were found

Table 20.

Hierarchical Regression Analyses for Emotional Intelligence and Actual Authenticity on Perceived Authenticity on the Interaction Level

Model	B	β	R ²	ΔR^2	p(ΔR^2)
Step 1					
Actual authenticity	.03	.08			
Emotional intelligence	-6.94	7.33	-.00		
Step 2					
Actual authenticity	.09	.21			
Emotional intelligence	-4.48	-.05			
Actual authenticity × Emotional intelligence	-.01	-.14	-.01	.01	.86

Note: No significant values were found

Table 21.

Hierarchical Regression Analyses for Agreeableness and Actual Authenticity on Perceived Authenticity on the Interaction Level

Model	B	β	R ²	ΔR^2	p(ΔR^2)
Step 1					
Actual authenticity	.02	.07			
Agreeableness	1.06	.04	-.01		
Step 2					
Actual authenticity	.07	.23			
Agreeableness	3.22	.12			
Actual authenticity \times Agreeableness	-.01	-.20	-.01	.00	.55

Note: No significant values were found

Table 22.

Hierarchical Regression Analyses for Work Experience as a Frontline Employee and Actual Authenticity on Perceived Authenticity on the Interaction Level

Model	B	β	R ²	ΔR^2	p(ΔR^2)
Step 1					
Actual authenticity	.03	.08			
Work experience	-.05	-.05	-.01		
Step 2					
Actual authenticity	.01	.02			
Work experience	-.20	-.17			
Actual authenticity \times Work experience	.00	.16	.01	.0	.56

Note: No significant values were found

Table 23.

Hierarchical Regression Analyses for Neuroticism and Actual Authenticity on Perceived Authenticity on the Interaction Level

Model	B	β	R ²	ΔR^2	p(ΔR^2)
Step 1					
Actual authenticity	.02	.07			
Neuroticism	.75	.02	-.01		
Step 2					
Actual authenticity	.03	.11			
Neuroticism	1.61	.05			
Actual authenticity \times Neuroticism	-.00	-.05	-.01	.00	.89

Note: No significant values were found

Appendix A Piloting

Thank you very much for taking this survey as it is vital to completing my thesis. This survey consists of 5 multiple choice questions and should only take 2-3 minutes. You may discontinue participation at any time. Data will only be used aggregate form and no one will be identified.

Please answer these statements while thinking about a service encounter that occurred between you and a client that you remember well, in particular your behaviour you displayed to the customer and the feelings your felt during the encounter.

I was faking how I felt in my interactions with the client. (Authenticity 1)

- Strongly Disagree (1)
- Disagree (2)
- Neither Agree nor Disagree (3)
- Agree (4)
- Strongly Agree (5)

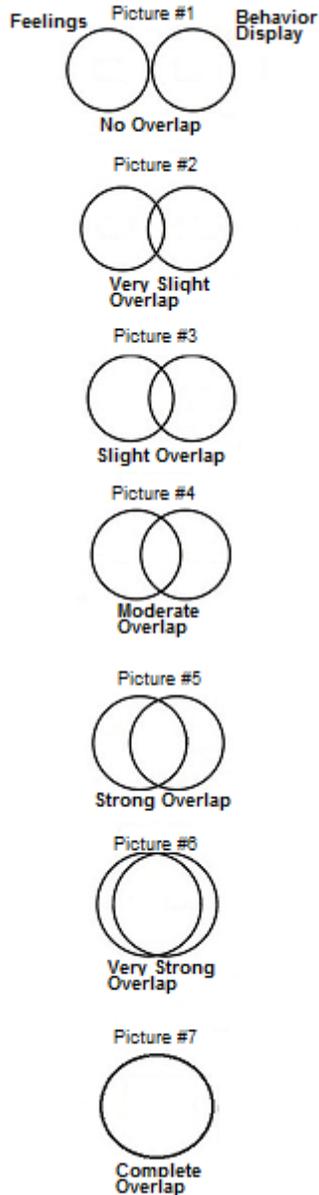
I was pretending, or putting on an act, in my encounters with the client, that differed from how I actually felt at the time. (Authenticity 2)

- Strongly Disagree (1)
- Disagree (2)
- Neither Agree nor Disagree (3)
- Agree (4)
- Strongly Agree (5)

My behavior was an expression of my true inner feelings during the encounter. (Authenticity 3)

- Strongly Disagree (1)
- Disagree (2)
- Neither Agree nor Disagree (3)
- Agree (4)
- Strongly Agree (5)

Please think about the same service encounter you had with the corresponding customer as in the previous questions. Please indicate the degree to which, the behavioral display of feelings that you showed to customers was the same as the feelings you actually felt at the time. For example Picture #1 would indicate that the feelings you felt were completely different from the behavioral display you showed to the customer; while picture #7 would indicate that how you felt was the same as the behavioral display you showed to the customer.

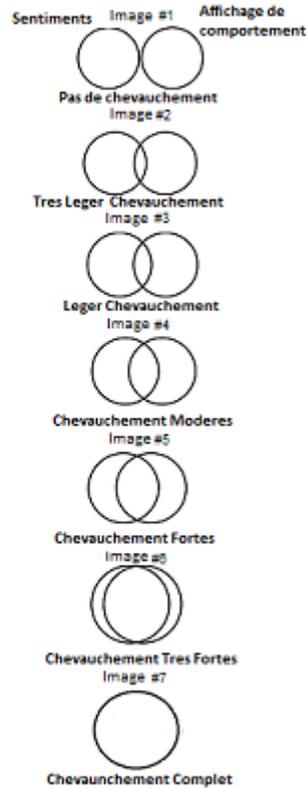
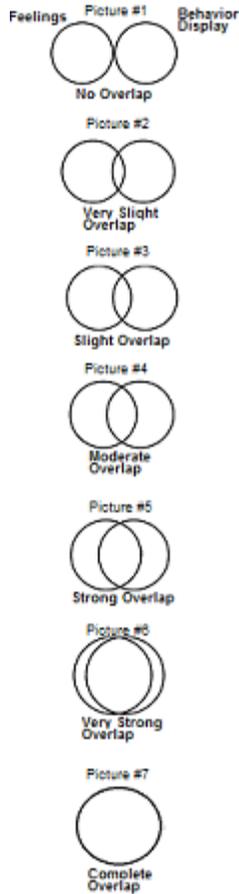


- Picture #1 (1)
- Picture #2 (2)
- Picture #3 (3)
- Picture #4 (4)
- Picture #5 (5)
- Picture #6 (6)
- Picture #7 (7)

Appendix B: Employee Authenticity Measure

Please think about the service encounter you had with the corresponding customer. Please indicate the degree to which, the behavioral display of feelings that you showed to customers was the same as the feelings you actually felt at the time. For example Picture #1 would indicate that the feelings you felt were completely different from the behavioral display you showed to the customer; while picture #7 would indicate that how you felt was the same as the behavioral display you showed to the customer.

S'il vous plaît penser à la rencontre de service que vous avez avec le client correspondant. S'il vous plaît indiquer la mesure dans laquelle, l'affichage du comportement des sentiments que vous avez montrés aux clients était la même que les sentiments que vous me sentais à l'époque. Par exemple image n° 1 indiquerait que les sentiments que vous avez ressenties étaient complètement différentes de l'affichage de comportement que vous avez montré au client, tandis que l'image n° 7 semble indiquer que vous avez ressenti était le même que l'affichage de comportement que vous avez montré au client.



- Picture #1 (1)
- Picture #2 (2)
- Picture #3 (3)
- Picture #4 (4)
- Picture #5 (5)
- Picture #6 (6)
- Picture #7 (7)

- Image #1 (1)
- Image #2 (2)
- Image #3 (3)
- Image #4 (4)
- Image #5 (5)
- Image #6 (6)
- Image #7 (7)

Appendix C: End of Shift Employee Survey

CONSENT TO PARTICIPATE IN IS AUTHENTICITY ENOUGH

I understand that I have been asked to participate in a research project being conducted by *James Michaud* of *The Management Department* of Concordia University (ja_mic@jmsb.concordia.ca; (438) 490-8059) under the supervision of (*Dr. Kai Lamertz*) of *the Management Department* of Concordia University (kailam@jmsb.concordia.ca; (514) 848-2424 ext 4136).

A. PURPOSE

I have been informed that the purpose of the research is to better understand the relationship between frontline employees and customers. In particular how emotional labour and other personal factors may have an impact on this relationship.

B. PROCEDURES

I understand that I will be asked to complete a survey asking me about my personal beliefs; distribute surveys to clients, and I will be asked to complete a few questions about my service encounters with clients. I understand that any information gathered will be kept confidential, only the researchers will be aware of my identity and all data will be analyzed in aggregate form so no individual participant can be identified.

C. RISKS AND BENEFITS

I understand that there are no risks to participating and I will receive \$5.00 dollars, a final report for the study, as well as a personal profile analysis if I choose, as benefits for participation.

D. CONDITIONS OF PARTICIPATION

- I understand that I am free to withdraw my consent and discontinue my participation at anytime without negative consequences.
- I understand that my participation in this study is CONFIDENTIAL (i.e., the researcher will know, but will not disclose my identity).
- I understand that the data from this study may be published.

I HAVE CAREFULLY STUDIED THE ABOVE AND UNDERSTAND THIS AGREEMENT. I FREELY CONSENT AND VOLUNTARILY AGREE TO PARTICIPATE IN THIS STUDY.

NAME (please print) _____

SIGNATURE _____

If at any time you have questions about the proposed research, please contact the study's Principal Investigator *James Michaud* of *the Management Department* of Concordia University (ja_mic@jmsb.concordia.ca; (438) 490-8059) or *Dr. Kai Lamertz* of *the Management Department* of Concordia University (kailam@jmsb.concordia.ca; (514) 848-2424 ext 4136).

If at any time you have questions about your rights as a research participant, please contact the Research Ethics and Compliance Advisor, Concordia University, 514.848.2424 ex. 7481



Thank you very much for taking part in this study. This survey is composed of 50 short questions and should only take 15 to 20 minutes to complete. All of your answers will be kept anonymous and your responses will only be used in aggregate form by deriving the average of all responses. When answering the questions keep in mind that there are no right or wrong answers, the most important thing is that you answer how you really think or feel. Once again thank you very much for your participation.

Enter in your assigned code, or your name if a code has not been provided yet.

Please read the following statements and select how strongly you agree or disagree with each.	Strongly Disagree	Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Agree	Strongly Agree
1. In social situations, I have the ability to alter my behavior if I feel that something else is called for.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I am often able to read people's true emotions correctly through their eyes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I have the ability to control the way I come across to people, depending on the impression I wish to give them.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. In conversations, I am sensitive to even the slightest change in facial expression of the person I'm conversing with.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. My powers of intuition are quite good when it comes to understanding others' emotions and motives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I can usually tell when others consider a joke to be in bad taste, even though they may laugh convincingly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. When I feel that the image I am portraying isn't working, I can readily change to something that does.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I can usually tell when I've said something inappropriate by reading it in the listener's eyes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I have trouble changing my behavior to suit different people and different situations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

To what extent do you agree that these statements describe yourself?

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1. I have a good sense of why I have certain feelings most of the time.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I have good understanding of my own emotions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. I really understand what I feel.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. I always know whether or not I am happy.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. I always know my friends' emotions from their behavior.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. I am a good observer of others' emotions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. I am sensitive to the feelings and emotions of others.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. I have good understanding of the emotions of people around me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. I always set goals for myself and then try my best	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. I always tell myself I am a competent person.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I am a self-motivated person.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. I would always encourage myself to try my best.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. I am able to control my temper and handle difficulties rationally.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. I am quite capable of controlling my own emotions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. I can always calm down quickly when I am very angry.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. I have good control of my own emotions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

When thinking about the emotional role that is required of you in your job as a front line employee (behaving happy, warm and friendly) which word in each pair do you believe best represents how you feel about the importance of behaving in this role? Circle your selection.

- | | |
|----------------|----------------|
| 1. Involving | Noninvolving |
| 2. Important | Unimportant |
| 3. Fundamental | Trivial |
| 4. Essential | Nonessential |
| 5. Identified | Not identified |
| 6. Attached | Detached |
| 7. Integrated | Nonintegrated |
| 8. United | Disunited |

What is your age in years?

_____ Years

What is your gender?

- Male
 Female

What is your mother tongue?

How many months of experience do you have in this, or a similar position as a front line employee (a front line employee being an employee that has to deal with the public face to face on a regular basis)?

_____ Months

If you are interested in receiving a final report on the study write your email below, this email will be kept separate from the rest of the data and will not be able to identify your responses. (Please Print)

If you are interested in receiving a personal profile analysis, write your email below, this email will be kept separate from the rest of the data and will not be able to identify your responses. (Please Print)

CONSENTEMENT À PARTICIPER À "IS AUTHENTICITY ENOUGH"

Je comprends que j'ai été invité à participer à un projet de recherche mené par James Michaud du département de gestion de Concordia University (ja_mic@jmsb.concordia.ca; (438) 490-8059) sous la supervision de Dr. Kai Lamertz du département de gestion de Concordia University (kailam@jmsb.concordia.ca; (514) 848-2424, ext 4136).

A. OBJET

J'ai été informé que le but de la recherche est de mieux comprendre la relation entre les employés de première ligne et les clients. En particulier, comment le travail émotionnel et d'autres facteurs personnels peuvent avoir un impact sur cette relation.

B. PROCÉDURES

Je comprends que je serai demandé de remplir un questionnaire sur mes convictions personnelles; distribuer des sondages pour les clients, et je vais être demandé de remplir quelques questions au sujet de mon service rencontre avec les clients. Je comprends que les informations recueillies seront gardées confidentielles, seuls les chercheurs seront au courant de mon identité et toutes les données seront analysées que sous forme agrégée afin qu'aucun participant ne peut être identifié.

C. RISQUES ET AVANTAGES

Je comprends qu'il n'y a pas de risques pour les participants et je vais recevoir 5 \$ dollars, un rapport final de l'étude, ainsi qu'une analyse de profil personnel si je choisis, comme des avantages de la participation.

D. CONDITIONS DE PARTICIPATION

- Je comprends que je suis libre de retirer mon consentement et interrompre ma participation à tout moment sans conséquences négatives.
- Je comprends que ma participation à cette étude est confidentielle (le chercheur sait, mais ne sera pas divulguer mon identité).
- Je comprends que les données de cette étude peuvent être publiés.

J'AI LU ATTENTIVEMENT LE DESSUS ET COMPRENDRE LE PRÉSENT CONTRAT. JE CONSENS LIBREMENT ET ACCEPTE VOLONTAIREMENT DE PARTICIPER DANS CETTE ÉTUDE.

NOM (s'il vous plaît imprimer) _____

SIGNATURE _____

Si à tout moment vous avez des questions au sujet de la recherche proposée, s'il vous plaît contactez le principal investigateur de l'étude de James Michaud de Le Département de gestion de Concordia University (ja_mic@jmsb.concordia.ca; (438) 490-8059) ou Dr. Kai Lamertz de l' Département de la gestion de Concordia University (kailam@jmsb.concordia.ca; (514) 848-2424, poste 4136).

Si à tout moment vous avez des questions au sujet de vos droits en tant que participant à la recherche, s'il vous plaît communiquer avec le conseiller en éthique de la recherche et de la conformité, de Concordia University, 514.848.2424 ex. 7481 ethics@alcor.concordia.ca



Je vous remercie beaucoup d'avoir pris part à cette étude. Cette enquête est composée de 50 questions courtes et devrait prendre 15 à 20 minutes. Toutes vos réponses resteront anonymes et vos réponses ne seront utilisées que sous forme agrégée, en dérivant la moyenne de toutes les réponses. En répondant aux questions gardez à l'esprit qu'il n'y a aucune bonne ou mauvaise réponse, la chose la plus importante est que vous répondez à ce que vous pensez ou ressentez vraiment. Encore une fois, merci beaucoup pour votre participation. Entrez votre code attribué, ou votre nom si un code n'a pas encore été reçue. _____

S'il vous plaît lire les instructions suivantes et sélectionner à quel point vous êtes d'accord ou en désaccord avec chacun.

	Fortement en désaccord	Désaccord	Ni en accord, ni en désaccord	D'accord	Fortement d'accord
1. Dans des situations sociales, j'ai la possibilité de modifier mon comportement si je sens que quelque chose d'autre est nécessaire.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Je suis souvent capable de lire les émotions des gens correctement à travers leurs yeux.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. J'ai la capacité de contrôler la façon que je me présente aux gens, en fonction de l'impression que je tiens à leur donner.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Dans les conversations, je suis sensible à la moindre variation d'expression faciale de la personne que je converse avec.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Mes pouvoirs d'intuition sont très bons quand il s'agit de comprendre les émotions des autres et des motivations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Je peux habituellement dire si mon audience considère une blague de mauvais goût, même si leur rire est convaincant.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Quand je sens que l'image que je me dépeindre ne fonctionne pas, je peux facilement changer pour quelque chose qui le fait.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Je détecte habituellement quand j'ai dit quelque chose d'inapproprié en lisant les yeux de l'auditeur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. J'ai du mal à changer mon comportement en fonction de différentes personnes et différentes situations.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. J'ai constaté que je peux adapter mon comportement pour répondre aux exigences de n'importe quelle situation dans laquelle je me trouve.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Même quand ça pourrait être à mon avantage, je trouve qu'il est difficile d'établir une bonne impression.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Si quelqu'un me ment, je le détecte par les expressions de la personne.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Une fois que je sais ce que la situation l'exige, il est facile pour moi de régler mes actions en conséquence.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Dans quelle mesure les énoncés suivants décrivent votre personnalité? Je me vois comme quelqu'un qui:

	Fortement en désaccord	Désaccord	Ni en accord, ni en désaccord	D'accord	Fortement d'accord
est réservée	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a généralement confiance dans les autres	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a tendance à être paresseux	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
est détendu, gère bien le stress	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a peu d'intérêt artistique	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
est sortant, sociable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a tendance à trouver fautes aux autres	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
fait un travail complet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
devient nerveux facilement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a une imagination active	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Dans quelle mesure êtes-vous d'accord avec ces déclarations?

	Fortement en désaccord	Désaccord	Ni en accord, ni en désaccord	D'accord	Fortement d'accord
1. J'ai un bon sens pourquoi j'ai certains sentiments la plupart du temps.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. J'ai une bonne compréhension de mes propres émotions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Je comprends vraiment ce que je ressens.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Je sais toujours si je suis heureux ou pas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Je connais toujours les émotions de mes amis à partir de leur comportement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Je suis un bon observateur des émotions des autres.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Je suis sensible aux sentiments et aux émotions des autres.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. J'ai une bonne compréhension des émotions des gens autour de moi.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. J'ai toujours fixé des objectifs pour moi-même et j'essaye mon mieux de les accomplir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Je me suis toujours dit que je suis une personne compétente.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Je suis une personne qui me motive beaucoup.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Je me suis toujours encourager à faire de mon mieux.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Je suis capable de contrôler mon humeur et de gérer rationnellement des difficultés.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Je suis tout à fait capable de contrôler mes émotions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Je peux toujours me calmer rapidement quand je suis en colère.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. J'ai une bonne maîtrise de mes émotions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Lorsque vous pensez au sujet du rôle émotionnel qui est exigé de vous dans votre travail en tant qu'employé de première ligne (comportement heureuse, chaleureuse et conviviale) quel mot dans chaque paire croyez-vous représente le mieux ce que vous ressentez à propos de l'importance d'agir dans ce rôle? Encercler votre sélection.

- | | |
|----------------|-----------------|
| 1. Impliquant | Pas Impliquant |
| 2. Important | Sans importance |
| 3. Fondamental | Insignifiant |
| 4. Essentiel | Non Essentiels |
| 5. Identifiés | Pas Identifiés |
| 6. Attaché | Détaché |
| 7. Intégré | Non Intégré |
| 8. Uni | Désunis |

Quel est votre âge en années? _____

Quel est votre sexe?

- Male
 Female

Quelle est votre langue maternelle? _____

Combien de mois d'expérience avez-vous dans cette position ou une position similaire à celle d'un employé de première ligne (un employé de première ligne est un employé qui doit faire face au publique sur une base régulière)?

_____ Mois

Si vous êtes intéressés à recevoir un rapport final sur l'étude écrivez votre email ci-dessous, cet e-mail sera maintenu séparé du reste des données et ne sera pas en mesure de l'identité de vos réponses.

Si vous êtes intéressés à recevoir une analyse de profil personnel, écrivez votre email ci-dessous, cet e-mail sera maintenu séparé du reste des données et ne sera pas en mesure de l'identité de vos réponses.

S'il vous plaît réfléchir sur les services rencontré aujourd'hui pour lesquelles vous avez rempli une carte de sondage. S'il vous plaît sélectionner dans quelle mesure vous êtes d'accord ou en désaccord avec ces énoncés.	fortement en désaccord	désaccord	Ni en accord, ni en désaccord	d'accord	fortement d'accord
J'ai joué de la comédie afin de interagir avec les clients d'une manière appropriée	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J'ai simulé une bonne humeur lors de l'interaction avec les clients.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J'ai fait une performance lors de l'interaction avec les clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J'ai fait semblant d'avoir les émotions dont j'avais besoin à afficher pour mon travail.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J'ai mis un "masque" pour afficher les émotions dont j'avais besoin pour le travail.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J'ai montré des sentiments à des clients qui sont différentes de ce que je ressentais à l'intérieur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J'ai simulé les émotions que j'ai montré en traitant avec les clients.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J'ai essayé de ressentir les émotions que je devais montrer aux clients.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J'ai fait un effort pour réellement ressentir les émotions que j'avais besoin d'afficher envers les autres.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J'ai travaillé dur pour ressentir les émotions que j'avais besoin de montrer aux clients.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
J'ai travaillé à développer les sentiments à l'intérieur de moi que je devais montrer aux clients.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Les émotions que j'ai exprimées à la clientèle étaient authentiques.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Les émotions que j'ai montré aux clients étaient venu naturellement.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Les émotions que j'ai montré aux clients correspondait à ce que je sentais spontanément.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

En réaction aux questions précédentes, avez-vous d'une manière cohérente d'agir tout au long de la journée ou avez varier de rencontre en rencontre? Dans quelle mesure avez-vous varient tout au long de la journée?

Jamais Rarement Parfois Souvent Tout le temps

En repensant à les rencontres avec les clients d'aujourd'hui, diriez-vous que vous avez agi de façon chaleureuse, amicale et courtoise?

Oui Non

Appendix D: Client Satisfaction Survey

To What Degree were you satisfied with:	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
The Customer experience overall	<input type="radio"/>				

How strongly do you agree with these statements when considering your service encounter with the employee that served you?	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
The employee seemed to be faking how she/he felt in their interactions with me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee seemed to be pretending, or putting on an act, in their interactions with me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee was available when I needed him/her during the encounter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The employee was timely and accurate in his/her interactions with me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Following this service encounter	Very Unlikely	Unlikely	Undecided	Likely	Very Likely
How likely is your intention to return to this establishment?	<input type="radio"/>				
How likely is your intention to talk to others positively about this establishment?	<input type="radio"/>				

Dans quelle mesure êtes-vous satisfait avec:	Tres Insatisfait	Insatisfait	Neutre	Satisfait	Tres Satisfait
L'expérience client globale	<input type="radio"/>				

Dans quelle mesure êtes-vous d'accord avec ces déclarations concernant votre rencontre de service avec l'employé qui a vous servi?	fortement en désaccord	désaccord	Ni en accord, ni en désaccord	d'accord	fortement d'accord
Ce employé semblait feindre comment elle / il se sentait dans leurs interactions avec moi.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ce employé semblait faire semblant, ou de prétendre, dans leurs interactions avec moi.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Le employé était disponible quand j'avais besoin de lui / elle lors de la rencontre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Le employé était rapide et précis dans ses / ses interactions avec moi.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Suite à cette rencontre de service:	Tres Peu Probable	Peu Probable	Indecis	Probable	Tres Probable
Quelle est la probabilité de votre intention de retourner à ce entreprise?	<input type="radio"/>				
Quelle est la probabilité de votre intention de parler à d'autres de manière positive de ce entreprise?	<input type="radio"/>				

Appendix E: Participant Letters

Dear Sir or Madame,

My name is James Michaud and I am a researcher and graduate student at the John Molson School of Business at Concordia University. I am currently looking for businesses in the Montreal area wherein to conduct my Masters thesis study.

The Purpose of my research:

- I am interested in *emotional labour* engaged in by frontline employees. Emotional labour is the management of emotional displays (eg. Smiling to appear happy) by employees so that they conform to displays that are expected by a job. In particular I am interested in what impact the use of emotional labour by frontline employees have on the employee-customer relationship.

What I am asking of you:

- I would like the frontline employees in your establishment to hand out a 8 multiple choice customer feedback card to up to 10 customers during one shift. For each survey, the employee would fill out 1 multiple choice question about their interactions with that customer. This is the only part of the study that would take place during business hours.
- At the end of the data collection shift each server would fill out a 15 minute survey asking about the shifts' events and employee personal factors.

What is in it for you:

- I will offer to compile a free customer satisfaction survey for your establishment, data will come as part of the survey distributed to customers in my research so no additional time in your establishment would be required.
- A report on the overall research findings of the study will be offered to management and employees, which will seek to answer a number of questions that are important to all businesses that employ frontline employees.
- Employees will receive \$5.00 for their participation and will be offered a personality profile if they would like to receive one.
- Every client who fills out a survey will receive a free Concordia branded pen for participation.
- Complete confidentiality, anonymity and protected rights for everyone involved.
- Being able to both help advance the knowledge of business management and help a masters student complete their thesis in order to receive their degree.

I hope that you consider participating in my research study. I'd be happy to meet with you and answer any questions or address any concerns you may have about participation and would love for you to agree to participate in the study.

Thank you very much for your time.

Sincerely,

James Michaud
ja_mic@jmsb.concordia.ca or jmic75@hotmail.com (preferred method of communication)
(438) 490-8059

Cher Monsieur ou Madame,

Mon nom est James Michaud et je suis un chercheur et étudiant diplômé de l'école de gestion John Molson de l'Université Concordia. Je suis à la recherche de entreprises dans la région de Montréal qui m'aiderons à mener ma thèse de maîtrise.

Le but de ma recherche:

- Je suis intéressé par le travail émotionnel engagé par les employés de première ligne. Le travail émotionnel est la gestion des affichages émotionnels afin qu'elles se conforment à des écrans qui sont attendus par un emploi. En particulier, je m'intéresse à ce que l'impact de l'utilisation du travail émotionnel fait dans la relation employé-client.

Ce que je vous demande:

- Je voudrais que les employés de première ligne de votre établissement distribue un sondage de 8 question choix multiple a 1-10 clients pendant un quart de travail. Pour chaque client le employé remplira également un questionnaire d'une question choix multiple sur cette rencontre service spécifique avec le client.
- Enfin, a le fin de la quart de travail, chaque employé devra remplir un questionnaire de 15 minutes sur les événements de travail et les facteurs personnels.

Qu'est-ce que cela signifie pour vous:

- Je vous propose de compiler un sondage de satisfaction client gratuitement pour votre entreprise. Les données proviennent du sondage distribué aux clients dans mes recherches, donc je ne passerai pas de temps supplémentaire dans votre établissement.
- Un rapport sur les résultats de la recherche de l'étude pour la gestion et les employés, qui visera à répondre à un certain nombre de questions qui sont importantes pour toutes entreprises qui emploient des employés de première ligne.
- Employés recevront 5.00\$ pour leur participation et se verra offrir un profil de personnalité s'ils aimeraient en recevoir un.
- Chaque client qui remplit une enquête recevra un stylo de marque Concordia gratuit pour participation.
- Toute confidentialité, l'anonymat et protégé les droits pour toutes les personnes impliquées
- Contribuer au développement de la connaissance de la gestion d'entreprise et aider un étudiant à la maîtrise à terminer sa thèse afin de recevoir son diplôme.

J'espère que vous envisager de participer à mon étude. Je serais heureux de vous rencontrer et de répondre à des questions ou répondre à toute question que vous pourriez avoir à propos de la participation et je serais ravi de vous accepter de participer à l'étude.

Cordialement,

James Michaud

ja_mic@jmsb.concordia.ca ou jmic75@hotmail.com (méthode préférée de communication)
(438) 490-8059