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Daily deliberative dissonance acting among police officers

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Abstract

Purpose – The purpose of this paper is to gain insight into the relationships of daily deliberative dissonance acting (DDA) with daily strain and daily work engagement. DDA refers to the deliberate acting of emotions to achieve one's work goals. The authors hypothesized that daily DDA would be positively related to strain through feelings of emotional dissonance. In addition, the authors predicted that DDA would be positively related to daily work engagement via job accomplishment.

Design/methodology/approach – The authors applied a five-day quantitative diary design with two measurement occasions per day using a sample of 54 police officers (i.e. 270 measurement occasions). In the multilevel analyses, the authors controlled for previous levels of the dependent variables in order to analyse change.

Findings – Multilevel analyses revealed that police officers deliberately engaged in emotional labor with both detrimental and beneficial consequences, as assessed via their daily reports of strain and work engagement.

Practical implications – The results suggest that acting emotions is not inherently harmful, but may also be beneficial for job accomplishment, which fosters work engagement. The training of police officers and possibly other service employees should include the topic of DDA as a form of emotional labor and its consequences for psychological well-being.

Social implications – Police officers who accomplish their job tasks by acting the appropriate emotions may not only experience strain, but may also become more engaged in their work.

Originality/value – The present study showed that police officers engage in deliberate dissonance acting. The authors showed how this emotion regulation technique is related to strain and engagement – on a daily basis.

Keywords Employees, Emotions, Employee engagement, Personal health, Work engagement, Emotional labor, Deliberative dissonance acting, Job accomplishment, Police officers

Paper type Research paper

Emotional labor can be described as the employee's management of feelings to create an observable display that is consistent with situational demands (Hochschild, 1983). To adhere to the organization's display rules, employees may engage in emotional labor by suppressing emotions or by displaying emotions that are different from their true emotions. However, suppressing or faking emotions may lead to a state of emotional dissonance, which is assumed to be detrimental to employee well-being (Bakker and Heuven, 2006; Zapf, 2002). However, is acting of emotions during work always bad for



one's psychological well-being, or may acting sometimes help the employee to accomplish the tasks and remain engaged in the job?

The central aim of the present diary study is to investigate day-to-day fluctuations in emotional labor, strain, and work engagement. Two important emotion regulation strategies within emotional labor research are surface acting (i.e. faking or suppressing emotions) and deep acting (i.e. a cognitive change to feel the appropriate emotions). We examined the influence of a third emotion regulation strategy, namely deliberative dissonance acting (DDA). DDA refers to the deliberate acting or suppression of emotions to achieve one's primary work goals (Zapf, 2002). We specifically investigated whether daily DDA may be both negatively and positively related to employees' daily well-being. Acting among service workers is expected to be detrimental to psychological well-being, presumably because of the psychological strain in the form of emotional dissonance (e.g. Heuven and Bakker, 2003). Although most previous emotional labor studies have focussed on the detrimental effects of acting emotions during work, it is questionable whether acting emotions is always negatively related to employee well-being. This issue is important to investigate because acting emotions during work may also be beneficial in accomplishing the work goal and, in turn, may even enhance employee well-being. Based on an action theory perspective (Frese and Zapf, 1994; Zapf, 2002), we argue that the particular acting style of DDA may also be positively related to employee work engagement through feelings of job accomplishment.

In the present study, we used a diary approach to test our hypotheses using daily reports from professional service employees in a specific occupation: police officers. Most service occupants (e.g. waiters, receptionists, and flight attendants) are required to display positive emotions to keep the customer satisfied. In contrast, next to the display of positive emotions, police officers may also need to suppress positive emotions, display negative emotions, or suppress negative emotions on a daily basis (cf. Van Gelderen *et al.*, 2011). Police officers encounter a wide variety of emotionally demanding situations on a daily basis, such as interacting with crime suspects and victims, helping people in need, and interacting with aggressive or intoxicated civilians. Using a diary design allowed us to decrease the time between the actual experience and its documentation (Bolger *et al.*, 2003). In addition, next to measuring between-person variation, a diary design also accounts for within-person variation. This is important because interactions evoking emotional labor may vary not only between individuals but also within individuals over time (e.g. Judge *et al.*, 2009).

Theoretical background

Most scholars agree that employees who engage in emotional labor can apply one of two main acting strategies. One such strategy is called surface acting, which refers to a change in emotional expression without changing the underlying feelings (Grandey, 2000). For example, a police officer may fake negative emotions to stringently correct an offender. In addition, he or she may suppress frustration to prevent the escalation of an interaction with a civilian. A second emotional labor strategy is called deep acting, which refers to a real change in felt emotions to balance felt and required emotions before they must be shown (Grandey, 2000). For example, a police officer may attempt to change his/her thoughts regarding annoying individuals to prevent feeling irritated during a forthcoming interaction.

Zapf (2002) introduced a third strategy called DDA. DDA is based on Ashfort and Humphrey's (1993) idea of "detached concern" – an internal, neutral emotional state coupled with a display of moderate emotions. For instance, police officers may feel

sympathy for a crime victim while simultaneously displaying unfeigned sympathetic emotions to accomplish their primary task (i.e. successfully interrogating a criminal) (Rafaeli and Sutton, 1991). DDA appears theoretically similar to surface acting. However, DDA is unique in its deliberate, strategic, conscious, and goal-directed use of displaying emotions to accomplish the primary work task without the organizational requirement to actually display or feel these emotions (Zapf, 2002).

DDA is a more proactive and conscious acting style than surface acting – which is more defensive. Hence, the implication for emotional labor research is that conscious, deliberate, and goal-directed acting may lead to better accomplishment of the work goals. For instance, a police officer may deliberately fake empathy for a victim of a low prioritized crime with the goal to deliver a high-quality service. The goal-directedness of deliberate dissonance acting can be based on an action theory perspective of emotional labor (Frese and Zapf, 1994; Zapf, 2002). Action theory refers to the psychological regulation of work activities and proposes that individuals may engage in these activities to achieve a specific goal (Frese and Zapf, 1994). Emotional labor is a component of this goal-directed behavior; the goal is to apply emotional labor. Action theory is also based on self-regulation, whereby the work goal is a relevant parameter for such actions as DDA (Frese and Zapf, 1994).

Zapf (2002) argued that flexible action patterns, with schemata at the sensorimotor level, may trigger surface acting, which implies a routine process that does not necessarily involve conscious thought. In contrast, DDA is a conscious process and is explicitly applied to achieve the primary work goal. Accordingly, DDA is expected to be more goal-driven than surface acting. Theoretically, both surface acting and DDA result in a state of emotional dissonance. That is, as a consequence of “acting emotions,” the employee may experience a state of discrepancy between felt and displayed emotions. On days that police officers engage in more DDA, they may experience more emotional dissonance. Therefore:

H1. Daily DDA is positively related to daily emotional dissonance.

DDA and strain

Police officers are generally exposed to a high workload and emotionally taxing situations (Biggam *et al.*, 1997; Brown and Campbell, 1990). In addition to coping with their core job demands, acting emotions may also be a component of the police officers' job, particularly when interacting with civilians and criminals. Acting unfeigned emotions is proposed to cost psychological effort because of the self-regulation of emotions (Martínez-Inigo *et al.*, 2007). Consequently, several emotional labor studies have shown that surface acting is positively related to burnout (i.e. increased emotional exhaustion and depersonalization) (e.g. Brotheridge and Grandey, 2002). Emotional dissonance is a state characterized by an imbalance between felt and displayed emotions and is a consequence of the endurance of an emotion regulation technique that incorporates faked or suppressed emotions. Both regulation strategies of surface acting and DDA may result in an emotional dissonant state for the employee (Zapf, 2002).

Several between-person studies have shown that emotional dissonance is positively related to burnout (e.g. Bakker and Heuven, 2006; Heuven *et al.*, 2006). Van Gelderen *et al.* (2007) replicated these findings with a diary study showing that daily emotional dissonance was significantly and positively related to strain at the end of the work shift. On days with high emotional job demands, police officers experienced the highest increase in fatigue through emotional dissonance.

In the present diary study, we conceptualized daily job strain based on the two core components of burnout: emotional exhaustion and depersonalization (Maslach *et al.*, 2001). Emotional exhaustion refers to an absence of energy and the depletion of emotional resources. Depersonalization refers to strong feelings of detachment from work (Schaufeli and Van Dierendonck, 2000). Taken together, we predict that on days when police officers engage in more DDA, they will experience more emotional dissonance which will, in turn, affect their level of strain at the end of the work day:

H2. Daily DDA is positively related to strain at the end of the work shift via daily emotional dissonance, after controlling for strain at the start of the work shift.

Job accomplishment

The police officer's primary task is completing the job, which generally entails helping people in need and maintaining the law. Completing the primary work task may lead to satisfied citizens and may increase the police officer's contentment regarding his/her daily job. Importantly, emotional labor research has indicated that in addition to completing the work task, expressing socially desirable emotions during service interactions (affective delivery) is also important to achieve organizational goals (i.e. sales and satisfied customers) (Ashfort and Humphrey, 1993; Tsai and Huang, 2002).

Consistent with this viewpoint, Zapf (2002) described emotional labor as a secondary task serving the primary work goal. Employees can cope with this secondary task in various ways. Some employees use a fake smile when serving clients; others deliberately increase their effort in an enthusiastic display (Grandey *et al.*, 2005). However, putting less effort into the acting style may lead to less authentic performances. Several studies have shown that decreasing authenticity simultaneously decreases the quality of the encounter (Côté, 2005; Grandey *et al.*, 2005). When employees deliberately put effort into their acting style, they look more authentic, adapt their acting style to the customer's response, and express more socially desirable emotions to accomplish their main work goal. Similarly, police officers may be required to display unfeigned emotions that may be applicable in social interactions that are important in accomplishing their primary work task. Therefore, the employees may interact with more satisfied clients. In this sense, we hypothesize that acting emotions during work may also help police officers to accomplish their primary task:

H3. Daily DDA is positively related to daily job accomplishment.

DDA and work engagement

Although work engagement can be viewed as an important indicator of employee well-being, it has not often been studied as a positive outcome of emotional labor. The two core dimensions of work engagement are vigor and dedication. Vigor refers to high levels of energy and stamina when working. Dedication refers to identification with the job and feelings of pride, enthusiasm, and challenge (Schaufeli *et al.*, 2006). The present study focussed on the relationship between daily dissonance acting and daily work engagement (Sonnentag *et al.*, 2010), thereby offering a unique extension to the possible positive outcomes of emotional labor.

We predict that daily DDA will be positively related to daily work engagement via daily job accomplishment. First, DDA should be functional in achieving a work goal and should thus lead to job accomplishment. In turn, job accomplishment may create new job resources, including positive feedback and opportunities for growth (Bakker

and Bal, 2010). For example, job accomplishment leads to positive customer feedback, which may, in turn, have a positive effect on employee-customer interactions (Grandey *et al.*, 2005). Job resources, such as positive feedback and rewards, lead to higher levels of work engagement because they satisfy basic psychological needs (Van den Broeck *et al.*, 2008). The Job Demands-Resources model (Bakker and Demerouti, 2007) postulates that job resources are also functional in buffering the impact of emotional job demands and to boost work engagement. Moreover, when a work goal is accomplished, this can motivate the employee and positively affect personal resources, such as self-efficacy and optimism, which have been related to work engagement in previous diary studies (e.g. Sonnentag *et al.*, 2010; Xanthopoulou *et al.*, 2009).

Second, we assume that employees who apply DDA to achieve their work goals have a stronger identification with the organization. Employees who identify more strongly with their organization are presumably more inclined to understand that they may regularly need to behave in an inauthentic way to serve their assigned roles (Schaubroeck and Jones, 2000). Put differently, dedicated employees may better understand that acting is a component of the work role and may thereby apply DDA as the preferred regulation technique. In turn, deliberate dissonance acting may be positively related to work engagement at the end of the work shift. Because work engagement is mainly predicted by (personal and contextual) resources (Bakker and Bal, 2010), we hypothesize that daily job accomplishment is positively related to daily work engagement:

- H4.* Daily DDA is positively related to daily work engagement via daily job accomplishment, after controlling for work engagement at the start of the work shift.

Method

Participants and procedure

The participants were police officers of the Dutch Police Force. All participants worked in one police district in the southern Netherlands. The total population of this police district consists of approximately 400 police officers. A total of 54 police officers participated in a paper-and-pencil five-day diary study (i.e. 270 study occasions). The sample included 42 men and 12 women. The mean age of the participants was 43 years ($SD = 11.54$). Employees participated voluntarily and recorded their entries at the start and end of a work shift over five work days. Participants either returned the diary booklet anonymously in a closed envelope, or returned the diary booklet in a closed box. Each participant was entered into a drawing for two available portable music players as a reward for participation. The total response rate was 26 percent. Because of the effort it requires to respond to a diary study, relatively low response rates are common among diary studies (Bolger *et al.*, 2003). The subset that participated was demographically similar to the population (the mean age of the population was 40 years ($SD = 10.83$) and included 76.30 percent male police officers).

Measures

All items described below were followed by seven-point rating scales ranging from “not applicable at all” (1) to “strongly applicable” (7).

DDA (three items, Cronbach’s $\alpha = 0.91$) was assessed with a scale specifically developed to meet the purposes of the present study. The scale was based on the Emotional Labor Scale (Brotheridge and Lee, 2003). The original items from this scale

were modified to measure the deliberate expression or suppression of emotions and to measure the work-related goal-directedness of the regulation effort. The three items included in the DDA-scale were: “Today, I deliberately hid my true feelings in order to reach my work goal,” “Today, I deliberately faked emotions to reach a work goal,” and “Today, I deliberately resisted showing my true feelings in order to reach my work goal.”

Emotional dissonance (four items, Cronbach’s $\alpha = 0.96$) was measured with items derived from the Frankfurt Emotions Work Scale (Zapf *et al.*, 1999). Four items were derived from the original five-item scale that was designed to measure emotional dissonance. The scale was adjusted so that the items referred to a specific day. The examples included: “Today, I showed emotions that were different than what I actually felt” and “Today, I had to suppress emotions to look neutral.”

Job accomplishment (two items, Cronbach’s $\alpha = 0.75$, $r = 0.60$) was measured with a self-developed scale to meet the purposes of the present study. The items were: “During this shift, the actions I performed had the desired outcome” and “During this shift, I solved difficult situations well.”

Strain at the start of the work shift (six items, Cronbach’s $\alpha = 0.83$) and Strain at the end of the work shift (six items, Cronbach’s $\alpha = 0.81$) measured the police officer’s immediate strain level. The items reflected the exhaustion and cynicism dimensions of the Dutch version (Schaufeli and van Dierendonck, 2000) of the MBI-General Survey (Schaufeli *et al.*, 1996). Both dimensions can be considered the core dimensions of burnout (cf. Maslach *et al.*, 2001). Example items are “At this moment, I am feeling mentally exhausted” and “I am in doubt about the usefulness of my presence.”

Work engagement at the start of the work shift (six items, Cronbach’s $\alpha = 0.90$) and work engagement at the end of the work shift (six items, Cronbach’s $\alpha = 0.91$) were both measured with the state version of the Utrecht Work Engagement Scale (Breevaart *et al.*, 2012). We assessed two dimensions of state work engagement with three items each, namely vigor (e.g. “Today, I felt fit and strong”) and dedication (e.g. “Today, I was proud of my work”).

Strategy of analyses

In analyzing the diary data, multilevel analysis was used because the daily reports consisted of repeated measures nested within persons (Bryk and Raudenbush, 1992). The predictor variables were centered around the person’s mean to examine within-person effects and eliminate interpretations based on between-person variance in the predictor variable (Ilies *et al.*, 2007). Strain and work engagement at the start of the work shift were included as control variables when testing the relationship of emotional labor with strain and work engagement at the end of the shift, respectively (cf. Van Gelderen *et al.*, 2007). In addition, gender was included as a control variable, as women may be more likely to engage in emotional labor than men (Hochschild, 1983; Schaubroeck and Jones, 2000).

Multilevel-analyses were conducted with SPSS 18.0, using the maximum likelihood procedure. The improvement in comparing the different models was estimated by the likelihood difference ratio test. Because the variables at the individual level explained a portion of the individual and group variance, the multiple correlation coefficient was calculated as an approximation. From the total scores, 1.3 percent was missing. There were no variables with 5 percent or more missing values. A sample size of at least 30 participants is required for robust estimations of fixed effects in multilevel modeling (Maas and Hox, 2005). The present sample size ($n = 54$) meets this criterion;

therefore, we had sufficient statistical power to conduct the required analyses. We followed the procedure proposed by Mathieu and Taylor (2006, see also Scott and Judge, 2006) to test the mediating effects. We used the Sobel (1982) test to investigate whether the mediators carried the effect of DDA on strain and work engagement at the end of the work shift. We used Monte Carlo bootstrapping to acquire the 95 percent confidence intervals to test the significance of the indirect effects (Bauer *et al.*, 2006; Bollen and Stine, 1992). Figure 1 displays the complete research model.

Results

Descriptive analyses

Table I shows the means, standard deviations, and the correlations among the study variables. To calculate the correlations, day-level variables were averaged across the five days. Discriminant validity of the DDA and ED scales was established using the average variance extraction (AVE) method. The results showed that the AVE of the DDA-scale was 0.83. The AVE of the ED scale was 0.91. The shared variance between both latent variables was 0.64. Because the AVE's were greater than the

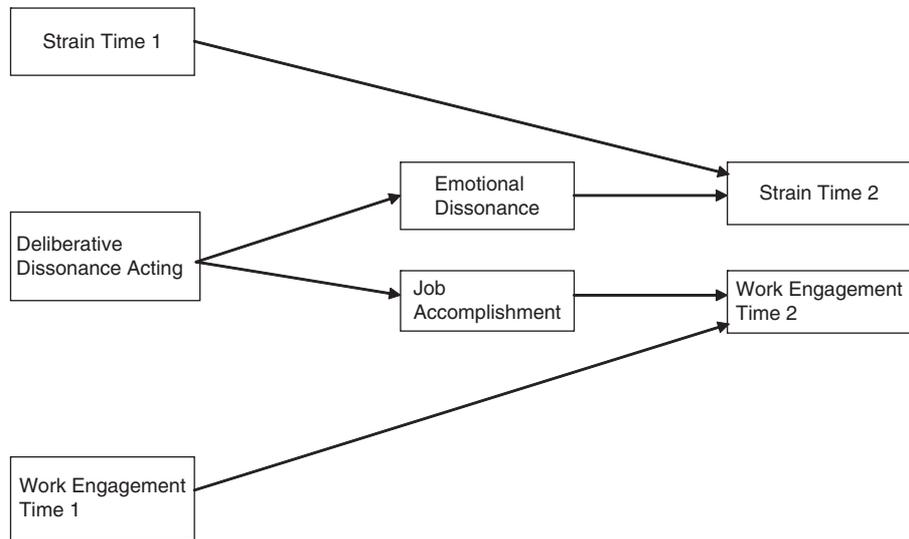


Figure 1.
Research model

Variable	M	SD	1	2	3	4	5	6
1. Work engagement time 1	5.07	1.14	-					
2. Strain time 1	2.32	0.96	-0.68**	-				
3. Deliberative dissonance acting	2.78	1.47	0.13*	0.20**	-			
4. Emotional dissonance	2.65	1.44	-0.18**	0.41**	0.78**	-		
5. Job accomplishment	5.45	1.10	0.57**	-0.48**	-0.04	-0.16**	-	
6. Work engagement time 2	4.98	1.20	0.88**	-0.62**	17**	-0.12	0.55*	-
7. Strain time 2	2.79	1.10	-0.60**	0.74**	0.18**	0.43**	-0.28**	-0.62**

Table I.
Means, standard deviations, and correlation matrix among the key variables

Notes: Day-level data were averaged across five days. **p* < 0.05; ***p* < 0.01

shared variance and both AVE's were >0.50 , discriminant validity of the scales was established (Fornell and Larcker, 1981; Hair *et al.*, 2006).

Variability over time

Before testing our hypotheses, we determined the amount of variance to be attributed to the different data levels (i.e. day and person level). Based on the baseline model, the intraclass correlation (ρ) can be calculated, which indicates the proportion of variance explained by the individuals (Hox, 2002). Regarding emotional dissonance, 58 percent of the total variance was attributable to within-person variation, and 42 percent was attributable to between-person variation. Further, the within-person variance was 61 percent for job accomplishment, 50 percent for strain at the end of the work shift and 45 percent for work engagement at the end of the work shift. These findings clearly indicate that significant and substantial amounts of variance can be explained both by between- and within-person variation, which validates our multilevel approach.

Hypotheses testing

According to *H1*, daily deliberate dissonance acting would be positively related to daily emotional dissonance. The results of multi-level analyses showed that daily DDA was positively related to daily emotional dissonance ($\gamma = 0.65$, $t = 15.28$, $p < 0.001$). Therefore, *H1* was supported.

H2 stated that daily emotional dissonance would mediate the relationship between daily DDA and strain at the end of the work shift. To test this hypothesis, we followed the procedure proposed by Mathieu and Taylor (2006). Accordingly, three conditions should be met to support mediation:

- (1) daily DDA should be positively related to daily emotional dissonance;
- (2) daily emotional dissonance should be positively related to strain at the end of the work shift; and
- (3) the relationship between the daily DDA and strain at the end of the work shift becomes weaker (partial mediation) or non-significant (full mediation) after inclusion of daily emotional dissonance (cf. Pitariu and Ployhart, 2010).

The first condition for mediation was previously confirmed by the results of *H1*. To test the other conditions, four separate nested models were examined. We compared an intercept-only model (baseline model) to a model in which we controlled for gender and strain at the start of the work shift (Model 1) a model in which the independent variable, DDA, was added (Model 2) and a model in which the mediator daily emotional dissonance was added (Model 3). Multilevel estimates for models predicting strain at the end of the work shift are presented in Table II. The results of Model 1 showed that gender was not significantly related to strain at the end of the work shift ($\gamma = -0.07$, $t = -0.36$, $p = 0.72$) and was therefore excluded from further analyses. The results presented in Table II show that the mediator daily emotional dissonance was also significant and positively related to strain at the end of the work shift ($\gamma = 0.13$, $t = 2.46$, $p < 0.05$). The inclusion of the mediator daily emotional dissonance resulted in a non-significant relationship between daily DDA and strain at the end of the work shift ($\gamma = 0.04$, $t = 0.92$, $p = 0.36$). Furthermore, Model 3 showed a significant improvement over Model 2 ($\Delta -2 \times \log = 17.27$, $df = 1$, $p < 0.05$). The Sobel test confirmed that daily emotional dissonance fully mediated the relationship between

Table II.
Multilevel estimates for
models predicting strain at
the end of the work shift

Model variables	Baseline Model		Model 1		Model 2		Model 3	
	Estimate	SE	Estimate	SE	Estimate	SE	Estimate	SE
Intercept	2.791	0.116	2.877	0.262	2.785	0.084	2.778	0.083
Gender			-0.073	0.203	-	-	-	-
Strain T1			0.487	0.066	0.477	0.066	0.450	0.067
DDA					0.121	0.037	0.044	0.048
Emotional dissonance							0.130	0.053
-2 × log					676.928	666.985		649.718
$\Delta-2 \times \log$					37.318**	9.943*		17.267**
df					2	0		1
Level 1 (within-person variance)	0.602	0.140	0.586	0.134	0.563	0.129	0.536	0.124
Level 2 (between-person variance)	0.614	0.143	0.268	0.182	0.273	0.081	0.270	0.079
					56%	56%		56%
					R^2	R^2		R^2
					3%	6%		11%
					56%	56%		56%

Notes: $n = 54$ persons, and $n = 270$ measurement observations. R^2 percentages are calculated in approximation. * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

daily DDA and strain at the end of the work shift, controlling for strain at the start of the work shift ($z = 2.42, p < 0.05$). In addition, the results showed that the indirect effect between daily DDA and strain at the end of the work shift via daily emotional dissonance was 0.09, $CI_{0.95} = 0.02, 0.15$. Thus, the results supported *H2*.

According to *H3*, daily deliberate dissonance acting would be positively related to daily job accomplishment. The results showed that daily DDA was indeed positively related to daily job accomplishment ($\gamma = 0.11, t = 2.48, p < 0.05$). Thus, *H3* was supported.

H4 stated that daily job accomplishment would mediate the relationship between daily DDA and work engagement at the end of the work shift. We again examined the required conditions for mediation analyses as proposed by Mathieu and Taylor (2006). The first condition for mediation was previously confirmed by the results of *H2*. To test the other conditions, four separate nested models were examined (see Table III). We compared an intercept-only model to a model in which we controlled for gender and engagement at the start of the work shift (Model 1) a model in which the independent variable daily DDA was added (Model 2) and a model in which the mediator daily job accomplishment was added (Model 3). The results of Model 1 showed that gender was not significantly related to engagement at the end of the work shift ($\gamma = 0.01, t = 0.06, p = 0.95$) and was therefore excluded from further analyses. The results of Model 3 showed that the mediator daily job accomplishment was also positively related to strain at the end of the work shift ($\gamma = 0.22, t = 4.68, p < 0.001$). The results further showed that the inclusion of the mediator daily job accomplishment resulted in a non-significant relationship between daily DDA and engagement at the end of the work shift ($\gamma = 0.04, t = 1.48, p = 0.14$). Furthermore, Model 3 showed a significant improvement over Model 2 ($\Delta -2 \times \log = 38.28, df = 1, p < 0.05$). The Sobel test confirmed that daily job accomplishment fully mediated the relationship between daily DDA and engagement at the end of the work shift, controlling for engagement at the start of the work shift ($z = 2.20, p < 0.05$). In addition, the results showed that the indirect effect between daily DDA and daily work engagement via daily job accomplishment was 0.02, $CI_{0.95} = 0.01, 0.05$. Thus, the results supported *H4*.

Discussion

The goal of the present study was to examine both the positive and the negative consequences of daily DDA among police officers. We investigated whether daily DDA was positively related to strain via feelings of emotional dissonance. In addition, we investigated whether daily DDA was also positively related to work engagement via perceptions of job accomplishment. Both processes were supported by our results.

DDA and daily strain

A main finding of this study is that daily emotional dissonance mediates the relationship between daily DDA and strain at the end of the work shift. This result indicates that on days during which a police officer deliberately displays certain emotions to accomplish a work goal (e.g. showing empathy to comfort a crime victim or acting strictly to correct an offender), he or she may show different emotions than actually felt. The emergence of emotional dissonance may then occur because acting different emotions than those that are felt (or suppressing emotions) may lead to an on-going state in which there is a discrepancy between the emotions acted vs the emotions felt. Although this DDA serves the purpose of achieving the work goal and is not necessarily obliged by the company's rules (Zapf, 2002), the discrepancy between felt and shown emotions depletes self-regulatory resources (Hochschild, 1983) and thus

Table III.
Multilevel estimates
for models predicting
work engagement at
the end of the work shift

Model variables	Baseline Model		Model 1		Model 2		Model 3	
	Estimate	SE	Estimate	SE	Estimate	SE	Estimate	SE
Intercept	5.052	0.131	5.004	0.228	5.014	0.073	5.008	0.072
Gender			0.011	0.176				
Work engagement T1			0.614	0.047	0.606	0.046	0.534	0.048
DDA					0.076	0.030	0.044	0.030
Job accomplishment							0.216	0.046
$-2 \times \log$		719.024		614.370		608.487		570.206
$\Lambda-2 \times \log$				104.654**		5.883*		38.281**
df				2		0		1
Level 1 (within-person variance)	0.668	0.157	0.578	0.127	0.575	0.126	0.456	0.104
Level 2 (between-person variance)	0.844	0.182	0.225	0.068	0.223	0.065	0.217	0.062
				16%		16%		16%
				73%		74%		74%
				R^2		R^2		R^2

Notes: $n = 54$ persons, and $n = 270$ measurement observations. R^2 percentages are calculated in approximation. * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$

decreases the police officers' energy level during the working day. Because the effort of acting or suppressing emotions requires energy, this results in higher strain levels at the end of the work shift.

The present study thus confirms the prior results from between-person studies showing a positive relationship between emotional dissonance and strain (e.g. Bakker and Heuven, 2006; Tewksbury and Higgins, 2006). Our research extends this relationship for daily employee well-being by incorporating a within-person perspective. Furthermore, our findings expand emotional labor research because DDA has not been studied before, at either the between-person or the within-person levels. Studying parallel processes at both levels is of particular theoretical importance. Namely, it supports the homology of proposed assumptions across different levels of analysis (Kozlowski and Klein, 2000), which adds to the parsimony of the theoretical framework. Our findings show that on days when DDA is high, police officers experience more emotional dissonance, which is related to a higher level of strain at the end of the work shift.

DDA, job accomplishment, and engagement

The results of the present study showed that DDA was positively related to engagement at the end of a work shift via job accomplishment, after controlling for the effect of engagement at the start of the work shift. Such a viewpoint is not prevalent in the extant research regarding emotional labor. Previous emotional labor research has argued that employees' well-being would be compromised if they did not act in accordance with their true emotions (Brotheridge and Grandey, 2002; Pugliesi, 1999; Schaubroeck and Jones, 2000). Similarly, surface acting was presumed to lead to an unfavorable response by the receiver because of its inauthentic nature (Côté, 2005). For example, Judge *et al.* (2009) showed that surface acting was significantly related to negative mood. Such a finding supported the prevailing views of a positive association between surface acting and emotional exhaustion in previous studies.

However, previous research has also shown that customers prefer to be exposed to a positive attitude and that positive displays create positive interactions and good service quality (Diefendorff and Richard, 2003; Tsai and Huang, 2002). In these studies, the importance of authenticity was emphasized when showing positive emotions and the use of deep acting was considered the preferred regulation technique (Brotheridge and Grandey, 2002). Similarly, drawing on emotional contagion theory (cf. Hatfield *et al.*, 1993), a study of Pugh (2001) showed that the employee display of positive emotion was positively related to customers' positive affect after the service interaction. In contrast, a study of Hennig-Thurau *et al.* (2006) showed that employee smiling did not directly affect customers' emotional states. The present study shows that DDA can positively affect engagement at the end of a work shift regardless of whether positive or negative emotions were faked.

Our findings indicate that DDA may nevertheless be beneficial to employees' daily well-being for several reasons. First, DDA has a goal-directed intention. This intention may help the employee to accomplish their primary and secondary work goals. The police officers may invest more effort in displaying the emotions as positively and authentically as possible. This may, in turn, result in satisfied clients, which could lead to positive performance feedback. Performance feedback can be considered an important job resource that may positively affect employees' well-being (Bakker and Demerouti, 2007). Such job resources may even buffer the effect of job demands on burnout (Bakker *et al.*, 2005), and foster well-being on a within-person level (e.g. Bakker and Bal, 2010; Simbula, 2010). For example, a diary study showed that daily job

resources were related to daily work engagement via daily personal resources (Xanthopoulou *et al.*, 2009).

Second, when the delivered customer service is a component of the primary work goal (e.g. supporting crime victims), DDA may help to accomplish the task. Grandey *et al.* (2005) showed the importance of a qualitative performance beyond authentic emotional labor displays; besides an authentic performance, customers' appreciation of the overall encounter led to a positive outcome only when the task performance was high.

The advantage of daily DDA beyond daily surface acting appears to be that DDA may also be positively related to accomplishing the job. In contrast, daily surface acting refers to automatically changing the outward appearance to comply with the organizational display rules and may be less motivated by the wish to accomplish a specific work goal. Following the company's statements concerning which emotions are appropriate to display to clients may be more stressful than the voluntary nature to choose for DDA. Surface acting leaves the felt emotions unchanged, and may even direct attention inward, whereas DDA consciously promotes acting as a strategy to accomplish the work task.

Future employee performance

In addition to the relationship between acting and strain, the conscious strategy of DDA may also elevate engagement as a result of accomplishing the job. On a daily basis, both strain and work engagement were higher as a result of DDA. However, in contrast to previous emotional labor research, this study presents the novel idea of emotional labor also being also positively related to daily work engagement and enhancing the employees' psychological well-being.

Our results may affect future employee performance in several ways. First, being exposed to daily strain on a regular basis may be one of the long-term antecedents of burnout. Consequently, a higher level of burnout may negatively affect future job performance (e.g. Taris, 2006). In contrast, job resources acquired as a result of job accomplishment may buffer the effect of job demands on burnout (Bakker *et al.*, 2005), or may buffer the relationship between emotional dissonance and work engagement (Heuven *et al.*, 2006; emotional dissonance appeared to undermine work engagement for employees with a low level of self-efficacy).

Second, daily work engagement may have a positive effect on future employee performance. For instance, dedicated employees may have less trouble acting in an inauthentic manner, whereas employees who do not subscribe to the practice of acting may be exposed to a higher level of emotional dissonance as a consequence of their attitude (Schaubroeck and Jones, 2000). An additional finding deserves attention here. Work engagement at the start of the work shift was included as an important control variable. Personal energetic resources are important for people to attain valuable things and prevent a further loss spiral (Hobfoll, 1989). Higher energy levels may result in further attainment of energy and a more positive attitude. Acquired resources, as a result of a successful performance, may increase one's energy level, which can be helpful in preventing further energy losses during the work shift (Hobfoll, 1989). A high level of work engagement at the start of the work shift may lead to further energy and resource benefits, thus increasing work engagement at the end of the work shift.

Limitations and strengths

Similar to most studies, our study had certain limitations. First, our results were obtained from one type of occupational group, namely police officers. Although the work task of police officers is interesting, emotionally demanding, and unique, these features

may also restrict the generalization of the findings to other service occupations such as teachers, flight attendants, or call-center employees. However, focussing on police officers offers the advantage of studying an occupational group that has different display rules than more commonly studied customer service employees. Moreover, acting for police officers may even transcend the purpose of delivering an acceptable service but may also be an important instrument in accomplishing the work task.

A second limitation is the relatively low response rate compared to many survey studies within the field of emotional labor. Diary studies generally produce a lower response rate. One of the reasons for the lower response rate is the effort it requires for respondents to participate in this type of extensive study (Bolger *et al.*, 2003). However, the participants in this study reflected the demographics of the population, and our findings were consistent with the theory. Another limitation was that we studied emotional labor only from the sender's perspective. Particularly when accounting for job accomplishment, it may be notable to incorporate the viewpoint of the receiver concerning how well the primary job was actually accomplished.

Implications for research, practice, and society

Our findings could provide police officers and police management with valuable information on how daily emotional labor could improve daily job accomplishment and daily employee work engagement. Thus far, emotional labor research has mainly focussed on the negative effects of faking or suppressing emotions on employee well-being. Our study shows that there are reasons to believe that the relationship between emotional labor and psychological well-being requires further refinement. Our findings indicate that acting to accomplish a professional performance may also have positive effects. Future studies that address such positive outcomes are required, whereas the present study offers an important first step in that direction. Our results contribute to emotional labor research in showing both the positive and negative effects of DDA on police officers' psychological well-being. The training of police officers and possibly other service employees should include the topic of emotional labor and its consequences for psychological well-being.

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