

Effects of Façade Creation on Employee's Affective Commitment, OCB and Performance - Testing of a Moderated-Mediation Model

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Abstract

Facades of Conformity (FOCs) are false representations created by employees to appear that they embrace organizational values. We theorized and empirically testify the effects of FOCs on OCB, Commitment and Performance. Analysis of data from 322 supervisor-subordinate dyads of 4 services sector organizations using OLS regression revealed that FOC leads to negative attitudinal and behavioral reactions by impeding an employee's affective commitment, OCBs and performance. Evidence suggests that emotional exhaustion partially mediates the negative relationship of FOC with commitment and OCB. However, there was no evidence that FOC directly affects performance independent of its effect on emotional exhaustion. Evidence also suggests that employees' self-enhancement motives moderate the relationship between FOC and emotional exhaustion. Moreover, results of moderated-mediation analysis suggest that self-enhancement motives play an important role in mitigating the negative indirect effects of FOC on commitment, OCB and performance. Drawing on the findings, we discussed some theoretical and practical implications in addition to discussing some limitations.

Keywords: Facades of Conformity, Emotional Exhaustion, Affective Commitment, OCB, Performance, Self-Enhancement Motives.

1. Introduction

Facades of Conformity (FOC) refers to portrayal of behavior by

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employees to give impression that they accept the organizational values and occurs when employees suppress their personal core values and pretend to embrace organizational values (Hewlin, 2003; p.633). Personal core values comprise of a set of principles, beliefs, standards, tendencies or cognitions (Schwartz, 1994; Rokeach, 1973), which represent highest priorities and ingrains deeply held driving forces which individuals stand for. These values may come in conflict with organizational values as organizations ensure that their values are practiced manifestly and are aligned to the behavior of employees. Organizations therefore strive to enact these values by making it part of structure and reward system, thereby compelling employees to conform to them (Gruys et al., 2008). The behavior of facades creation demonstrates that apparent value congruence does not necessarily imply actual value congruence (Stormer & Divine, 2008). Exhibition of FOCs by organizational members may therefore lead to largely detrimental consequences for the individuals as well as for the organization. For instance according to Hewlin (2003), individuals creating FOCs may experience psychological and emotional distresses as a result of their feigning and suppression of core values. Empirical evidence suggests that creation of FOC has a direct positive effect on emotional exhaustion and a positive indirect effect through emotional exhaustion on employees' intention to leave the organization (Hewlin, 2009). Moreover, Hewlin (2003) also suggests that creation of FOC may also negatively affect performance related outcomes of the exhibitors. Since FOC signifies that apparent value congruence does not imply actual value congruence between employees and organization, it is likely that those who apparently seem to embrace organizational values instead behave according to their own values in low socially visible behaviors, which may lead to what Stormer & Divine (2008) termed as veiled sabotage or symbolic covert conflict. According to Stormer & Divine (2008), this type of behavior indicates non-cooperation with organization's rules and procedure and may seem non-threatening till its detrimental impacts became visible as happens during failed organizational change initiatives. In addition to its potentially negative consequences for the individuals, facades creation is likely to hamper overall organizational effectiveness. According to Hewlin (2003), prevalence of façade creation can

potentially lead to homogeneity of thought and actions. Expression of diverse ideas and application of innovative practices are vital for organizational learning and progression. Third world south Asian countries such as Pakistan are mostly confronted with limited job opportunities, scarce resources and increasingly competitive work environment. Moreover, with an unstable economic outlook, employees want to have a long term association with their organization and for their survival they must find ways to increase their perceived worth to the organizations. In such an environment, it is highly likely that in case of conflict of core values with the overriding values of the workplace, the employees may embrace the organizational values by suppressing their innate values to signal their allegiance to the organizational values as a survival mechanism. Creation of façades of conformity is therefore a likely consequence of environment in which most of the organizations are presently working in third world Asian countries.

Little is however known that whether and how facades of conformity may affect the attitudes and behaviors of the employees who engage in such behavior. According to Hewlin (2009), façade creation may be emotionally demanding and leads to emotional exhaustion for its exhibitor. It has been argued in the present study that FOC will lead to negative attitudinal and behavioral outcomes i.e. OCB, Job Performance and Affective Commitment directly or indirectly through emotional exhaustion. Moreover, it is also argued that self-enhancement motives of exhibitor of FOC will attenuate the negative effect of façade creation on outcomes.

2. Literature Review and Hypotheses

FOC is a conscious attempt by employees to mask their true self when they confront a discrepancy between personal core values and organizational values (Hewlin, 2003). When employees join an organization, during their interaction and socialization process they learn about the acceptable norms and values and try to conform to them (Van Maanen & Schein; 1979). Similarly at the time of organizational change, new practices and structures might emerge, resulting in emergence of new organizational values.

However, during these processes, their core values will persist. In case of misalignment between organizational and personal values, employees may openly express their personal values or leave the organization. These may however not be the viable options due to a variety of reasons. In such a situation, in order to just fit in and gain acceptance, they may exhibit outward adaptive behavior and choose to stay by suppressing their personal values and showing allegiance to the organizational values only outwardly. In this way they indulge in pretense or feigning, signaling that they embrace the organizational values. Similarly, forcing value congruence in an attempt to achieve higher levels of person-organization fit may result only in apparent value congruence and not actual value congruence, which may have detrimental consequences for an individual as well as organization. Thus, creation of FOC is an attempt to survive within the organization (Hewlin, 2003; Stormer & Divine, 2008).

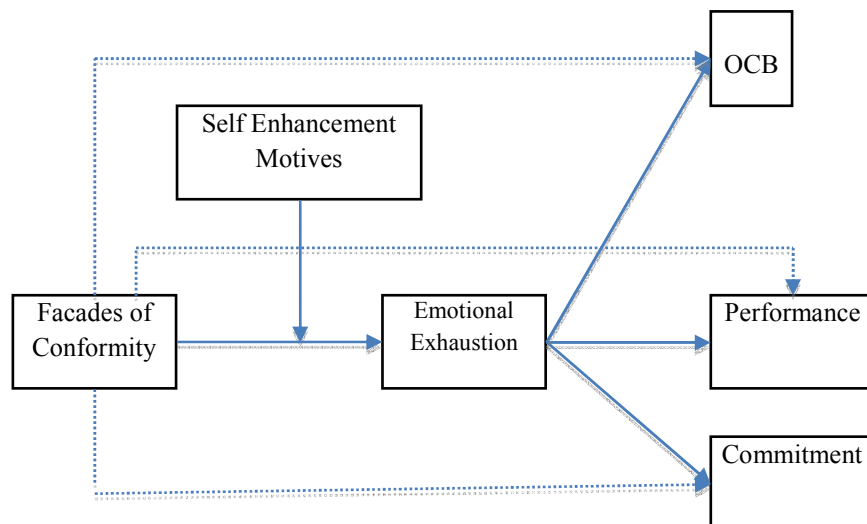


Fig. 1 Consequences of Façades of Conformity

2.1 Façades of Conformity and Emotional Exhaustion

Emotional exhaustion refers to depletion of emotional energy to meet job demands and is theorized as a subcomponent of burnout (Maslach &

Jackson, 1986). In addition to being felt as fatigued, used up, irritable and frustrated, it embodies a sense of loss of feelings and concerns, lack of trust, interest and spirit (Maslach, 1982). As such emotional exhaustion devoid employees of emotional resources to give their best at psychological level. It has therefore been conceptualized as a type of strain culminated from workplace stressors, which restraints an individual's capacity to conserve coping resources to meet job demands (Maslach & Leiter, 2008). Prior research shows that a conflict between employees' beliefs and values and that of organization's values lead to an internal distress (Brief, Buttram & Dukerich, 2001; Margolis & Molinsky, 2008). Conflicts between personal and organizational values are strong conceptual correlates of burnout and especially its subcomponent i.e. emotional exhaustion (Maslach, Schaufeli & Leiter, 2001). According to Hewlin (2003), creation of FOC can prove emotionally demanding to its exhibitors, as it is pretense or feigning and is tantamount to acting in an inauthentic manner. Façade creation can create a sense of ethical conflict within the employees that can lead to confusion, cognitive dissonance and ultimately to psychological discomfort and negative affect (Kammeyer-Mueller, Simon and Rich, 2012).

Conservation of Resource (COR) theory (Hobfoll, 1998; Hobfoll and Shirom, 2000) can be helpful in explaining relationship between facades creation, emotional exhaustion and outcomes. The basic tenet of the theory is that individuals endeavor to obtain, retain and protect their resources. When individuals perceive that something that they value (resources) is being threatened, they experience strain that culminates into burnout. Situations in which employees find that they have lost valued resources can be psychologically taxing and leads to emotional exhaustion as they find existing resources inadequate to meet their demands. (Tepper, 2000; Wright and Cropanzano, 1998). Values that people hold constitute an important resource as they are means of judging what is right and wrong and as such act as a guide for behavior (Bandura et al., 2001). Façade creation is likely to be viewed by the employees as depletion of this valuable resource. According to Hobfoll (2001), initial threat to resource loss acts as a stressor, which culminates into burnout as a result of continued resource loss. Hewlin

(2009) substantiated this empirically that FOC has a direct positive effect on emotional exhaustion. It is therefore hypothesized that: -

Hypothesis No 1: The degree of creation of Façades of conformity is positively related to the degree of emotional exhaustion

2.2 Facades of Conformity, Emotional Exhaustion and Outcomes

Existing literature on value alignment corroborates positive impact of value congruence on individual level outcomes. For instance, according to Barnard (1938), ideal organization works as a cooperative system where organization's goals are shared by employees. Congruity in values has also been found to be positively related to commitment, satisfaction, work attitudes, pro-social behaviors and job performance (e.g. McDonald & Gandz, 1991; Posner, Kouzes & Schmidt, 1985). Conversely, we may conclude that value incongruence may result in negative individual level outcomes. Impression management literature informs that employees who use specific impression management tactics usually succeed in getting higher ratings of OCB and performance as they become successful in presenting a desired image (Bolino, Kacmar, Turnley & Gilstrap, 2008). However if during façade creation, self-image management concerns exercise high degree of cognitive resources, it may be detrimental to employee's performance related outcomes. Moreover, emotional exhaustion emanating from façade creation may have adverse impacts on employee's commitment, OCB and job performance.

2.3 Facades of Conformity, Emotional Exhaustion and OCB

Organizational Citizenship Behaviors (OCBs) are extra role behaviors that are not part of formal job description. Despite being extraneous to the formal role, they are considered essential for the affective functioning of the organization (e.g. Bolino & Turnley, 2003; Bateman & Organ, 1983). According to motivational approach, OCBs are exhibited by the individuals as a proactive effort with the aim of fulfilling basic human needs (Penner,

Midili, & Kegelmeier, 1997; Rioux & Penner, 2001). According to Rioux & Penner (2001), one of the reasons employees engage in OCBs is because a sense of pride for being associated with the organization motivates them. Hence, their perception about something inspirational about their organization incites the employees to reciprocate by way of extra-role behaviors for the benefit of the organization. This explanation is rooted in equity theory and social exchange theory (Blau, 1964). During their exchange process, individuals tend to seek equity between their output-input ratios. In case of equity, the individual may reciprocate the organization by way of engaging in extra-role behaviors beneficial for affective functioning of the organization. However, in case of in-equity, the individual in an attempt to regain the equity may detach from performing extra-role behaviors. Extant research informs us that extra-role behaviors of OCB contribute to the overall effective functioning of the organization. It appears that if the overriding values of the organization are not aligned with an employee's core values, it is unlikely that he may engage in such extra-role behaviors. Thus, in case of such value misalignment, the employees engage in façades creation, which is considered as drainage of a valuable resource by the employee as per COR theory resulting in in-equity of output-input ratio. In an attempt to regain equity, it is likely that the employee may lower exhibiting OCBs. It is therefore hypothesized that: -

Hypothesis No 2: The degree of Façades of Conformity is negatively related to the degree of OCB.

As regards relationship between emotional exhaustion and OCB, Cropanzano, Rupp & Byrne (2003) found that emotional exhaustion predicts OCBs beneficial for the organization. The explanation is again rooted in social exchange theory (Blau, 1964). Social exchange theory posits that individuals form exchange relationships in order to gain benefits equitably and justly (Cropanzano et al., 2003). Situations in which employees experience emotional exhaustion are viewed as a cost that outperform value of any benefits accrued in the employment relationship. Hence, being viewed as costly and unjustified, emotional exhaustion is likely to impede quality of

employment exchange relationship. Research evidence suggests that such low quality social exchange relationship at work leads to hampered job performance, OCBs and commitment and increased turnover intentions (e.g. Konovsky & Pugh, 1994; Moorman, Blakely & Niehoff, 1998; Settoon, Bennett & Liden, 1996). Cropanzano et al. (2003) reported a strong and negative relationship between emotional exhaustion and OCBs directed towards the organization. Drawing from social exchange theory, It is therefore hypothesized that: -

Hypothesis No 3: The degree of Emotional Exhaustion is negatively related to the degree of OCB

Though direct effect of façade creation on OCB seems plausible, it also seems probable that façade creation leads to OCB through emotional exhaustion. At workplace when overriding organizational values come in conflict with their core values, employees in an organization create facades of conformity as a survival mechanism. Based on premise of Cropanzano et al. (2003), employees may feel having disrupted relationship with organization as a result of this façade creation. The feeling of feigning at the cost of individual's core value is likely to result in emotional exhaustion, which in turn may result in withdrawal of employees from exhibiting extra-role behaviors beneficial for the organization. COR theory informs us that negative situations deplete valued resources. Façade creation at the cost of personal core values is a resource depletion behavior, which eventually evokes state of emotional exhaustion. Emotional exhaustion in turn is likely to trigger withholding extra role behaviors as individuals try to avoid any more resource investment (Hobfoll & Shirom, 2000). Hence emotional exhaustion is likely to serve as a mechanism linking façade creation with the resource depleting stimuli i.e. façade creation. It is therefore hypothesized that: -

Hypothesis No 4: Emotional Exhaustion mediates the relationship between Façades of Conformity and OCB.

2.4 Facades of Conformity, Emotional Exhaustion and Performance

Task performance refers to an employee's direct contribution to organizational performance and is part of job description and formal reward system of the organization (William & Karau, 1991). Research on antecedents of job performance corroborates that situational workplace factors may potentially enhance or hinder performance (Gerstner & Day, 1997). According to Bacharach & Bamberger (1995) and Peters & O'Connor (1980), situational constraints are negatively related to job performance. The meta-analysis of Lepine, Parrouillet & Camos (2005) also provided evidence that role stressors and situational constraints were negatively related to performance ($r = -.2$, $n=14,943$). Incongruity in organizational and personal values poses a unique situational constraint. In such a situation when employees are forced to suppress their core values to show allegiance to the organizational values, they are unable to express their true self. It is likely that if façade creation exercises cognitive resources to a higher degree, they may prove detrimental to the employee performance (Hewlin, 2003). Without having an internal reconciliation with the organizational values, it is highly likely that employee's façade creation may have negative affect on his task performance. It is therefore hypothesized that: -

Hypothesis No 5: The degree of Façades of Conformity is negatively related to performance

Previous research on emotional exhaustion and job performance gives evidence of a negative relationship between the two constructs. For instance Wright & Bonett (1997) in their longitudinal study found that emotional exhaustion is a predictor of performance. Similarly Cropanzano et al. (2003), Wright & Cropanzano (1998), Jones & Best (1995), Lieter, Harvie and Frizzell (1998) also found a negative relationship between emotional exhaustion and job performance. From this previous research evidence, It is therefore hypothesized that: -

Hypothesis No 6: Emotional Exhaustion is negatively related to Performance.

Findings from COR theory imply that façade creation may indirectly affect individual performance through its effect on emotional exhaustion. COR theory holds that negative situations deplete valuable resource. Façade creation is a stressful resource depletion behavior, which leads to emotional exhaustion when employees feel that their resources are unable to meet the work demands (Halbesleben & Buckley, 2004). As a result the employees will be motivated to find ways to replenish the resource loss and withdrawal from the work demands by reducing performance levels can be the coping strategy (Halbesleben & Bowler, 2007; Wright & Cropanzano, 1998). Hence emotional exhaustion is the likely mechanism through which façade creation affects individual level performance.

Social exchange model involving burnout (Schaufeli, 2006) also substantiates the mediated link. The model suggests that perception of inequity from social and organizational variables drains individual's emotional resources. Sequel to which the individuals are likely to reduce their investment with reduced performance efforts to deal with emotional exhaustion and to restore equity (Schaufeli, 2006). Hence the social exchange model provides conceptual support to our contention of a mediated process from façade creation to individual performance through emotional exhaustion. From COR theory and social exchange model, It is therefore hypothesized that: -

*Hypothesis No 7: Emotional Exhaustion mediates the relationship between
Façades of Conformity and Performance*

2.5 Facades of Conformity, Emotional Exhaustion and Affective Commitment

Affective commitment refers to employee's emotional bond with his organization. It depicts an individual's degree of belongingness, dedication, loyalty, involvement and willingness to pursue organization's goals and objectives (Meyer & Allen, 1991). Existing research evidence shows that it is associated with absenteeism, performance and turnover (Mathieu & Zajac,

1990; Meyer & Allen, 1997, Mowday, Porter & Steers, 1982). Regarding antecedents of affective commitment, existing research evidence suggests that work experiences have been found to be strongly associated with affective commitment. For instance, according to Meyer & Allen (1997), procedural justice, supervisory support, and rewards are strongly associated with affective commitment. Similarly, perceived organizational support and person-organization fit have also been found to strongly be associated with affective commitment (Rhoades, Eisenberger & Armeli, 2001; Kristof-Brown, Zimmerman & Johnson, 2005). Finally, research evidence suggests that affective commitment is also associated with factors related to an employee well-being e.g. it relates positively with job satisfaction and negatively with stress, work family conflict and negative affectivity (Meyer, Stanley, Herscovitch & Topolnysky, 2002; Thorensen et al., 2003).

Façade creation depicts an uncomfortable work experience. When employees create façades of conformity, they compromise their core values. As such it is unlikely that they may have real attachment with the organization. Façade creation at the cost of individual's core values is a resource depletion exercise. From a social exchange theory perspective, this resource depletion due to façade creation will result in a negative attitudinal reaction by the employee and may result in a lack of affective commitment towards the organization. It is therefore hypothesized that: -

Hypothesis No 8: Façades of Conformity is negatively related to affective commitment

Social exchange theory is of the view that when employees feel emotionally exhausted at work, they would have no real attachment with the organization. This has been substantiated by a number of research studies whereby commitment has been found to be negatively related to emotional exhaustion (Cropanzano et al., 2003; Jackson, Turner & Brief, 1987; Leiter & Maslach, 1988). Moreover, the meta-analysis conducted by Lee & Ashforth (1996) found a corrected correlation of -.43 between burnout and organizational commitment. Hence it is hypothesized that:

Hypothesis No 9: Emotional Exhaustion is negatively related to affective commitment.

Foregoing in view, previous research supports our hypothesis that facades of conformity is likely to be related to emotional exhaustion (Hewlin, 2009), which in turn is directly related to commitment (Cropanzano et al., 2003). In addition to the direct effect of façade creation on affective commitment, the alternate indirect effect through emotional exchange also seems plausible. Linking facades of conformity with commitment, it is highly likely that when emotional exhaustion results from façade creation, it may ultimately result in negative affective commitment for the organization. It therefore hypothesized that: -

Hypothesis No 10: Emotional Exhaustion mediates the relationship between Façades of Conformity and Commitment

2.6 Moderating and Moderated-Mediation Role of Self-Enhancement Motives

Many scholars believe since long that feeling good about themselves is one of the core motives of all human beings (Fiske, 2004). This desire is known as self-enhancement motive and describes that people endeavor to enhance feelings of their self-worth and want to be seen in positive light. It is defined as “the desire or observed reality of seeing oneself and by extension one’s actions, traits and attitudes in the most positive light” (Pfeffer & Fong, 2005). It has been documented that people perceive themselves more superior than others and want to see themselves more positively than others or imagine that they are above average (John & Robins, 1994; Lewinsohn, Mischel, Chaplin & Barton, 1980). Moreover, people want to take credit of success and avoid blames of failures and so much so individuals derogate the successes of others, especially their competitors, to be seen in a positive light (Bradley, 1978, Campbell & Sedikides, 1999). At workplace, self-enhancement motives can have important consequences. The degree of self-enhancement motives however varies from person to person. It has been

found that self-enhancement motives have a positive relationship with supervisor's ratings of job performance and OCBs (Yun, Takeuchi & Liu, 2007), which means that in order to be seen in a positive light, the individuals impress their supervisors to get positive feedback. Self-enhancement motives can influence perception and behaviors of individuals. For instance, it has been found that individuals ignore or avoid situations that may expose them to unflattering information by choosing social comparisons to make themselves look good and lead to results having self-enhancing outcomes (Sedikides & Green, 2000). As such self-enhancement motives potentially constitute an important resource at workplace. We propose that self-enhancement motives can also affect relationship between façades of conformity, emotional exhaustion and outcomes. If an employee has higher levels of self-enhancement motives, it is likely that he may indulge in façade creation to be seen in positive light and gain approval from all those who matter. In such a situation, it is likely that indulgence in façade creation may not result in high level of emotional exhaustion and self-enhancement motives may mitigate this effect. COR theory also explains this phenomenon. According to COR theory, keeping in view the profound negative impact of resource losses, individuals tend to engage in behaviors to avoid resource losses (Halbesleben et al., 2014). Second principle of the theory states that, in an attempt to make up for lost resources, individuals must invest resources. By indulging in façade creation, employees lose resources and as a result become emotionally exhausted, which is a costly and highly unfavorable work outcome. They are likely to evaluate the investment of other resources to gain more resources in an attempt to recompense the lost resources. It seems that self-enhancement motives can be that likely resource, which if invested might mitigate the effect of emotional exhaustion. It is hereby proposed that while indulging in façades creation, individuals having higher levels of self-enhancement motives may experience lower level of emotional exhaustion than those who have lower levels of such motives. Moreover, it is also probable that the mediated effect of facades of conformity on commitment, OCB and performance through emotional exhaustion may be conditioned on the levels of self-enhancement motives. Meaning there by, creation of facades of conformity takes an attitudinal and behavioral toll through emotional exhaustion. We believe that this negative

indirect effect however will be lower for those individuals who possess higher levels of self-enhancement motives. In other words facades creation will be less strongly associated with OCB, performance and commitment through emotional exhaustion when self-enhancement motives are higher. It is therefore hypothesized that: -

Hypothesis No 11: Self-enhancement motives moderate the relationship between façades of conformity and emotional exhaustion such that the relationship is weaker when self-enhancement motives are high.

Hypothesis 12: The strength of the mediated relationship between Facades of Conformity and Outcomes (commitment, OCB and performance) via emotional exhaustion varies depending on the extent of self-enhancement motives ;the indirect effect of Facades creation via emotional exhaustion on outcomes is weaker when self-enhancement motives are higher.

3. Methodology

Sample for the present study comprises of full time employees of 4 service sector organizations situated in capital city of Pakistan i.e. Islamabad. In order to avoid common method bias data was collected from the employees and their supervisors. Facades of Conformity, Emotional Exhaustion, self-enhancement motives and Commitment were assessed via employee self-report. However, employees' OCBs and Performance were rated by their supervisors. Data on FOC and self-enhancement motives was collected at time-1, whereas data on emotional exhaustion, commitment, OCB and performance was collected with a lag of four months at time 2.

An initial sample of 431 employees, willing to participate in the study, was included in the survey. Data was collected through on-site survey administration. Responses were measured on 7-point, Likert-style rating scales in which 1=strongly disagree, 2=disagree to some extent, 3=disagree, 4=neither agree nor disagree, 5=agree to some extent, 6=agree, 7=strongly agree. Age, Job Experience, organization, gender, monthly income have been included as control variables as previous theory suggests that these variables

have been found to be associated with commonly studied dependent variables in OB (Xie & Johns, 1995). After exclusion of incomplete and non-response surveys, the final sample consisted of 322 x employees, which resulted in an overall response rate of 74.76 percent.

3.1 Data Collection Instruments

Façades of conformity is measured using six-item scale developed by Hewlin (2009). Internal consistency Alpha reliability of the measure reported by Hewlin (2009) was .83. Sample Items include “I don’t share certain things about myself in order to fit in at work” and “I suppress personal values that are different from those of the organization”. *Emotional exhaustion* has been measured by using eight items emotional exhaustion scale of Maslach & Jackson (1981). Sample item include “My job has made me feel like I am at the end of my rope”. Cronbach alpha reliability for the items was .92. Supervisor’s rated *task performance and OCB* have been measured using the seven-item scale and 14-items scale respectively of Williams and Anderson (1991). Cronbach’s alpha reliability for the scales ranged from .80 to .94 for task performance and .61 to .88 for OCB (Fields, 2002). Sample item includes “The subordinate performs tasks that are expected of him/her”. Similar to Shore, Barksdale & Shore (1995) and Yun et al. (2007), employee’s *affective commitment* towards the organization have been measured using as eight-item affective commitment scale developed by Allen & Meyer (1990). Sample item includes “I feel emotionally attached to this organization”. Internal consistency reliability of the scale was .95. Employee’s *self-enhancement motives* have been measured using six items scale developed by Yun et al. (2007). Internal consistency reliability of the scale was .80.

4. Data Analysis

In order to estimate the statistical models (i.e. mediation, moderation and moderated-mediation) OLS regression analysis using PROCESS Macro (Hayes, 2013; 2012) is adopted. Item’s scores were averaged to get values of

latent variables. The independent and moderator variables were mean centered for the analysis. The interactions were plotted for high and low (Mean \pm SD) values of the moderator using the guidelines of Hayes (2013). Keeping in view the known shortcomings in the traditional inferential tests, for statistical inference Bias Corrected Bootstrap method was employed to establish confidence intervals for direct and indirect effects. The method has become the more widely recommended and better method for statistical inferences (Hayes, 2013; p 116). Bias Corrected bootstrap confidence intervals for 10,000 bootstrap samples was generated.

4.1 Results

First order CFA models were tested for all the variables using Structural Equation Modelling (SEM) with AMOS software. Measurement items were loaded on their respective latent variable (Anderson and Gerbing, 1988). Results of model fit indices are reported in Table 1. As evident, the first order CFA models suggest that the sample data fits the models fairly well and all the items loaded onto their respective construct significantly.

Table 1
Fit Indices of Confirmatory Factor Analytic Models of Latent Variables

Variable	No. of Items	χ^2	DOF	CFI	TLI	RMSEA
Facades of Conformity	6	22.21	8	.991	.983	.074
Emotional Exhaustion	9	28.67	20	.993	.982	.054
OCB	14	157.1	72	.976	.969	.061
Commitment	6	17.61	6	.994	.984	.078
Performance	7	7.20	7	1.00	1.00	.011
Self Enhancement Motives	6	15.09	8	.997	.995	.053

Means, standard deviations and correlations among the latent variables have been presented in Table 2. About 71 percent of the sampled employees were male; 82 percent were aged between 23 and 39 years and 18 percent reported their age between 40 and 53 years. Average tenure with the respective organizations was about 8 years. 71 percent reported their monthly income up to Rs.105, 000. According to the findings a positive and significant correlation was found between façade creation and emotional

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Table 2
Means, Standard Deviations and Zero-Order Correlations^a

	Mean	S.D	1	2	3	4	5	6	7	8	9	10
1. Gender	1.29	.45										
2. Experience	7.73	3.72	.02									
3. Age	34.37	5.50	.02	.88**								
4. Income	2.89	.93	.09	.48**	.44**							
5. FOC	4.66	1.62	-.03	-.07	-.12*	.02	(.89)					
6. Emotional	4.04	1.27	-.04	-.08	-.10	.04	.66**	(.92)				
7. Commitment	3.58	1.46	.03	.05	.05	-.08	-.57**	-.58**	(.94)			
8. OCB	3.46	1.12	.03	.06	.06	-.004	-.48**	-.50**	.50**	(.91)		
9. Performance	3.30	1.70	.01	.01	.007	.003	-.41**	-.56**	.24**	.44**	(.96)	
10. Self-Enhancement Motives	3.15	1.83	.02	.02	.02	-.08	.09	-.21**	.09	-.05	.12*	(.91)

^an = 322. Coefficient alphas are on the diagonal. * p< .05 ** p < .001

exhaustion. Moreover, façade creation was negatively related to commitment, OCB and performance.

Results indicate that individuals who created higher levels of FOCs experienced higher degree of emotional exhaustion than those who created lower degree ($\beta = .471$, CI .411 to .535), which supports our Hypothesis 1. Moreover, FOC has a direct negative effect on affective commitment ($\beta = -.311$; CI: -.415 to -.208) and OCB ($\beta = -.179$; CI: -.265 to -.094) thereby supporting Hypotheses 2 & 8. However, evidence indicates that FOC has no direct effect on an individual's performance ($\beta = .083$; CI: -.211 to .044). Hypothesis 5 was therefore not supported. Our results also suggest that employees who experienced higher levels of emotional exhaustion are less committed to their organizations ($\beta = -.408$; CI: -.538 to -.277), exhibited lower levels of OCB ($\beta = -.289$; CI: -.398 to -.180) and were poor performers ($\beta = -.698$; CI: -.861 to -.536). The results thus support Hypotheses 3, 6 and 9.

Results reveal that FOC indirectly influenced commitment, OCB and performance through its effect on employee's experience of emotional exhaustion. As evident from table 3 and 4, employees who created higher levels of FOC experienced higher degree of emotional exhaustion and those who reported experiencing higher levels of emotional exhaustion displayed lower levels of affective commitment, were not keen to perform extra role behaviors and showed slackness in their tasks performance. BC bootstrap confidence intervals for the indirect effects between façade creation and Commitment ($\beta = -.210$) and between façade creation and OCB ($\beta = -.174$) based on 10,000 bootstrap samples do not straddle zero (i.e. -.301 to -.133 for FOC \rightarrow EE \rightarrow Commitment and -.250 to -.112 for FOC \rightarrow EE \rightarrow OCB).

However, as reported in the previous section, evidence also suggests that in addition to this mediated effect, facades creation also influenced commitment and OCB independent of its effect on emotional exhaustion. Emotional exhaustion thus partially mediates the relationship between FOC and affective commitment and FOC and OCB thereby giving partial support to our Hypotheses 4 & 10. As regards indirect effect of FOC on performance

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Table 3
Direct Effects of Antecedents on Consequents

Consequents												
	Emotional Exhaustion			Affective Commitment			OCB			Performance		
	β	SE	95% CI	β	SE	95% CI	β	SE	95% CI	β	SE	95% CI
FOC	.471**	.031	.411 to .535	-.311**	.052	-.415 to -.208	-.179	.043**	-.265 to -.094	-.083	.065	-.211 to .044
Emotional Exhaustion	-	-	-	-.408**	.066	-.538 to -.277	-.289	.055**	-.398 to -.180	-.698**	.082	-.861 to -.536
Age	.007	.018	-.030 to .044	-.021	.025	-.071 to .028	-.007	.021	-.049 to .033	-.019	.031	-.081 to .042
Experience	-.033	.028	-.088 to .022	.034	.037	-.039 to .109	.022	.031	-.039 to .084	-.009	.047	-.102 to .083
Income	.095	.095	-.023 to .215	-.095	.081	-.254 to .064	-.035	.067	-.168 to .096	.112	.100	-.085 to .310
Gender	-.024	.104	-.230 to .180	.074	.140	-.201 to .349	-.005	.116	-.234 to .223	-.065	.173	-.407 to .276
Org	-.147*	.051	-.247 to -.047	-.121	.066	-.251 to .008	.171*	.054	.063 to .279	.055	.082	-.106 to .216
FOC x SEM	-.119**	.020	-.159 to -.079	-	-	-	-	-	-	-	-	-
R ² = 0.573 p<.05				R ² = .573 p<.05			R ² = .319 p<.05			R ² = .3317 p<.05		
*p≤.05 **p≤.001				ΔR ² due to interaction= .047 p<.001								

Table 4
Indirect Effects of Antecedent on Distal Consequents

	Affective Commitment		OCB		Performance	
	Effect	95%CI	Effect	95%CI	Effect	95%CI
Facades of Conformity	-.210**	-.301 to -.133	-.174**	-.250 to -.112	-.360**	-.476 to -.255

* $p \leq .05$ ** $p \leq .001$

through emotional exhaustion, BC bootstrap confidence intervals for the indirect effect ($\beta = -.360$) does not straddle zero (-.476 to -.255), which provides evidence for mediated effect. Moreover, as can be seen from the previous section, there was no evidence that façade creation influenced individual's task performance independent of its effect on emotional exhaustion. This shows that emotional exhaustion fully mediates the relationship between FOC and Performance thereby supporting our Hypothesis no 7.

4.2 Results of Moderation and Moderated-Mediation Analysis

Results of moderated regression analysis are reported in Table 3. As can be seen, the interaction variable was a significant predictor of Emotional Exhaustion ($p < .05$). For probing and visualizing the interaction, we plotted the slopes of interaction at the values of Self Enhancement Motives corresponding to one standard deviation above and below the mean, while setting the covariates to their sample means.

As can be seen from Figure 2, the effect of creation of FOC on emotional exhaustion is consistently positive regardless of the degree of Self Enhancement Motives. However, the slope linking façade creation to

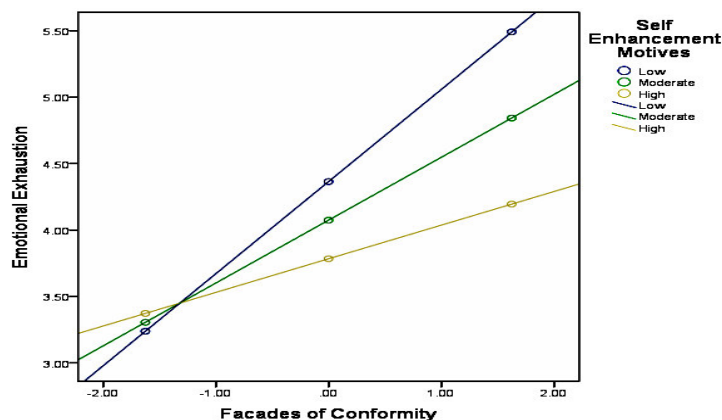


Fig. 2 Graphical Representation of Moderating Effect of Self-Enhancement Motives on the Relationship of Facades of Conformity with Emotional Exhaustion

emotional exhaustion is steeper for individuals having lower levels of Self Enhancement Motives. The effect of façade creation thus appears to be lesser among those having higher degree of self-enhancement motives than those having lower levels of such motives, there by supporting Hypothesis No 11.

Table 5
Conditional Indirect Effects of Facades of Conformity on Outcomes at Values of Self-Enhancement Motives

Self-Enhancement Motives	Commitment		OCB		Performance	
	Point Estimate	95% BC Bootstrap CI	Point Estimate	95% BC Bootstrap CI	Point Estimate	95% BC Bootstrap CI
(Very Low) 1.33	-.264	-.375 to -.166	-.173	-.254 to -.105	-.428	-.548 to -.314
(Low) 1.50	-.256	-.363 to -.161	-.168	-.246 to .102	-.415	-.533 to -.305
(Moderate) 2.33	-.217	-.308 to -.137	-.142	-.212 to .086	-.351	-.452 to -.256
(High) 5.00	-.090	-.172 to -.027	-.059	-.121 to -.016	-.145	-.262 to -.039
(Very High) 6.00	-.042	-.129 to .042	-.027	-.091 to .026	-.068	-.203 to .070
Index of Moderated-Mediation	.048	.024 to .080	.031	.016 to .052	.077	.044 to .121

Note: Values for Self Enhancement Motives are 10th, 25th, 50th, 75th, and 90th percentiles

According to Hypothesis No 12, the indirect effect of façade creation on outcomes through emotional exhaustion is conditioned on the levels of self enhancement motives and quantifies how differences in degree of facades creation map onto differences in outcomes i.e. commitment, OCB and performance indirectly through emotional exhaustion depending on the value of levels of self enhancement motives. In order to test the moderated-mediation hypothesis, OLS regression using PROCESS macro (Hayes, 2012) is used to estimate conditional indirect effects of façade creation on outcomes for “very low”, “low”, “moderate”, “high” and “very high” values of self-

enhancement motives which correspond to 10th, 25th, 50th, 75th, and 90th percentiles of self-enhancement motives. Moreover, we also reported ***Index of Moderated Mediation (Hayes, 2015)***, which provides evidence of a non-zero weight of moderator linking the indirect effect of antecedent on outcomes through the mediator and thus provides a formal test of moderated mediation.

Point estimates and 95 percent CIs for the conditional indirect effects are reported in Table 5. As evident from the results, indirect effect of façade creation on outcomes is conditioned on self-enhancement motives. For individuals having lower levels of self-enhancement motives, the magnitude of indirect effect of FOC on commitment, OCB and performance was higher. However, as the level of self-enhancement motives increased, the magnitude of indirect effect tends to weaken and vanished at very high levels of self-enhancement motives. The results therefore depict the existence of moderated-mediation effect, which also concurred with the results of index of moderated mediation. The results therefore support Hypothesis 12.

5. Discussion and Conclusion

5.1 Theoretical Implications

A moderated-mediation model is developed and tested that explicates how and under what circumstances facades creation may lead to attitudinal and behavioral reactions in Asian context. Since the theoretical and empirical development related to the construct of façade creation is in its nascent stages, introduction and testing of moderated-mediation model in the Asian context serves as a novel contribution. Our results demonstrated that creation of FOCs takes an emotional toll and is likely to lead to emotional exhaustion, which concurred with the findings of Hewlin (2009). Our results however suggest that this negative effect of façade creation will not be same for all individuals and is likely to vary to some degree depending on an individual's level of self-enhancement motives. Our findings suggest that for individuals with higher levels of self-enhancement motives, the negative effect of façade

creation on emotional exhaustion will be neutralized by self-enhancement motives to some extent.

Results about relationship between FOC and outcomes are worth contemplating. Any direct relationship between façade creation and performance is not found; which depicts that creation of facades of conformity has no direct impact on an individual's performance. Findings however suggest that façade creation indirectly hampers an individual's performance through its effect on emotional exhaustion. However, results from moderated-mediation analysis reveal that this phenomenon holds only for those individuals who have low to moderate levels of self-enhancement motives. For individuals having higher levels of self-enhancement motives, the indirect effect of facades creation on performance through emotional exhaustion is also insignificant. Findings therefore suggest that self-enhancement motives and emotional exhaustion provide the key generative mechanism, which link façade creation to an individual's performance. It seems that facades of conformity does exercise cognitive resources to a degree that undermines an individual's performance but this is true for only those individuals who have lower levels of self enhancement motives.

Unlike FOC and performance relationship, our results suggest that facades creation has an indirect negative effect through emotional exhaustion on OCB and commitment in addition to its direct negative effect on both the variables. The results thus suggest that the process leading from facades creation to exhibition of extra role behaviors of OCB and commitment partly depend on the degree of emotional exhaustion. This depicts that creation of façades of conformity can potentially hamper exhibition of extra role behaviors and impede affective commitment with as well as without any intervening mechanism. These relationships can be explained by social exchange theory, which posits that individual's relationship with the organization in based on an exchange process for gaining benefits equitably and justly. Conflict between organizational values and individual's core values represent a disrupted exchange relationship. The author thinks that that when overriding values come in conflict with own core values and

individuals conform to overriding values of the organization only outwardly, they can have no earnest affection with the organization. It is therefore unlikely for them to be affectively committed to the organization or to perform extraneous behaviors beneficial for the organization. Similarly, regarding indirect effect of façade creation on OCB and commitment through emotional exhaustion, it is assumed by author that when a certain behavior, dictated by organizational factors, depletes an individual's emotional energy, he is unlikely to remain affectively committed to the organization or to perform extraneous roles beneficial for the organization. Moderated-mediation analysis however suggests that self-enhancement motives play an important role in mitigating this negative indirect effect. The phenomenon holds only for those individuals who have low to moderate levels of self-enhancement motives. For individuals having higher levels of self-enhancement motives, the indirect effect of facades creation on OCB and Commitment through emotional exhaustion is insignificant.

5.2 Managerial Implications

A review of results in this study reveal that exhibition of FOCs by organizational members may lead to largely detrimental consequences for the individuals as well as for the organization. Findings suggest that individuals creating FOCs may experience psychological and emotional distresses as a result of their feigning and suppression of core values. This distress can prove detrimental for the individual's health and can lead to psychological and physical health related issues for them, which means more off days from the work and higher medical expenditure for the organization. Regarding detrimental effects for organization, as stated earlier, façade creation indicates only apparent value congruence, which does not imply actual value congruence between employees and organization. Our results give evidence that it is likely that those who apparently seem to embrace organizational values may behave according to their own values in low socially visible behaviors. This may lead to what Stormer & Divine (2008) termed as veiled sabotage or symbolic covert conflict. According to Stormer & Divine (2008), this type of behavior indicates non-cooperation with organization's

rules and procedures and may seem non-threatening till its detrimental impacts became visible. Negative effect of façade creation on performance, OCB and commitment may be a depiction of such veiled sabotage. These detrimental effects can be more pronounced during organizational change. Research indicates that a number of change initiatives rarely achieve desired objectives (LaClair & Rao, 2002). One of the reasons of these failed change initiatives pertains to the individual employees. Apart from uncertainty, change initiatives modify existing authority and role structures, which gives rise to change in organizational values, goals and desired outcomes and may be in conflict with the core values of organizational members. Success of change initiatives however rests on modification of employee's behavior, which should not be apparent but real. The high degree of failed change initiatives indicate that these may have occurred as employees may have accepted it only apparently and not really.

Manager therefore must focus on ways that limit façade creation at the first place in addition to finding out ways that may mitigate its negative effect for the individuals as well for the organization after its occurrence. Our results inform that after occurrence, negative effects of facades creation can be mitigated and self-enhancement motives may play a pivotal role in mitigating the negative effects of façade creation for individuals and for the organization. By doing things that may augment self-enhancement motives among employees may limit the negative effect of façade creation. Scholars agreeing with the motivational basis of self-enhancement motives view that the tendency to self-enhancement is a consequence of motivation. Moreover, there is evidence that self-enhancement is an adaptive trait and is linked with higher self-esteem (Taylor & Armor, 1996, Taylor et al., 2003) and leads to good mental health for the individual and may benefit the organization at large. Manager therefore may adopt measures that instill self-enhancement motives. This can be achieved by for instance highlighting positive aspects of subordinates. If some admonishment is required, this may be done in private. This besides acting as a morale booster would supplement their self-esteem and would ultimately augment self-enhancement motives.

5.3 Limitations and Future Directions

Despite important theoretical and applied implications of this research, it is imperative that limitations of the study that may constrain its validity may be considered. First, the research was based on sample collected from four service sector organizations having a hierarchical structure. Moreover, the sample was predominantly constituted of male participants (about 71 percent). These factors may limit the generalizability of our findings in multiple settings. In order to ensure the generalizability of findings, key hypotheses needs to be examined in multiple samples from different organizations and cultures. Secondly, despite collecting data from dual sources i.e. employees and supervisors; employees were the source of data collection for three constructs. Though we tried to overcome the chances of common method bias by collecting the data at multiple times, we acknowledge that possibly, common source variance may have biased our results to some extent. Therefore, testing the hypotheses from data collected through varied sources may be another research avenue for future research. Research related to the construct of façade creation is in its nascent stage. Therefore more work is needed to understand various underpinnings related to the construct of façade creation. For instance, we are yet to know about specific set of values that could be termed as core values, which can conflict with organizational values and are difficult for individuals to leave or change. Future research can work out a set of such values. Moreover, more research is needed to understand characteristics of those who do not opt to create facades by either explicitly expressing their own core values or by quitting the organization. As such a more comprehensive measuring instrument is required to tap façade creation. Similarly, we are yet to conclude that whether the tendency of façade creation is particular to some specific national cultures or otherwise.

Regarding antecedents and outcomes of façade creation, though our study and research by Hewlin (2009) give empirical evidence of few possibilities, these nonetheless do not constitute exhaustive lists of antecedents and outcomes. More research is required to this end. For instance

regarding antecedents, an interesting future research direction can be the testing of big five personality dimensions as antecedents of façade creation to find out what specific personality traits may or may not create facades of conformity. Similarly regarding outcomes we may find out that whether façade creation inhibit an individual's creativity or hamper his/her psychological empowerment.

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