

**Surface and Deep Acting and Perceived Job Insecurity  
for Canadians and Immigrants**

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A Thesis submitted to the School of Graduate Studies in partial fulfillment of the requirements  
for the degree of

**Master of Science (M.Sc.) in Management**

Faculty of Business Administration

Memorial University of Newfoundland & Labrador

**October 2023**

St. John's, Newfoundland and Labrador

## ABSTRACT

Job insecurity is a pressing global concern, particularly as the workforce in many countries is aging, leading to an increased demand for immigrants to address labor shortages. Regrettably, Canadian jobs have become progressively precarious, disproportionately affecting employees in lower socioeconomic or social class positions, as well as racial and ethnic minorities and immigrants, who face heightened levels of job insecurity compared to their counterparts in higher socioeconomic statuses. Consequently, immigrants may find themselves compelled to engage in both surface and deep acting techniques to maintain their employment and secure their livelihoods.

To explore this issue, a cross-sectional online survey was conducted, involving the participation of 294 individuals, including Canadian citizens, permanent residents, and immigrants. Interestingly, the results indicated no significant differences between immigrants and non-immigrants in terms of job insecurity or the requirements for surface or deep acting. These findings shed light on the potential similarities in the experiences and coping strategies employed by individuals from diverse backgrounds within the Canadian workforce. Limitations and directions for future studies are discussed.

**Keywords:** Perceived job insecurity, surface acting, deep acting, immigrants, emotional exhaustion, emotional labor.

## ACKNOWLEDGEMENTS

I am deeply grateful to my supervisors Dr. Dianne Ford and Dr. Joerg Evermann for their unwavering support, invaluable guidance, and encouragement throughout my research journey. Their extensive knowledge, insightful feedback, and critical analysis have been instrumental in shaping my ideas, refining my research methodology, and pushing me to new heights of academic achievement.

I am also indebted to the members of my thesis committee, for their valuable feedback, constructive criticism, and expert advice. Their contributions have been instrumental in helping me to navigate the complexities of my research and to ensure its academic rigor and integrity.

Finally, I would like to extend my heartfelt thanks to my family and friends, especially my husband, whose unwavering love, support, and encouragement have sustained me throughout my research journey. Their belief in me and my abilities has been a constant source of inspiration and motivation, and I am deeply grateful for their unwavering support.

Thank you all for your contributions to this thesis, and for your support and encouragement throughout my academic journey.

## Table of Contents

ABSTRACT .....	ii
ACKNOWLEDGEMENTS .....	iii
List of Tables .....	v
List of Figures .....	v
Abbreviations & Symbols .....	v
List of Appendices .....	vi
1. Introduction .....	1
2. Literature Review & Hypothesis Development .....	6
2.1. Precarious work and job insecurity .....	6
2.2. Conservation of Resources Theory (COR) .....	8
2.3. Emotional labor, surface and deep acting .....	10
2.4. Emotional exhaustion .....	13
2.5. Immigration and citizenship status .....	15
2.6. Control variables .....	19
3. Research Methodology .....	26
3.1. Procedure .....	26
3.2. Participants .....	28
3.3. Sample size .....	29
3.4. Measures .....	31
3.4.1. Variables .....	31
3.4.2. Control variables .....	35
3.5. Analysis .....	36
4. Results .....	38
4.1. Pretest .....	38
4.2. Data quality testing & data preparation .....	38
4.3. Psychometric properties .....	40
4.4. Hypothesis testing .....	46
5. Discussion .....	49
5.1. Limitation and future research .....	58
5.2. Implications for practitioners .....	61

5.3. Implications for research..... 63

5.4. Conclusion ..... 65

**List of Tables**

Table 1: Model Fit Statistics for Confirmatory Factor Analysis..... 41

Table 2: Variable Descriptive Statistics, Correlations, Cronbach’s Alpha ..... 45

Table 3: Results with t-statistics, p-values and confidence intervals..... 46

**List of Figures**

Figure 1: Research model ..... 25

Figure 2: Results ..... 48

**Abbreviations & Symbols**

**Abbreviation – Meaning**

COR - Conservation of Resources Theory

CQ - Cultural Intelligence

EQ - Emotional Intelligence

HITs - Human Intelligence Tasks

ICEHR - Interdisciplinary Committee on Ethics in Human Research

IRCC - Immigration, Refugees and Citizenship Canada

MBI - Maslach Burnout Inventory

SMBM - Shirom-Melamed Burnout Measure

SST - Socioemotional Selectivity Theory

TCPS 2: CORE - Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans

VIFs - Variance Inflation Factors

### **List of Appendices**

Appendix A: Research Materials .....	80
Appendix B: Little’s MCAR test .....	91
Appendix C: Skewness and kurtosis.....	92
Appendix D: Rotated Factor Matrix .....	93
Appendix E: Composite Loadings Table from cSEM analysis .....	95
Appendix F: Variance Inflation Factors (VIFs).....	97
Appendix G: Effect Sizes.....	98
Appendix H: Indirect Effect.....	99
Appendix I: Syntax .....	100

# **Surface and Deep Acting and Perceived Job Insecurity for Canadians and Immigrants**

## **1. Introduction**

In the past 50 years, working environments have undergone numerous changes, transitioning from being secure to becoming insecure. These transformations have been driven by unprecedented shifts in demographics, the labor market, technology, the economy, and politics (Yeves et al., 2019). As insecurity about the future of work is rising (Benach et al., 2018), several circumstances compound the risk of job insecurity, for instance, high-to-low shifts in mortality and fertility, which led to the aging of world populations (Andreev et al., 2013). The workforce in many Western countries and North America is aging; for instance, Canada estimates that by the early 2030s, the country's population growth will count "exclusively on immigration" (El-Assal & Fields, 2018).

In Canada, jobs have become increasingly precarious over the last three decades through complex severe measures and neoliberal restructuring (Hande et al., 2020). Precarious employment is influenced by factors like one's employment status, type of job, income level, degree of authority in the work process, and is also impacted by one's social circumstances and position in society (Vosko, 2006). Precarious forms of employment, including part-time, temporary, and contract work are replacing fulltime direct employment (Standing, 2014), with low job security and low wages (Vosko, 2006). Women (Premji et al., 2014) and immigrants (Cranford et al., 2003) in temporary or part-time jobs are two groups most exposed to precarious

employment. Organizational psychologists have contributed to the study of insecure and uncertain work by investigating constructs such as job insecurity (Allan et al., 2021).

On the one hand, perceived job insecurity, defined as perceived powerlessness to maintain desired continuity in a threatened job situation (Greenhalgh & Rosenblatt, 1984), has been recognized as a major stressor and threat to employee health (Burgard et al., 2009) and health inequalities (Benach et al., 2014). For instance, poor mental, physical, and work-related wellbeing, poor job attitude and performance, creativity and adaptability (Cheng & Chan, 2008; De Witte et al., 2016), and emotional exhaustion (Schreurs et al., 2010; Vander Elst, Van den Broeck, et al., 2014; Vo-Thanh et al., 2022) are among the personal and organizational correlates of job insecurity. As job insecurity increases, more negative emotions such as stress emerge (Sverke et al., 2002). With the increased negative emotions, employees who have emotion display requirements in their job may experience more emotional labor, because their emotional state is more likely to conflict with positive emotional display expectations.

Emotional labor is controlling emotions in order to present a publicly observable facial and physical expression to the public in the context of service work (Hochschild, 1983). Hochschild (1983) has categorized emotional labor by levels of acting. Managing self-appearance or behavior to demonstrate the emotions that fit with the situation with no change in the person's genuine emotion is "surface acting," while a conscious and demanding effort by employees to adjust their internal emotions in order to align with the expectations of the organization, resulting in more authentic and genuine emotional expressions is "deep acting" (Hochschild, 1983). More emotional labor has been argued to lead to emotional exhaustion (Martínez-Iñigo et al., 2007). In the new volatile environment and unstable labor market, replete with temporary jobs, job competition, and physically and psychologically stressed employees



(Khang et al., 2005), workers have faced an increase in emotional labor (Yoon & Kim, 2013). Thus, perceived job insecurity may lead to emotional exhaustion (Öztürk et al., 2017).

On the other hand, recent immigrants who have been in Canada less than ten years are more likely to work in precarious jobs (Noack & Vosko, 2011), and employers in the service sector in Canada commonly employ immigrant workers in temporary jobs on temporary work visas (Lewchuk, 2017). Service employees are often required to follow display rules, which are expressing positive emotions and suppressing negative emotions during client interactions (Uy et al., 2017). Many employees have to address formal and/or informal demands of emotional expression in the workplace through regulating their emotions and emotional expressions.

To date, the relationships between surface and deep acting with several personal and organizational constructs have been studied, such as organizational commitment (Garland et al., 2014; Güler et al., 2022; Ogunsola et al., 2020; Yin et al., 2019), burnout (Bartram et al., 2012; Bodenheimer & Shuster, 2020; Brotheridge & Lee, 2003; Zhang et al., 2022), and perceived organizational support (Mishra, 2014; Wen et al., 2019). However, perceived job insecurity has received less attention. The primary purpose of this study is to investigate the relation between job insecurity and surface and deep acting. As the secondary goal, I will study this relationship for immigrants in Canada to find if there is a difference between Canadians and non-Canadians in this regard. Accordingly, the research questions are:

*Research Question 1:* Does job insecurity have a significant relationship with surface and deep acting? In other words, does perceived job insecurity relate to differences in surface and deep acting?

*Research Question 2: Do immigrants perceive they have to engage in more surface and acting than non-immigrants to keep their job and secure their employment?*

Founded on the conservation of resources theory, the value added of this study lies in its dual contribution to the job insecurity literature. Firstly, it advances the field by examining both surface and deep acting in conjunction with perceived job insecurity, which have typically been explored separately. Secondly, it delves into the relationship between immigration status and job insecurity, shedding light on an important societal issue. This study's significance extends beyond academic research, as its findings may offer practical insights for employers and government policymakers in improving job security for employees, especially immigrants, which is crucial for social cohesion and economic growth in countries like Canada facing demographic challenges and labor market demands.

Surface and deep acting, which are associated with higher organizational costs, can be mitigated by organizations through the creation of more secure jobs. If organizations establish a mechanism to improve employees' positive perception of organizational support, it will affect the negative impacts of surface acting and deep acting (Rehman et al., 2021). In addition, some factors such as fear of economic crisis and perceived job insecurity, can impact mental and psychological health of a worker implicitly (Lind & Van den Bos, 2002), so emotional labor strategies may be helpful in supporting mental health due to their moderating nature.

Because immigration has significant impacts on society, the economy, and the labor market, addressing different aspects of it can shed light on designing policies in areas such as employment. As a recent international student survey revealed, over half of the participants mentioned that Canada's diversity and inclusivity makes this country attractive for them to study,

and roughly 40% said they have chosen Canada because they hope to get permanent residency after graduation (Robitaille, 2022). Rapid population ageing and low birth rate in Canada increases the demand for immigrants to make up shortfalls in the labor market. In this regard, as a part of the Settlement Program<sup>1</sup>, it is essential for the government to determine the appropriate funding for services aimed at assisting immigrants in settling within their communities, enabling them to thrive and contribute to the enrichment of Canadian culture and society.

The rest of the thesis is as follows. The next section will present the literature review, the theoretical background and the hypotheses development and testing them. Section three will discuss the methodology, the sample, and the data collection. The results and findings of the research will be presented in section four, which will be followed by the fifth section in which the research and practical implications, limitations and recommendations for future research are discussed.

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<sup>1</sup> The Settlement Program aims to support immigrants and refugees in overcoming specific barriers they face as newcomers, enabling them to actively engage in social, cultural, civic, and economic aspects of life in Canada.

## **2. Literature Review & Hypothesis Development**

In this section, I will first describe who is an immigrant and different types of visas in Canada, then will review perceived job insecurity, emotional labor and surface and deep acting. Since the primary purpose of this research is to investigate the relationship between perceived job insecurity and surface and deep acting, related hypotheses will be introduced. Then, immigration status will be discussed, to understand how proposed hypotheses may be different for immigrants, as the secondary goal of the study is to find if there is a difference between Canadians, permanent residents and immigrants.

### **2.1. Precarious work and job insecurity**

Changes in job quality and the growth of precarious work in last decades are consequences of macrostructural economic, political, and social forces including the intensification of global competition, rapid technological changes, deregulation of markets, decline in unions and worker power, and the growing service sector (France, 2016). The other critical reason for precarious work are demographic changes in the labor market that increased labor force diversity and created a larger group of non-White, non-male workers who are more vulnerable to exploitation (Kalleberg, 2012). These factors have led to new and more flexible forms of contracts replacing regular forms of employment, which were accompanied by full-time, long-term, and secure jobs (Quinlan, 2012). This flexibility has brought about a positive impact on the economic growth; however, it has also provoked a growth of unusual forms of employment of lower quality with potential adverse consequences, known as precarious employment (Kreshpaj et al., 2020).

On the other hand, as skills change and work performed is either automated or outsourced, some sectors become more precarious than others (May, 2019). Temporary, solo self-employment and part-time jobs, demonstrate an ongoing shift in the relative importance of goods producing industries to service producing industries, and accordingly, workers in service industries has increased from 76% in 1997 to 83% in 2018. A growing proportion of works are in accommodation and food services, retail and the education sector, while, accommodation, food services and retail pay some of the lowest wages (May, 2019). Service industry is tied with “service with a smile” rule in the competitive environment, because it has a key role in service performance effectiveness (Barger & Grandey, 2006; Chi et al., 2011; Tsai & Huang, 2002).

Precarious employment, rooted in industrial capitalism and still present today, encompasses employment insecurity, minimal employee control, low wages, limited social protection (Benach et al., 2014; Matilla-Santander et al., 2020), and inferior compensation (Berry & Bell, 2018). This multidimensional concept involves jobs that differ from full-time, stable employment, leading to economic insecurity, low income, and limited access to benefits like health insurance and retirement benefits (Allan et al., 2021). Precarious work often fails to provide a living wage or consistent income, leaving workers with restricted power and control, such as limited collective bargaining rights and channels for advocating organizational change (Allan et al., 2021). Collective bargaining rights are vital for developing workplace protections, benefits, and striving toward economic and job security (Lott, 2014).

Precarious work is also associated with unsafe physical or psychological conditions (Tomba et al., 2007), and lack of workplace protections and rights (Allan et al., 2021). For instance, precarious employees may depend on their employers for continuous work and survival, which leads to vulnerability to abuse and harassment (Perry et al., 2019). This

vulnerability is also related to lacking protections and rights in the workplace. Overall, precarious work is tied to uncertain working conditions, unpredictable job continuity, restricted rights, and job insecurity. In this research, I focus on the dimension of job insecurity.

Job insecurity is defined as “the perceived powerlessness to maintain desired continuity in a threatened job situation” (Greenhalgh & Rosenblatt, 1984:438). The perceived loss of continuity in a job situation encompasses a broad spectrum, ranging from the threat of imminent job loss to the loss of significant job characteristics (Hellgren et al., 1999). It entails two dimensions: quantitative job insecurity, that is “the perceived powerlessness to maintain desired continuity in a threatened job situation” (Greenhalgh & Rosenblatt, 1984:438) and qualitative job insecurity, defined as “the anticipation of losing valued job features” (Greenhalgh & Rosenblatt, 1984:441), for example, career opportunities, and wage (De Witte et al., 2010; Vander Elst, De Witte, et al., 2014).

## **2.2. Conservation of Resources Theory (COR)**

The basic tenet of conservation of resources theory (COR: Hobfoll, 1989) is that people are motivated to protect their current resources and gain new resources. COR suggests losing a resource is more salient than gaining a resource (Hobfoll, 2001). Thus, any resource loss or any threat of resource loss, such as high job insecurity, will lead to loss in resources like the individual’s mental health. For example, the centrality of jobs to people’s lives strongly denotes that insecurity at work will have pervasive outcomes for employees’ health, well-being, and family-related decisions such as the timing of marriage and fertility (Kalleberg, 2012). Having a limited set of energy resources, when workers encounter with a stressful situation, for example, job insecurity, they invest their energies in coping with these situations, and therefore,

experience a loss of energy resources (Raja et al., 2018). In this regard, job insecurity will decrease workers' mental energy (Abbas et al., 2021), which are required, to different degrees, for surface or deep acting.

Experiencing job insecurity can deplete one's resources. However, the concept of resource investment provides an explanation for why deep acting may result in acquiring additional resources to cope with job insecurity, leading to reduced emotional exhaustion (Halbesleben et al., 2014). On the other hand, surface acting may not provide a sufficient resource investment. The influence of citizenship status moderates these connections, where individuals with more resources are better positioned to allocate additional resources. Consequently, Canadian citizens are in a more advantageous position to utilize resources to alleviate the link between job insecurity and emotional exhaustion through emotional labor. In contrast, individuals with temporary visas lack the disposable resources needed to fully engage in these relationships.

As discussed in the previous section, job insecurity is a stressor that threatens resources that are essential to well-being and acquired through work, such as identity, income, social connection, and social status (Jiang & Probst, 2014; Schreurs et al., 2010; VanMaanen & Kunda, 1989). Job insecurity is a source of stress, encompassing characteristics derived from studies on unemployment (Jehoda, 1982) that reflect both underlying aspects (e.g., social worth) and observable factors (e.g., income) related to the potential loss of employment (Vander Elst et al., 2016). From a psychological perspective, job insecurity violates basic needs for autonomy, competence, and relatedness (Vander Elst et al., 2012). In a similar vein, continuity of employment (i.e. quantitative dimension) and valued features of job (i.e. qualitative dimension) are regarded as resources that workers try to preserve; however, they highlight separate forms of

resources, which implies that strain and precarity may add up when they are threatened altogether (Urbanaviciute et al., 2021). In this situation, much more effort is required to cope, while there is less space to rely on other valued resources to keep things in balance (Urbanaviciute et al., 2021).

### **2.3. Emotional labor, surface and deep acting**

The term “emotional labor” was introduced by (Hochschild, 1983) to describe the emotion regulation practices of airline employees and defined as managing emotions and expressing them to meet the emotional requirement of the job. In this regard, employees are required to regulate their feelings during interactions with clients, colleagues, and managers; thus, emotion management becomes an organizational tool in a service-producing society. Previously, regulating emotions was limited to service jobs such as cashiers, health care workers, nurses, secretaries, counselors, *et cetera*. However, now workers in other non-service industries are expected to regulate their emotions as well. For example, Hoffmann (2016) interviewed workers from coal mining, chemical manufacturing, taxicab driving, and organic food distribution to investigate emotions and emotional labor and found that some emotions not allowed in conventional workplaces are normally accepted at worker cooperatives, such as negative and positive emotions like anger and enthusiasm.

Based on a dramaturgical view of interactions as actors (Goffman, 1959, 2021), Hochschild (1983) has categorized emotional labors by levels of acting. Surface acting refers to “painting on” affective displays, or faking, and deep acting refers to modifying inner feelings to match expressions (Grandey, 2003). Although a good person-job fit can reduce the extent of



acting, workers may find their genuine emotion do not always match to their roles (Grandey, 2003), and have to follow organization's display rules. While both types of acting are internally false and effortful, they serve different purposes. In deep acting an actor tries to modify emotions to conform the required displays, and the purpose is to seem authentic; therefore, it is known as "faking in good faith" (Grandey, 2003). Surface acting involves workers altering their displays without affecting their inner emotions, and is commonly referred to as "faking in bad faith" (Grandey, 2003).

As noted before, according to conservation of resources theory, job security can be a resource as it is a condition associated with benefits to workers, and workers' energy states define their emotional labor strategies (Yoo & Arnold, 2016). When resources are adequate (i.e., perceived job security) workers may get involved in deep acting, and tend to meet organizational display rules (Bhave & Glomb, 2016) and possibly manage their felt emotions and display authentic emotions (i.e., deep acting) to avoid emotional dissonance (Wang et al., 2011). However, when resources are inadequate workers may try to adopt low-energy-consuming emotional labor strategies (i.e., surface acting) to decrease their emotional regulation efforts (Carlson et al., 2012). Moreover, employees with more personal resources at their disposal will be less likely to surface act (Prati et al., 2009).

To conclude, since precarious works are commonly service jobs, and service jobs are tied to the "service with smile" rule, it is expected that workers who perceive their job as insecure do more surface acting, because they need to preserve another valued resource which is the job and its related features. Research suggests people manage and regulate their emotions to achieve desired outcomes connected to emotional displays (Kanfer & Kantrowitz, 2002), and the individual's personal resources (Prati et al., 2009). More job security means more resources the

employee has, and so they may either have less need to get involved in emotional labor, or they may have more resources available to engage in deep acting in the case of emotional dissonance. Although the direct relation between job insecurity and emotional labor strategies has not yet been investigated, past research has explored these variables together as mediating or moderating factors. For instance, in a very recent study (Rehman et al., 2022) the impact of fear associated with economic crisis and perceived job insecurity on mental health with the moderating effect of surface and deep acting was examined. Uncertainty management theory was used to explain why employees become more vulnerable and sensitive during uncertain times. The results showed that surface acting moderates the relationships of fear of economic crisis and perceived job insecurity with mental health and decreases the effect of both on mental health; while deep acting negatively moderates these relationships and improves mental health even in the presence of both. They connected job insecurity with economic crises such as the COVID-19 pandemic and how job insecurity is associated with stress, negative emotions (Lim, 1996), and anxiety (Menéndez-Espina et al., 2019; Zhang et al., 2022). Therefore, the relationships between surface and deep acting and perceived job insecurity are hypothesized as:

*Hypothesis 1a:* There is a positive relationship between perceived job insecurity and surface acting.

*Hypothesis 1b:* There is a negative relationship between perceived job insecurity and deep acting.

## **2.4. Emotional exhaustion**

Emotional exhaustion is the state of feeling too weak to display empathy to customers and co-workers and lacking the energy required to invest in relationships with other people at work (Shirom et al., 2005). According to the conservation of resources theory (Hobfoll et al., 2000), this conceptualization covers physical, emotional, and cognitive energies, the draining and depletion of energetic resources in a particular domain (Shirom et al., 2005).

Emotional exhaustion can stem from three situations: perceiving a threat of resource loss, actual resource loss, or struggling to maintain resources after investing in them, with resources defined as valued objects, characteristics, conditions, or energies (Hobfoll, 2001). Job insecurity's impact on emotional exhaustion, explained by the Conservation of Resources (COR) theory, emphasizes that resource loss has a more pronounced effect than gain. Employees allocate their limited resources to tackle work-related challenges, hoping for positive outcomes. Failure leads to the loss of valued resources and work-related strain, including emotional exhaustion (Dogantekin et al., 2022). Losing resources contributes to emotional exhaustion as workers may perceive insufficient means to cope with stress (Rathi & Lee, 2016), a sentiment exacerbated during economic downturns, even for those remaining employed due to reduced hours and salaries (Frone, 2018).

As mentioned earlier, once employees perceive that their valued resources (like job security) are at risk, they feel work-related strain such as emotional exhaustion (Vo-Thanh et al., 2022).

Additionally, emotional labor can lead to emotional exhaustion as well. Surface acting is reported to be strongly tied to emotional exhaustion (Bono & Vey, 2005; Kruml & Geddes,

2000), while deep acting, which is less harmful and potentially beneficial for the employees' well-being (Brotheridge & Lee, 2003; Hülshager & Schewe, 2011), is less (Goldberg & Grandey, 2007; Grandey, 2003) or even negatively associated with emotional exhaustion (Johnson & Spector, 2007). Surface acting is a form of role conflict (Rafaeli & Sutton, 1987), because the employees' real emotions are different from what they express, and there is a conflict between the needs and principles of the individual and the requirements of others within the same role (Johnson, 2004). Role conflict is a major determinant of emotional exhaustion, and surface acting leading to emotional dissonance may cause higher levels of emotional exhaustion. While this prior research suggests the emotional labor is correlated with emotional exhaustion (emotional exhaustion as an outcome), it is possible that emotional exhaustion may be a predictor of the forms of acting, as per conservation of resources. Thus, given the conservation of resources theory, this study will consider emotional exhaustion as a mediator of the relationship between perceived job insecurity and surface and deep acting.

*Hypothesis 2a:* Perceived job insecurity is associated positively with emotional exhaustion.

*Hypothesis 2b:* Emotional exhaustion is positively related with surface acting.

*Hypothesis 2c:* Emotional exhaustion is negatively related with deep acting.

*Hypothesis 3a:* Emotional exhaustion mediates the relationship between job insecurity and surface acting.

*Hypothesis 3b:* Emotional exhaustion mediates the relationship between job insecurity and deep acting.

## 2.5. Immigration and citizenship status

The secondary purpose of this research is to investigate whether there is a difference in the relationship between perceived job security and surface and deep acting for immigrants in Canada. To achieve this, we will first present the definition of an immigrant, followed by an overview of the various types of visas in Canada and a discussion on the immigrant population in Canada.

Having one of the highest number of immigrants in the world, Canada is the home to about 8 million people from across the globe. According to Immigration, Refugees and Citizenship Canada (IRCC) reports, more than 113,699 newcomers were welcomed in the first quarter of 2022, and with a growing immigration rate of roughly 6% annually, Canada counts on immigration to drive its economy, enrich its society and support its aging population (Canada Welcomes, 2023).

According to Canadian Council for Refugees (<https://ccrweb.ca/>) an immigrant is an individual who has chosen to establish permanent residence in a foreign country, while a permanent resident specifically refers to someone who has been granted the right to permanently reside in Canada. Once permanent residents obtain Canadian citizenship, they are no longer classified as permanent residents. For the purpose of this thesis, unless stated otherwise, all individuals who are not Canadian citizens will be referred to as immigrants.

In Canada, there are several types of visas available. The majority of travelers require a visitor visa to enter the country, and they are typically allowed to stay for a maximum of six months. All visitors in Canada have the option to apply for an employer-specific work permit, but individuals who have held a work permit within the past twelve months are eligible to

request interim authorization to work. International students have the opportunity to apply for a student visa in Canada. Once they are enrolled as full-time students, they can work on campus without the need for a separate work permit, and there are no restrictions on the number of hours they can work in this setting. Additionally, they have the option to work off campus for up to 20 hours per week while maintaining their full-time student status. After completing their studies, graduates may be eligible for a post-graduation work permit, allowing them to work in Canada temporarily for a period of up to three years.

Apart from the previously mentioned categories, another group that requires a visa in Canada is foreign workers. The majority of individuals seeking employment in Canada need to obtain a work permit, which can be either an employer-specific work permit or an open work permit. Open work permits are typically issued to the spouse or common-law partner of a person studying or working in Canada. These permits are usually valid for the same duration as the study permit held by the student. One of the visas available for immigration to Canada is the permanent resident visa, which grants the holder the right to reside in Canada permanently. This visa can be acquired through various immigration pathways, such as the "express entry" system, which provides a direct route to permanent residency, or by changing the immigration status of an individual already present in Canada.

Immigrants are key contributors to economy not only by filling gaps in the demographic, labor force, and paying taxes but also by spending money on goods, housing and transportation in most receiving countries (ImmigrationMatters, 2023). Canada, as one the most desirable destinations for immigration, has planned to welcome 465,000 new permanent residents in 2023 (Immigration Levels Plan, 2023). The total headcounts of immigrants in Canada is roughly estimated more than 8 million. According to the Government of Canada website

(<https://www.canada.ca>), immigrants account for almost 100% of Canada's labor force growth, and roughly 75% of Canada's population growth comes from immigrants. Thus, it is expected that by 2036, immigrants will represent up to 30% of Canada's population, compared with 20.7% in 2011.

Seeing the conflicts and limited resources, immigrants may enact strategies that enable them to preserve their positions. Given they are more prone to having precarious jobs and that they have unstable citizenship-eligible status, immigrants may have to do more surface acting than non-immigrants to meet the organizational need and maintain their job.

Besides, on the one hand, having difficulties with presenting themselves and expressing the knowledge and expertise they have due to, for example, the language barriers, immigrants face problems in their jobs. This may translate to higher perceived job insecurity. For example, Mangum and Block Jr. (2018) proposed that "Social identity also leads Americans to think more positively of Americans or those with an American identity and less favorably of individuals who are not Americans or those without an American identity... people will take positions on immigration consistent with their in-group status" (p. 5). Therefore, assuming that Canadians have a higher status than non-Canadians, and having more resources in terms of job security, immigrants may have to try hard to join and become a member of this group.

On the other hand, immigrants often do "3D" (dirty, dangerous, and difficult), injury-prone work that Canadians reject (Dwyer, 2004). This is supported by significant literature on occupational class, discussing that lower occupational classes, such as immigrants and refugees, have greater job insecurity. Burchell (1999), for instance, showed that in Britain, during 20 years from 1966 to 1986 those in lower class positions were more likely to experience transitions from

secure to insecure occupations. In Canada, precarious jobs are most often occupied by temporary residents and with no work permit including students, tourists, refugee claimants, and temporary foreign workers (Noack & Vosko, 2011), especially women, immigrants, and racialized people, and in certain sectors, such as in the private sector and sales and services in particular (Vosko, 2006).

The most common categories of visas for people across the world to come to Canada are business, work, student and tourist visas. Many people come to Canada for education, employment, health, and better quality of life (Berg & Bodvarsson, 2013). The government of Canada has settled plans for temporary visa holders to change their status and become permanent residents, if they wish. For example, graduate students can apply for their post-graduate work permit, which is a three-year work permit, and after an acceptable time in designated jobs, they can apply for their permanent residency. This study considers three categories of immigrants: temporary residents (study permit holders and work permit holders), permanent residents and citizens. In conclusion, immigrants can be categorized based on their immigration status in Canada, for example having a permanent residency secures the employment more than having a temporary visa; the assumption is that immigration status is ordinal, as reflected in the employment and residency rights and freedoms it confers. Temporary residency is lowest, permanent residency is second highest, and citizenship is highest. Therefore, as the immigration status gets stronger, surface acting reduces as well.

The argument is that being an immigrant puts people with different citizenship statuses in different positions. Canadian citizens have the highest citizenship status, with permanent residents following with similar status rights; whereas, immigrants with visas have lower citizenship status. Those who hold a temporary visa are the most vulnerable group because they



have a limited time to change their status to permanent resident, and they are not being offered secure employment. People try to keep and maintain resources such as their job, in doing so they may do surface and deep acting, moreover, temporary residents need to maintain their job to get their permanent residency. I propose that immigrants may do more surface acting than Canadians.

*Hypothesis 4a:* There is a negative relationship between citizenship status and perceived job insecurity.

*Hypothesis 4b:* Citizenship status is negatively related to surface acting.

*Hypothesis 4c:* Citizenship status is positively related to deep acting.

## **2.6. Control variables**

**Age:** Age can impact individual responses to job insecurity. An illustration of this is older workers consider themselves as being less employable compared to their younger counterparts (Peeters et al., 2016; Van der Heijden, 2002; Wittekind et al., 2010), have fewer career opportunities (Van Veldhoven & Dorenbosch, 2008) or have a harder time finding a job (Berger, 2009). This can be due to the prejudices against older workers, such as lack an orientation towards flexibility, innovativeness, change (Van Veldhoven & Dorenbosch, 2008), being less energetic in and motivated about their job (Warr & Fay, 2001), being less competent, less qualified, slower, less friendly, or less desirable than younger workers (Gordon & Arvey, 2004; Posthuma & Campion, 2009). These prejudices lead to age discrimination (Boerlijst & Van der Heijden, 2003), and a general assumption which is as age increases the probability of

being employed decreases (Carmichael et al., 2011). Age has been found to be related positively to deep acting (Doerwald et al., 2016; Hochschild, 1983; Von Gilsa et al., 2014) and negatively to surface acting (Cheung & Tang, 2010; Dahling & Perez, 2010; Johnson et al., 2017), and these relationships may be partially mediated by emotional intelligence (Cheung & Tang, 2010; Johnson et al., 2017; Sliter et al., 2013).

**Gender:** There is a significant gender difference in emotional labor such as women demonstrate greater empathy and social competence (Costa Jr et al., 2001; Wellman & Wortley, 1990), women are better at suppressing negative emotions (Simpson & Stroh, 2004) and female employees show more authenticity in their emotional expression during service encounters than male counterparts (Grandey, 2000; Grandey et al., 2005). Women are more distressed and dissatisfied by faking emotions because being genuinely warm with others is consistent with gender identity norms for women (Johnson & Spector, 2007; Scott & Barnes, 2011).

However, research in gender differences in emotional labor presents mixed results (Brackett et al., 2006; Rueckert et al., 2011; Simon & Nath, 2004). According to emotion management theory (Hochschild, 1983), emotion-based processes penetrate social interaction, and they are particularly related to the human service sector and service-based jobs dominated by women. Even in these settings, gender can be a main factor in regulating of emotions and its effects, specifically for job satisfaction and turnover intention, as these are two of the most frequently studied workplace outcomes (Cottingham et al., 2015).

Research suggests women do more surface acting (Babalola & Nwanzu, 2022; Boucher, 2016; Cetin et al., 2018). The reason for this is twofold. First, social works, teaching, and nursing are occupied largely by women (Gibelman, 2003; Kim & Reifel, 2010). Female and male

employees have different motivation to manage their emotions (Timmers et al., 1998). Males' motivation is to stay in control and display emotions that show power, for example pride or anger; however, females are more engaged with relationships and more likely to show emotions that demonstrate negotiation (Yang & Guy, 2015). Overall, the nature of the emotional labor is different because men are involved in different norms or feeling and display rules than women (Chaplin et al., 2005; Garside & Klimes-Dougan, 2002; Vaccaro et al., 2011).

Second and more importantly, men, by virtue of greater status generally, are likely to engage in less emotional labor than women as a result of their status shield (Hochschild, 1983). Hochschild (1983) coined the term "status shield" to explain how status serves to protect specific groups from the "displaced feelings of others." She clarified this concept by narrating the experiences of flight attendants and how male flight attendants were exempted from travelers' negative feelings because of their social status as men, and female colleagues found themselves to be "easier targets."

Connecting emotional labor to gender, status shield is the protection that privileged individuals gain against the negative emotional expressions of others and the limited need to do emotional labor as a result (Hochschild, 1983). These benefits come from cultural beliefs about privileged actors' greater authority and generalized competence (Hochschild, 1990; Ridgeway, 2011). When shielded from the negative emotions of the public they serve, men's status may protect them from emotional demands (Erickson & Ritter, 2001; Hochschild, 1983) "social assaults" (Ashforth & Kreiner, 1999), "abusive treatment" (Scully, 1988), and other affronts to authority (Bellas, 1999).

Based on these assumptions, women are both expected to and do show greater emotional intensity and emotional expressiveness than men, and such differences hold for both positive and negative emotions (Brody & Hall, 2008; Scott & Barnes, 2011). The status shield is not limited to gender, but “persons in low-status categories – women, people of color, children – lack a status shield against poorer treatment of their feelings” (Hochschild, 1983:174). The United Nations includes women, LGBTQI, migrants, refugees, and asylum-seekers, and people belongs to national or ethnic, religious and linguistic minorities as vulnerable groups. Accordingly, given intersectionality principles (e.g., (Crenshaw, 1989; Crenshaw, 1990), immigrant women who speaks languages other than English, and have different religion are considered as the most vulnerable groups in terms of finding and maintain job.

**Cultural intelligence:** Many organizations are operating in multicultural environments, the borders and distances between businesses are decreasing, and cultural intelligence (CQ) and emotional labor are gaining considerable attention (Yikilmaz et al., 2021). To maintain a sustainable success, organizations in multicultural context need to understand the individuals they serve in a cultural and emotional sense (Bharwani & Jauhari, 2017). Likewise, globalization and heterogeneous characteristics of business environments give priority to a management approach that supports diversity (Ng & Earley, 2006), as a result, cultural differences are considered valuable. Therefore, the need for having workers and managers with capability of working in and adapting to different cultures, communicating effectively and with high CQ is rising (Fang et al., 2018; Parker, 2005).

Individual differences such as CQ, can influence emotions (Barrera, 2010), and rules for emotional regulation vary across different cultures (Mesquita & Albert, 2007). Culture is a set of the values and patterns of understanding shared by different communities (Yikilmaz et al., 2021)

and Cultural Intelligence is defined as “a person’s capability to adapt effectively to new cultural contexts.” (Earley & Ang, 2003). As conservation of resource theory highlights CQ is a positive valuable resource which can enable the employees to successfully manage their emotions in culturally diverse organizational settings (Tay et al., 2008) and helps them to control and impact the environment successfully (Hobfoll et al., 2018).

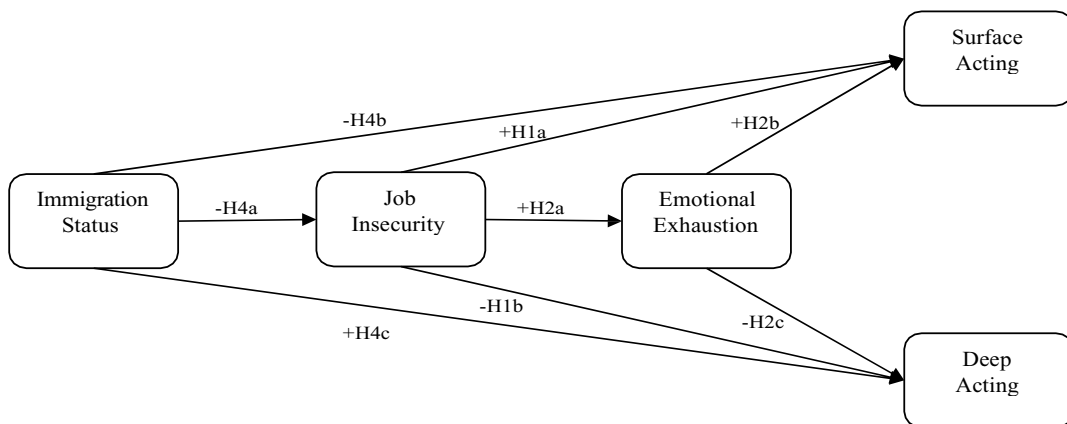
There were not many studies about emotional labor in a cultural context and, to date, no study has investigated the relationship between emotional labor and CQ among immigrants. CQ has a major role in adapting to different organizational structures and business environments (Livermore, 2011). It is a multidimensional concept and based on a consensus that investigating of intelligence should be beyond cognitive abilities, Earley and Ang (2003) theorized that CQ was a multidimensional structure which consists of metacognitive, cognitive, motivational, and behavioral dimensions. In terms of CQ and job insecurity, it was assumed that immigrants with high CQ would demonstrate more surface and deep acting.

**Emotional intelligence:** Salovey and Mayer (1990) proposed the concept of Emotional Intelligence (EQ), suggesting that some individuals possess greater emotional intelligence, enabling them to recognize and manage emotions effectively. This idea was further developed by Mayer and Salovey (1997), who defined EQ as the ability to perceive, use, understand, and manage emotions both in oneself and others. EQ is a vital asset for service providers (Mastracci et al., 2010) and research has emphasized its importance in achieving optimal work outcomes. Workers with a strong grasp of their emotions can express them appropriately in various situations (Afzal et al., 2020; Humphrey et al., 2015).

EQ plays a significant role in individual success, with as much as 80 percent depending on EQ and only 20 percent on IQ (Goleman, 1998). High EQ individuals tend to engage in deep acting, aligning their emotions with organizational expectations during client interactions (Mikolajczak et al., 2007). According to the conservation of resources theory (Hobfoll, 1989), EQ is an internal resource that justifies the connection between emotional intelligence and emotional labor strategies. This theory explains that individuals strive to protect and accumulate various resources, which can be physical, emotional, or cognitive in nature (Wen et al., 2019). EQ is considered an internal resource that can help people reduce emotional exhaustion. From this perspective, emotional intelligence is a resource that assists immigrants in obtaining permanent residency. Founded on the results at the intersection of emotion, intelligence, psychotherapy, and cognition Salovey and Mayer (1990), proposed that some people might be more intelligent about emotions than others, identifying emotions in faces, interpreting the meanings of emotion words, and managing emotions. They concluded that such skills denoted the existence of a broader, overlooked ability to reason about emotions: Emotional Intelligence. Later on, this model was more elaborated and explained emotional intelligence as involving the abilities to “accurately perceive emotions in oneself and others, use emotions to facilitate thinking, understand emotional meanings, and manage emotions” (Mayer & Salovey, 1997). Emotional intelligence (EQ) is an essential resource for those providing services (Mastracci et al., 2010). The importance of EQ skills for the ideal working outcomes has highlighted in several research, for example, workers with better understanding of their emotions have knowledge to demonstrate accurate emotions based on the situation (Afzal et al., 2020; Humphrey et al., 2015).

EQ plays a key role in the individual’s success because being successful 80 percent depends on EQ and only 20 percent depends on intelligence quotient (Goleman, 1998).

Individuals with high EQ do deep acting rather than surface acting to express those emotions required by the organization in their client interactions (Mikolajczak et al., 2007). According to the conservation of resources theory (Hobfoll, 1989), EQ is as an internal resource, which can effectively justify the asymmetric relationship between emotional intelligence and emotional labor strategies (Liao & Yan, 2014). This theory explains that employees always defend or conserve their different resources (Wen et al., 2019) and resources can be “objects, personal characteristics, conditions, or energies that are valued by the individual or that serve as a means for attainment of these objects, personal characteristics, conditions, or energies” Hobfoll (1989:4). Also, COR refers to internal resources such as inner energy including physical, emotional and cognitive energy, and external resource as outside energy that individuals hope to gain. Gaining resources can help people reduce emotional exhaustion, and from this perspective, emotional intelligence is a resource, which helps immigrants gain the permanent residency.



**Figure 1. Research model**

### **3. Research Methodology**

This section of the research will explain the procedure of data gathering, participants, sample, measures and analyses that I used.

#### **3.1. Procedure**

When the constructs and concepts are well understood, reliable, and valid measures of them exist in the literature, quantitative approach is needed to test the hypotheses (Edmondson & McManus, 2007). Thus, since I tried to test the pre-specified hypotheses, and the concepts and constructs in this study are pre-determined, I did not introduce any new constructs, in fact, I tested my hypotheses based on current literature and theories. This study was cross-sectional online survey to obtain enough data from participants (e.g., (Rahman et al., 2021; Vandebussche, 2022)).

I used Qualtrics survey software to design a questionnaire, and distributed it via Prolific, an online crowdsourcing platform. The survey had three sections, section one consists of the letter of informed consent (Appendix A) so the respondents had an overview of the survey, such as the purpose of this research, the time it would take (estimated to be 15 minutes), their rights, *et cetera*. It also assured the respondent that the participation was voluntarily and anonymous, and all data would be kept confidential, and they could choose to not answer any particular question. At the end of this section, participants would have two choices of “I agree” or “I do not agree” to show their willingness to take part in the survey. If they did not express their willingness, the survey would end, and those who agreed to participate would redirect to the next section.



The second section of the survey included blocks of variable measures (e.g., surface and deep acting and perceived job insecurity emotional intelligence and cultural intelligence questions). The order of appearance of the measures was randomized. Randomization was used to help to avoid learning bias, which refers to the possibility that participants might respond differently to later measures based on what they learned or experienced from earlier measures (Choi & Pak, 2005). For instance, in the first block a participant would get surface acting first while another one would get job insecurity first. Common method bias arises when the estimates of the relationships between two or more constructs are biased because they are measured with the same method (Podsakoff & Organ, 1986). Addressing CMB is important to ensure the validity of research findings. Several strategies were applied to mitigate or control for common method bias, such as confirmatory factor analysis, including control variables, and anonymize responses.

Right after the second section, section three would start. It contained demographic questions such as age and gender. A summary of my study was presented by the end of this section. After finishing the questionnaire, the respondent would be thanked for their time and participation.

It is worth mentioning that before I distributed the questionnaire, I completed the course Research Ethics based on the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (TCPS 2: CORE 2022) and obtained the certificate. This policy applies to all research endeavors involving human participants, conducted by the faculty, staff, and students of Memorial University. In addition, this research received ethics approval from the Interdisciplinary Committee on Ethics in Human Research at Memorial University of Newfoundland & Labrador (ICEHR).

### 3.2. Participants

One way to distribute the survey is using crowdsourcing platforms such as Prolific (<https://www.prolific.co/>) for sending out the questionnaire. Such internet services that perform research employ a vast and diverse population to take part in the survey. There is an increasing demand for using these platforms so as the number of publications that use crowdsourcing are increasing too (Harms & DeSimone, 2015). Such platforms recruit any individual with an account to participate in completing different ‘‘Human Intelligence Tasks’’ (HITs), and pay them if they submit the task successfully. The minimum payment is 8 USD per hour, and will be divided by the time required for completing the questionnaire. I used Prolific because it has several advantages over other platforms. It is well known for its data quality and flexibility and utilizes niche and representative samples from a very large pool of participants, who provide thoughtful, reliable answers (*Prolific □ the Better Alternative to MTurk for Online Survey Research*, n.d.). compared to other platforms participants, Prolific participants devote more attention to the questions of the study, understand instructions better, response questionnaire items carefully, and behaved more honestly when given the opportunity to cheat to increase their gains (Peer et al., 2022). Moreover, working with Prolific is easy and fast, and the researchers can use over 250 pre-set filters if they need.

The sampling technique I used is stratified random sampling. In this technique, data is divided into different sub-groups (strata) that share common characteristics such as age or race, and from each of such strata a random sample is taken. In this way all groups are represented, estimation and comparison of the characteristics of each stratum is possible, and variability from systematic sampling is reduced (Acharya et al., 2013). In this study different immigration status such as temporary visa (including both student visa and work visa), permanent visa, and resident

represent different strata. The hypotheses were examined in a sample of individuals from different organizations and occupational backgrounds in Canada.

### **3.3. Sample size**

I categorized the population in four different groups: study permit holders, work permit holders, permanent residents, and Canadian citizens (including permanent residents who have become Canadian citizens) to investigate variance in the ordinal variable (levels). In this regard, population of each group was obtained through “Government of Canada Annual Report to Parliament on Immigration”, and to ensure the current status of immigrants and any possible changes in their statuses is addressed the data is limited to year 2022. Accordingly, as of November 2022, we have a total number of 445,776 study permit holders, 415,817 work permit holders, 405,999 permanent residents, 191,338 individuals transitioned from temporary to permanent residents and 221,919 permanent residents became Canadian citizens in 2021–22 (2022 Annual Report to Parliament on Immigration, 2022).

To calculate the required sample size for sufficient statistical power, I completed the following analysis for target sample size. The effect sizes of small, medium, and large are 0.1, 0.25, and 0.4, respectively (Clever et al., 1997). Calculating the accurate effect size was not possible, because of the several factors involved. However, it can be estimated based on effect sizes reported in the extant literature. For instance, surface acting and deep acting have a small size effect in job satisfaction:  $r = -0.10$  and  $r = 0.14$  respectively (Huang et al., 2015). It is also small for employee creativity (for surface acting  $r = 0.02$  and for deep acting  $r = 0.11$ ) (Hill et al., 2020), and for organizational commitment it is  $r = -0.204$  and  $r = -0.006$  for surface acting and

deep acting respectively (Oh et al., 2019). In turnover intentions, for surface acting the effect size is  $r = 0.36$  and for deep acting is  $r = -0.15$  (Chau et al., 2009). Thus, it is expected that this research is likely to find a small effect size for the criterion variables.

Using G\*Power (Faul et al., 2009), the conventional effect size value for a small effect size of 0.10, Type I error of 0.05, power of 0.95, and 7 predictors including control variables, for regression analysis the sample size of 294 is recommended. Dividing this number by four for each group, a minimum of 74 participants per group was obtained.

Recruitment efforts started with the following screening criteria applied to the Prolific recruitment process. Participants filtered based on their location (reside in Canada), age (18 and above), and employment status (employed). The first group participated in the survey was citizens, either born Canadian or become Canadian. This group was finished in almost two hours. Then, as we received sufficient numbers in various groups, more targeted recruitment was done with the additional selection criteria set. More filters such as immigration status (permit holders, study permit holders and permanent residents) were included to ensure only those specified groups would participate in the survey. Those groups were finished in almost a week.

The final sample contained 77 citizens, 72 permanent residents, 70 individuals with work permits, and 75 individuals with study permits. Among the participants, there were 132 females (44.9%), 155 males (52.7%) and 7 persons selected other as their gender. Age ranges from 19 to 71, with the average of 34.06 and standard deviation of 10.34. Regarding marital status, 118 (40.1%) indicated married for their marital status, and 150 people (51%) were single, while the other 26 (8.8%) selected other (widowed, separated, divorced). Among all participants, 195 individuals (66.3%) had face-to-face interaction with customers, and 99 (33.7%) did not. Almost

every industry was represented within the sample, with the largest number of people working in professional, scientific or technical services (43 people, 14.6%) followed by the second largest group of sales and retail trade (37 people, 12.6%) and third group which was educational services (34 people, 11.6%). Race of the participants were fairly inclusive; however, the dominant group was white with 153 people (52%).

### **3.4. Measures**

All measures for this study are established measures adopted from the literature. I will not introduce any new measure or construct.

#### **3.4.1. Variables**

This study sought to find out the relationship between immigrant status, perceived job security and surface and deep acting. Surface acting, deep acting, perceived job insecurity, and emotional exhaustion were the four main variables. Emotional intelligence, cultural intelligence, and some demographics such as age, gender, and marital status, were control variables. All measures were adopted from literature, with sufficient reliability and validity from previous studies.

**Surface acting:** I used the scale adopted from Diefendorff et al. (2005). They adopted nine items from Grandey (2003) scale, and two items from (Kruml & Geddes, 2000) Kruml and Geddes (2000) scale. They also proposed two additional items, but their confirmatory factor analysis resulted in the removal of those two items. Participants rated each item using a 5-point Likert scale (5 = “Strongly Agree”; 1 = “Strongly Disagree”). Thus the final scale contained seven items for surface acting, such as “I put on an act in order to deal with customers in an

appropriate way” and “I just pretend to have the emotions I need to display for my job”. In their survey, the internal consistency reliability for the items calculated was high ( $\alpha = 0.91$  in their primary sample,  $\alpha = 0.92$  in their cross-validation<sup>2</sup> sample). This is one of the most used scales in measuring surface acting.

**Deep acting:** I used the scale adopted from (Diefendorff et al., 2005). They adapted three items from (Grandey, 2003) scale and four items from emotive effort scale (Kruml & Geddes, 2000). Emotive effort refers to effort required in displaying appropriate feelings and was described by Kruml and Geddes as similar to deep acting. Participants rated each item using a 5-point Likert scale (5 = “Strongly Agree”; 1 = “Strongly Disagree”). Eventually, confirmatory factor analysis led to the removal of three Kruml and Geddes’ items. Thus, the final scale contained four items for deep acting. Two sample items from this measure are, “I try to actually experience the emotions that I must show to customers” and “I make an effort to actually feel the emotions that I need to display toward others.” In their survey, this measure had high internal consistency reliability ( $\alpha = 0.82$  in the primary sample and  $\alpha = 0.85$  in the cross-validation sample). This one also is one of the most used scales in measuring deep acting.

**Job insecurity:** There are two types of job insecurity measures, namely multidimensional and global measures (Reisel & Banai, 2002; Vander Elst, De Witte, et al., 2014). In multidimensional job insecurity measure, different dimensions of job insecurity including the threat of losing the job and the powerlessness to maintain the job are addressed, for this purpose, one of the most popular versions was the one of Ashford et al. (1989). However, this scale was lengthy and factors that did not belong to the core experience of job insecurity, for example, the

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<sup>2</sup> Cross-validation stands as one of the most commonly employed techniques for data resampling. Its purpose is to estimate the genuine predictive error of models and to fine-tune model parameters (Berrar, 2019).

importance of the job and powerlessness, were included in the job insecurity measure. Thus, the use of the short and global version of job insecurity scale (which is one-dimensional) was preferred. It covered the core of the (quantitative) job insecurity experience, which was the perceived threat to lose the job and the worries associated to that threat (Vander Elst et al., 2014).

Additionally, previous studies showed that global multiple-item scales equal to multidimensional job insecurity scales in terms of construct validity and reliability over time and explanatory power (Vander Elst et al., 2014). Nevertheless, there remained a pressing need for a universally applicable scale that possessed psychometric properties and could transcend national and linguistic boundaries. In this regard, De Witte (2000) developed a cross-national four-item psychometric scale of job insecurity. This scale consisted of items regarding the threat or the chances to lose the job, and worries of job loss. Two examples of items are “Chances are I will soon lose my job” and “I feel insecure about the future of my job.” This measure has been validated in different countries. Although the original questions were designed in Dutch, the translation has been working very well. For instance, it is used in a research in Spain to measure the relationship between job insecurity and its outcomes such as job satisfaction and organizational commitment, the Cronbach’s alpha was 0.79 (Miana et al., 2011). I adopted the English-translated version from Vander Elst et al. (2014).

**Emotional exhaustion:** The Maslach Burnout Inventory (MBI) (1981) has been the leading measure of burnout used by almost 88% of publications (Boudreau et al., 2015), despite its conceptual, psychometric, and practical shortcomings. An alternative conceptual approach to this measure was Shirom-Melamed Burnout Measure (SMBM). It was originally designed to

measure burnout as a multidimensional construct including emotional exhaustion, physical fatigue, and cognitive weariness.

SMBM is based on Hobfoll's conservation of resources theory which justifies that people have a basic motivation to obtain and protect the resources that they value. This view fits with this research's conceptual framework, and this is the main reason I use SMBM, not MBI. There are several types of resources that people value, including material, social, and energetic resources. SMBM is theoretically designed to highlight the dwindling of energetic resources at work regardless of the occupational context.

Compared with MBI, Shirom and Melamed (2006) found construct validity as robust as the SMBM as in the MBI-GS. There was also a major theoretical difference between the MBI and the SMBM; whereas the MBI lacks a theoretical rationale for combining the three subscales (emotional exhaustion, depersonalization, and professional accomplishment) under the same conceptual framework. The depleted energetic resources covered by the SMBM were closely interrelated under the COR theoretical framework (Shirom & Melamed, 2006). Additionally, there was strong support to the SMBM as an alternative scale of burnout. To study physical exhaustion, MBI might be a good measure; however, to gauge the core content of burnout physical, emotional, and cognitive exhaustion SMBM was a better alternative (Cordes & Dougherty, 1993). In terms of internal consistency, either in human services workers or other professionals, SMBM had Cronbach's alpha of .92 and .92, respectively, while the MBI had similarly high Cronbach's alpha of .87 and .90 (Shirom & Melamed, 2006). SMBM had four items to measure emotional exhaustion. "I feel I am unable to be sensitive to the needs of coworkers and customers" and "I feel I am not capable of investing emotionally in coworkers and customers" are two questions of this scale.



**Citizenship status:** Citizenship status was assessed as an ordinal variable, utilizing the following categories derived from Immigration, Refugees and Citizenship Canada criteria (Government of Canada): study permit (code = 1), work permit (code = 2), permanent resident (code = 3), and Canadian citizen (code = 4). The exclusion of refugees and asylum seekers was due to their ability to work under specific conditions, which may or may not require a work permit. Furthermore, given the reason(s) for their entry into the country, they may face higher levels of stress and greater need for security and safety.

### 3.4.2. Control variables

**Age:** Age was measured by actual age input, the minimum age to participate in this study was 18 years old.

**Gender:** Gender was measured as a categorical variable, with the following answer options: male, female, transgender female, transgender male, tender variant / non-conforming, not listed, and prefer not to answer.

**Cultural intelligence:** This study used Earley and Ang's (2007) cultural intelligence scale which has been widely utilized and has demonstrated strong internal consistency. (See Appendix A for sample items and Likert scale anchors.) For instance, Malek and Budhwar (2013) employed it to examine the relationship between cultural intelligence and expatriate performance during international assignments, achieving a reliability coefficient (alpha) of 0.84. Similarly, Petrović (2011) applied the scale to assess the cultural intelligence levels of teachers, yielding a high internal consistency with an alpha of 0.85.

**Emotional intelligence:** In this study, Wong and Law's (2017) Emotional Intelligence Scale was employed due to its demonstrated high reliability in previous research. (See Appendix A for sample items and Likert scale anchors.) For instance, Boyatzis (2018) utilized the scale to explore the manifestation of EQ in individuals' behaviors, achieving a reliability coefficient (alpha) of 0.80. Similarly, Jordan and Troth (2021) applied this scale to investigate the association between emotional intelligence and performance, reporting a reliability coefficient (alpha) of 0.82.

### **3.5. Analysis**

For analysis, I used ordinary least squares regression and the model ran it as a single model. Analyses were done with IBM SPSS Statistics version 28.0.1 and 25.0 (IBM Corp., 2021), and R version 4.3.0 (RStudio Team, 2023). First data quality was assessed via attention checks, response pattern assessments, meaningless qualitative responses. Then data was prepared for analysis with replacing missing values, and reverse coding data. Next, the psychometrics of measures were analyzed using confirmatory factor analysis and Cronbach's alpha in SPSS. Data was examined for outliers based on mean composite scale scores in SPSS prior to testing the hypotheses. Finally, hypotheses testing was conducted using regression on mean scale scores software. Specifically, regression analysis was done via R, with regression disattenuation taking into account the unreliability of the independent/predictor variables with (unweighted) composites. Ordinary least squares regression analysis explains the variance of the endogenous variable(s).

For the first step all predictor variables (immigration status, perceived job insecurity and emotional exhaustion), criterion variables (surface and deep acting), and the control variables

(age, gender, cultural intelligence and emotional intelligence) were defined with the hypothesized relationships in R software as modelled in Figure 2. Path coefficients were calculated using OLS and disattenuated, and bootstrapping with 1000 sample using bias-corrected and accelerated bootstraps was used to calculate confidence intervals and empirical/bootstrap t-values for significance testing (Hair Jr et al., 2021).

## 4. Results

### 4.1. Pretest

Once the approval of the Interdisciplinary Committee on Ethics in Human Research (ICEHR) was obtained, a pre-test was done to ensure the flow of the survey worked properly and questions were understandable for participants. A total number of 22 participants from an expert population (9 graduate students) and the target population (13 individuals with different types of visas across Canada) took part in the pretest study. The pre-test survey was distributed via Qualtrics. Participants could choose whether to consent to participate, and they were paid for completing the survey.

Time to completion varied from 118 to 471 seconds, and one response was deleted based on low completion time (97 seconds). No data was deleted based on failed attention check questions. No comments regarding the meaning of questions or ambiguity were received. One feedback was to add a completion percentage indicator to the survey so that the participants had an indication of how much of the survey was completed and how much was left. The reliability test was done and Cronbach's alphas were deemed acceptable (surface acting  $\alpha = 0.931$ , deep acting  $\alpha = 0.879$ , job insecurity  $\alpha = 0.853$ , emotional exhaustion  $\alpha = 0.816$ , emotional intelligence  $\alpha = 0.852$ , and cultural intelligence  $\alpha = 0.831$ ). Since the results and feedback from the pretest did not show any issue with survey, it was ready to distribute to the intended population.

### 4.2. Data quality testing & data preparation

As the very first step, three analyses were done to assess the quality of the collected data: 1) looking for completion times that were extremely small; 2) looking for patterned replies, for

example all 1's or 5's for each of the variables; and 3) ensuring the attention check questions were answered correctly. For completion time, prior to collecting data, two graduate students and I tested how long it would take to submit the survey. With reading informed consent form and questions, completion time ranged from 5 to 6 minutes. However, if the participant skipped the informed consent form, it would take them approximately 3 minutes to finish. Additionally, the pretest completion time showed the same minimum cutoff. Thus, I set a time of 3 minutes or less to mark possible poor-quality data. Accordingly, out of 391 returned responses, 95 were removed because of the low completion time, 2 were removed because of failed attention check questions, and no patterned reply was found, which left 294 valid responses.

There were a total number of 20 missing values in the dataset, which were missing completely at random (MCAR). Little's MCAR test (performed in SPSS) was not statistically significant ( $\chi^2 = 849.614$ ,  $df = 830$ ,  $p = 0.311$ ; see Appendix B). Thus, data is missing completely at random and imputation to input missing values was done. The expectation maximization (EM) algorithm was conducted to replace missing values (Tabachnick et al., 2013). Before any analysis, all the items which were to be reverse coded (perceived value of knowledge<sup>3</sup> (a theoretically unrelated measure to test common method variance): PVK2 and PVK4), and perceived job insecurity (JI2) were recoded.

As the next step, skewness and kurtosis within each variable were examined. Based on literature, the values for kurtosis between -7 and +7, and values for skewness between -2 to +2 are considered acceptably close to a normal distribution (Byrne, 2016; George, 2011). As Appendix C shows, both skewness and kurtosis are within the acceptable range. This test was

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<sup>3</sup> The value that the individual places on their knowledge.

done in SPSS and tables and plots showed data was distributed normally. Variable scores and outliers will be discussed later on in this section.

### **4.3. Psychometric properties**

A confirmatory factor analysis (CFA) (using maximum likelihood) with varimax rotation with fixed number of factors was conducted. This step was repeated for varying number of fixed factors from 1 to 11 to obtain the best model fit. I used Excel macro (Browne, 1992) to calculate NNFI, RMSEA and change in chi-squared for each model (see Table 1). While this study had seven variables measured, the model with the best fit was the eleven factor model; however, upon reviewing this model, the eleventh factor was not meaningful within this research context. The ten-factor model had good fit statistics ( $\chi^2 = 964.574$ ;  $df = 551$ ;  $p < .001$ ; NNFI = .98; RMSEA = .045; TLI = .90) and the factors were theoretically meaningful (see Appendix D for rotated factor matrix). For NNFI, values greater than 0.90 are regarded as acceptable (Bentler, 1995), and for RMSEA, values of 0.05 or less are identified as a close fit (Jöreskog & Sörbom, 1993).

**Table 1: Model Fit Statistics for Confirmatory Factor Analysis**

<b>Chi-Squared Change</b>	<b>Chi-squared</b>	<b>DF</b>	<b>Change</b>	<b>df change</b>	<b>p-value</b>	<b>NNFI</b>	<b>RMSEA</b>
Independent model	8013.22	946					
1 factor model	6051.16	902	1962.06	44	0.0000	0.71	0.159
2 factor model	4628.13	859	1423.04	43	0.0000	0.79	0.133
3 Factor model	3697.23	817	930.90	42	0.0000	0.87	0.106
4 Factor model	3097.68	776	599.55	41	0.0000	0.91	0.090
5 Factor model	2607.31	736	490.37	40	0.0000	0.94	0.074
6 Factor model	2156.07	697	451.24	39	0.0000	0.96	0.058
7 Factor model	1742.16	659	413.91	38	0.0000	0.98	0.045
8 Factor model	1399.176	622	342.98	37	0.0000	0.98	0.045
9 Factor model	1194.024	586	205.15	36	0.0000	0.98	0.045
10 Factor model	964.574	551	229.45	35	0.0000	0.98	0.045
11 Factor model	836.528	517	128.05	34	0.0000	0.98	0.045

Factor loading can range from -1 to +1 with higher absolute values referring to a higher correlation of the item with underlying factor (Pett et al., 2003) and it shows how each item is loaded on the construct to which they belong. None of the items in the study had factor loadings less than recommended value of 0.5 (Hair et al., 2016) except three items (CQ5, CQ6 and CQ7) which will be discussed later on in this section. Therefore, no items were further removed (see Appendix D for rotated factor matrix). Also, the results from R support the findings as well, no cross-loadings smaller than .32 (Costello & Osborne, 2005) were found, demonstrating adequate discriminant validity. Loadings are presented in Appendix E.

The largest factor, which entails the surface acting items, accounts for 20.31% of the total variance, and the second largest factor accounts for 11.14% and items of job insecurity are loaded on it. Four of the ten factors belonged to the emotional intelligence construct. The emotional intelligence construct consists of four dimensions: self-emotion appraisal, other's emotion appraisal, use of emotion, and regulation of emotion. The items for each dimension

loaded together on a unique factor. The first dimension is loaded on the sixth factor and accounts for 4.91% variance, while the second dimension loaded on the fifth factor, accounting for 5.15% of the total variance. The third factor encompasses dimension 3, accounting for 8.77% of the total variance, and last dimension loaded on the factor 9 and accounts for 2.94% total variance. Deep acting items are loaded on the fourth factor, which accounts for 6.06% of the total variance. Cultural intelligence items are loaded on factor 7 accounting for 4.64% of variance. The next factor accounts for 3.68% of total variance and all PVK items loaded on it. Finally, the emotional exhaustion items loaded on the last factor that accounts for 2.57% variance.

While the items measuring emotional intelligence loaded onto four distinct factors, this configuration holds theoretical validity. Initially, emotional intelligence was represented by the average score derived from the four dimensions of EQ, which is consistent with how this scale has been employed in conjunction with other constructs, for example, job performance and life satisfaction (Law et al., 2008), job satisfaction (Psilopanagioti et al., 2012), and organizational commitment (Sulaiman & Noor, 2015).

Based on the loadings of perceived value of knowledge construct that was included in the questionnaire to assess common method variance, the results of CFA revealed that there is no indication of any issues with common method variance. To assess common method variance post-hoc, a theoretically irrelevant construct (perceived value of knowledge; (Ford & Sandy Staples, 2006) was added to the questionnaire (Eichhorn, 2014; Saxena et al., 2022; Williams et al., 2010). It did not load on the first factor, and comprised its own factor. Additionally, the first factor explains less than 50% of the total variance (Fuller et al., 2016). Moreover, it supports discriminant validity of the measures given the items all loaded onto the factors they belong and there was no overlap between measures.



Factor loading identifies item loadings to each factor, which determines convergent validity (i.e., the items for a specific construct are more correlated with one another than with the items of another construct). It indicates the strength of the correlation between each item of a construct and should be above .50 (Srivastava et al., 2015). There were three items (CQ5, CQ6 and CQ7) below the .50 loading. However, since they were loaded on the same factor as other relevant items were loaded, and were theoretically relevant to the construct they were kept in the analysis. CQ6 was cross-loaded on factor 3, which is dimension 3 of emotional intelligence (use of emotion). CQ6 is measuring emotional/motivational aspect of cultural intelligence, this may be the reason that this variable loaded on the emotional intelligence. Moreover, conducting reliability test with items removed for this construct, alpha did not change significantly (from .77 to .76).

For the next step, measures were tested for internal consistency (i.e., reliability). Given Cronbach alpha value of 0.7 or higher indicates acceptable internal consistency (Adadan & Savasci, 2012; Cortina, 1993; George, 2011) all measures had sufficient internal consistency ( $\alpha > 0.70$ ). Composite reliability results were identical to Cronbach's alpha. Results are presented in Table 2 (see bolded numbers in the diagonal).

Multicollinearity occurs when there is a relationship between two or more predictor variables in a multiple regression model, and these variables are also related to the response variable. In other words, it refers to a situation where the explanatory variables exhibit strong correlations among themselves and with the outcome variable (Rubinfeld, 2000). In the absence of any correlations between factors, the Variance Inflation Factors (VIFs) (presented in Appendix F) will all be 1. If the VIF is 1, it suggests that there is no multicollinearity present among the variables being analyzed. However, if the VIF exceeds 1, it indicates that there may

be a moderate level of correlation among the variables. A VIF ranging from 5 to 10 suggests a high level of correlation, which could potentially cause issues (James et al., 2013). In this study VIFs range from 1.0059 to 1.5284, thus multicollinearity is not likely an issue in the results.

Effect size is the magnitude of a treatment or experimental effect, or the strength of a relationship between variables (Cohen, 2013). Effect size, in addition to statistical significance, is important because effect size provides crucial information about the practical significance or real-world impact of research findings. Cohen's  $f^2$  effect size measure is typically used in the context of multiple regression analysis. It quantifies the proportion of variance in the dependent variable that can be explained by the independent variable(s). Cohen's effect sizes are interpreted based on the magnitude of the effect and general guidelines for interpreting effect sizes are:

- Small effect size: Cohen's  $d$  around 0.2 or Cohen's  $f^2$  around 0.02.
- Medium effect size: Cohen's  $d$  around 0.5 or Cohen's  $f^2$  around 0.15.
- Large effect size: Cohen's  $d$  around 0.8 or Cohen's  $f^2$  around 0.35.

The effect size table is presented in Appendix G, and shows the small to medium effect sizes (ranges from .0002 to .1432).

Finally, variable scores were calculated using mean scores for each. Outliers analysis was done at composite (construct) level with +/- 3 standard deviations as the criteria; no outliers were found. Correlations among the variables and their descriptive statistics were calculated (see Table 2). In this table, mean, standard deviation, correlations and Cronbach's alphas (bold in diagonal) are presented.

**Table 2: Variable Descriptive Statistics, Correlations, with Cronbach's Alpha and Composite Reliability in the diagonal.**

Correlations																	
	Mean	Std. Deviation	SA	DA	JI	EE	EQ	CQ	Age	Gender	Race	Emp St	Em Cont	Martl St	Indst	F2F	Cit St
<b>Surface acting</b>	3.37	0.90	<b>0.935</b> <b>0.935</b>														
<b>Deep acting</b>	3.26	0.82	-.129*	<b>0.881</b> <b>0.881</b>													
<b>Job insecurity</b>	2.06	0.97	0.045	0.11	<b>0.909</b> <b>0.909</b>												
<b>Emotional exhaustion</b>	2.58	1.15	.350**	-.248**	.115*	<b>0.81</b> <b>0.81</b>											
<b>Emotional intelligence</b>	5.43	0.74	-.261**	.250**	-.186**	-.412**	<b>0.889</b> <b>0.889</b>										
<b>Cultural intelligence</b>	3.66	0.59	0.092	.152**	-.130*	-.236**	.340**	<b>0.775</b> <b>0.775</b>									
<b>Age</b>	34.06	10.34	-.300**	-0.064	-0.013	-.132*	0.063	-.145*	1 1								
<b>Gender</b>	1.57	0.54	-.138*	-0.062	0.026	0.07	-0.002	-0.017	.178**	1 1							
<b>Race</b>	3.64	2.00	-0.085	0.005	-0.109	-.119*	.132*	0.063	.171**	0.05	1 1						
<b>Employment status</b>	1.89	1.21	0.051	0.019	.202**	-0.019	0.03	-0.03	-0.02	-0.052	-0.05	1 1					
<b>Employment contract</b>	2.04	0.71	-0.032	.162**	.146*	-0.005	0.025	0.024	0.016	-0.067	0.045	.233**	1 1				
<b>Marital status</b>	1.89	1.21	.150*	-0.016	-0.016	0.064	-0.009	0.037	-.139*	-.161**	.142*	0.053	0.046	1 1			
<b>Industry</b>	7.48	4.80	0.075	-0.02	0.112	0.065	0.024	-0.057	0.049	.132*	0.037	0.083	.172**	-0.078	1 1		
<b>Face-to-face interaction</b>	1.34	0.47	-0.096	-.117*	.128*	0.034	-.170**	-.246**	.140*	.148*	-0.023	-0.008	-0.055	-.130*	.242**	1 1	
<b>Citizenship status</b>	2.49	1.13	0.022	-0.019	-0.053	0.013	0.025	-0.005	-0.02	0.01	0.052	0.041	0.02	.119*	0.073	-0	1 1
* . Correlation is significant at the 0.05 level (2-tailed).																	
** . Correlation is significant at the 0.01 level (2-tailed).																	
SA: Surface acting, DA: Deep acting, JI: Job insecurity, EE: Emotional exhaustion, EQ: Emotional intelligence, CQ: Cultural intelligence, EmpSt: Employment status, EmpCont: Employment contract, MartlSt: Marital status, Indst: Industry, F2F: Face-to-face interaction, CitSt: Citizenship status.																	

#### 4.4. Hypothesis testing

The path coefficient estimate is a standardized regression coefficient, which can be interpreted as follows: when an independent construct increases by one standard deviation, while keeping all other explanatory constructs constant, the resulting change in the dependent construct is measured in standard deviations. Statistical tests and confidence intervals are used for inferences about the population parameters, and the percentile bootstrap confidence interval, is used for confidence interval. See Figure 2 for illustration of the results with path coefficients noted along with significance level (based on t-test) and R<sup>2</sup> values for the endogenous variables and for 95% confidence intervals. See Table 3 for more details on the model results.

**Table 3: Results with t-statistics, p-values and confidence intervals<sup>1</sup>**

	Estimate	Standard error	T-Stat.	P-Values	CI-Percentile 95%
<b>Citizenship Status -&gt; Deep Acting</b>	-0.0126	0.0595	-0.2122	0.8320	-0.1373; 0.1013
<b>Citizenship Status -&gt; Job Insecurity</b>	-0.0587	0.0602	-0.9757	0.3292	-0.1784; 0.0572
<b>Citizenship Status -&gt; Surface Acting</b>	0.0260	0.0552	0.4711	0.6375	-0.0730; 0.1428
<b>Emotional Exhaustion -&gt; Deep Acting</b>	-0.2185	0.0976	-2.2387	<b>0.0252</b>	-0.4066;-0.0212
<b>Emotional Exhaustion -&gt; Surface Acting</b>	0.3692	0.0830	4.4492	<b>0.0000</b>	0.2205; 0.5469
<b>Job Insecurity -&gt; Deep Acting</b>	0.1980	0.0656	3.0178	<b>0.0025</b>	0.0653; 0.3242
<b>Job Insecurity -&gt; Emotional Exhaustion</b>	0.1302	0.0714	1.8231	0.0683	-0.0125; 0.2719
<b>Job Insecurity -&gt; Surface Acting</b>	-0.0005	0.0652	-0.0077	0.9938	-0.1256; 0.1285
<b>Age -&gt; Deep Acting</b>	-0.1063	0.0630	-1.6856	0.0919	-0.2315; 0.0158
<b>Age -&gt; Surface Acting</b>	-0.1781	0.0632	-2.8166	<b>0.0049</b>	-0.3028;-0.0568
<b>Cultural Intelligence -&gt; Deep Acting</b>	0.0430	0.0968	0.4440	0.6571	-0.1517; 0.2299
<b>Cultural Intelligence -&gt; Surface Acting</b>	0.2752	0.0836	3.2932	<b>0.0010</b>	0.1316; 0.4561
<b>Emotional Intelligence -&gt; Deep Acting</b>	0.2029	0.0945	2.1458	<b>0.0319</b>	0.0183; 0.3929
<b>Emotional Intelligence -&gt; Surface Acting</b>	-0.2198	0.0946	-2.3236	<b>0.0201</b>	-0.3997;-0.0347
<b>Gender -&gt; Deep Acting</b>	-0.0416	0.0765	-0.5436	0.5867	-0.1991; 0.1138
<b>Gender -&gt; Surface Acting</b>	-0.1684	0.0686	-2.4556	<b>0.0141</b>	-0.3116;-0.0381

<sup>1</sup> Bolded p-values are deemed significant (p < 0.05).

Hypothesis 1a stated there is a positive relationship between perceived job insecurity and surface acting and it was not supported ( $\beta = -0.005, t = -0.007, p = 0.993$ ). However, Hypothesis 2a, which stated there is a negative relationship between perceived job insecurity and deep acting, was supported ( $\beta = 0.198, t = 3.017, p = 0.002$ ).

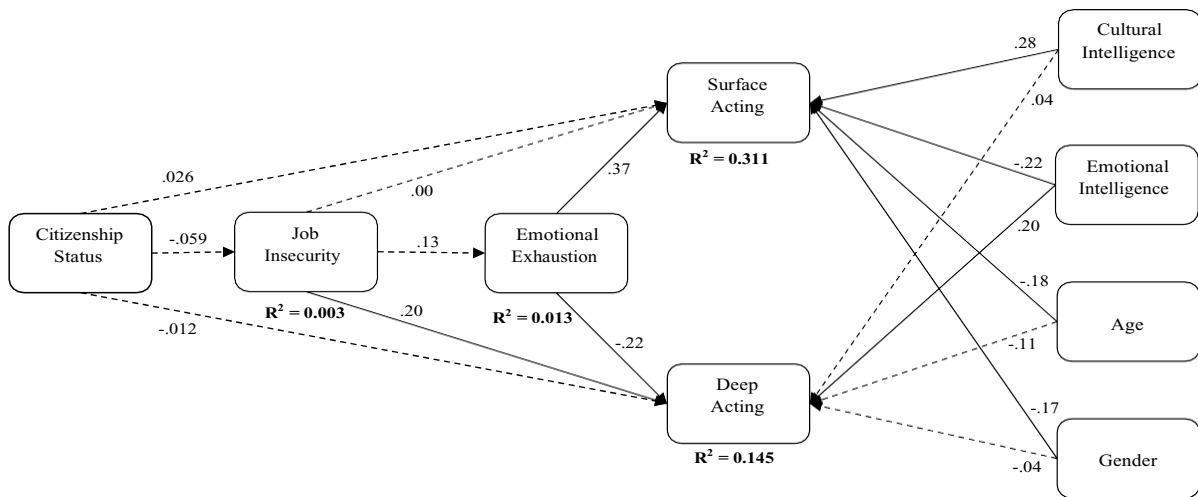
Hypothesis 2a stated perceived job insecurity is associated positively with emotional exhaustion. This hypothesis was not supported ( $\beta = 0.132, t = 1.823, p = 0.068$ ). Hypothesis 2b was about emotional exhaustion being positively related to surface acting and it was supported ( $\beta = 0.369, t = 4.449, p = 0.000$ ). Hypothesis 2c (emotional exhaustion is negatively related with deep acting) was not supported ( $\beta = 0.020, t = 2.145, p = 0.031$ ).

Hypothesis 3a, which proposed a mediation effect of emotional exhaustion in the relationship between job insecurity and surface acting, was not supported ( $\beta = 0.048, p = 0.102$ ). Similarly, Hypothesis 3b (emotional exhaustion mediates the relationship between job insecurity and deep acting) was not supported given that the indirect effect was not significant ( $\beta = -0.0285, p = 0.197$ ). The indirect effect results are presented in Appendix H.

The last set of hypotheses was about citizenship status. Hypothesis 4a stated there is a negative relationship between citizenship status and perceived job insecurity. The results do not provide support for this hypothesis ( $\beta = -.058, t = -0.975, p = 0.329$ ). Hypothesis 4b (citizenship status is related negatively to surface acting) was not significant ( $\beta = 0.026, t = 0.471, p = 0.637$ ). Hypothesis 4c (citizenship status is related positively to deep acting) also was not supported ( $\beta = -0.126, t = 0.212, p = 0.832$ ).

The control variables are significantly related to study constructs. Specifically, age is positively related to surface acting ( $\beta = -0.178, t = 2.81, p = 0.004$ ). Cultural intelligence is

related to surface acting ( $\beta = 0.275, t = 3.29, p = 0.001$ ). Emotional intelligence is positively related to deep acting ( $\beta = -0.218, t = -2.238; p = 0.025$ ) and surface acting ( $\beta = -0.219, t = -2.323, p = 0.020$ ). Gender is related to surface acting ( $\beta = -0.168, t = 2.45, p = 0.014$ ).



**Figure 2. Results <sup>1</sup>**

<sup>1</sup>. Solid lines indicate statistically significant relationships ( $p \leq 0.05$ ). Broken lines indicate non-significant relationships ( $p > 0.05$ ).

## 5. Discussion

Experiencing job insecurity is a distressing situation for individuals (Sverke et al., 2019). The impact of job insecurity extends beyond the fear of job loss alone; it also undermines the latent benefits associated with the job, such as status, engagement in meaningful activities, and a stable income (Sverke et al., 2019). Although Canada has been welcoming immigrants for many years, job insecurity is rising (Noakes, 2015), and immigrants are one of the most vulnerable groups to job insecurity (Cranford et al., 2003). The intersection of job insecurity and immigrants is an interesting concept for researchers; however, the concepts of surface acting and deep acting have not yet been explored in this field.

Since job insecurity may pose a threat to an individual's social status, it has become an important predictor of gaining and improving social status. I proposed that when the employment is not secure and the immigrants are at the early stage of immigration (temporary visas), they might do more surface and deep acting to keep the job and maintain a stronger position (permanent residency). Also, it was hypothesized that immigration status can lead to job insecurity and consequently to emotional exhaustion. However, these four hypotheses were not supported by the data of this study. Specifically, citizenship status did not predict any of the endogenous variables (job insecurity, emotional exhaustion, deep or surface acting).

This research theorized there is a difference on a target population who are working individuals with work visas, comparing to permanent residents or citizens. However, my data suggests there was no difference. It may be the recruitment process through Prolific altered the target population. For example, maybe the citizens, permanent residents, and immigrants who participate in research on Prolific have more financial motivation due to shared job insecurity or

insufficient income otherwise. This may create a shared commonality among these groups that may outweigh their differences within the larger population.

For instance, upon further examination of the job insecurity measure, it is clear there are no significant differences between the groups. The mean score of job insecurity for four groups of participants is almost equal, ranges from 2 to 2.18, which makes the participants' job fairly secure. This is reflected also in the employment contract, regardless of citizenship status, nearly 80 percent of participants are working in long term contract, or permanent jobs. This suggests that this sample does not reflect the other findings in the literature of more precarious employment for individuals with work visas. The differences in my results compared to previous research could be attributed to various factors, including research conducted in different countries than Canada, or the measurement of job insecurity. For example, in Sweden, a questionnaire survey consisting of nine general items was conducted, and 2429 native and immigrant female employees participated in it, findings of the study indicated that approximately 20% of female immigrants were engaged in temporary employment (Akhavan et al., 2007). In the United States, analyzing data from 1979 to 1994, the researchers examined a sample of 3899 males, considering racial and ethnic disparities. The study revealed that black individuals experienced significantly higher levels of job insecurity compared to whites or Hispanics. The measure differed from previous studies as it relied on interviews conducted over a specific period to gather comprehensive work history information for each participant, including job start and end dates, reasons for job transitions, and job-specific characteristics such as wage, industry, and occupation (Park & Sandefur, 2003).

From the results, it is clear that insecure employment is negatively related to deep acting, but not surface acting. Higher job insecurity is associated with more negative emotions (Yu et



al., 2021), which appears to require more emotional labor to express the appropriate emotions demanded by job. Individuals who have insecure jobs may spend their remaining emotional resources on employing a less demanding emotion regulation strategy (surface acting) rather than a more demanding one (deep acting) which is the core concept of COR. This is consistent with findings of previous research (Hur & Shin, 2023; Li et al., 2010; Yoo & Arnold, 2016), for example, in a recent study examining the daily fluctuations of perceived job insecurity and emotional labor among service employees, it was found that when employees perceived high levels of job insecurity, they experienced a sense of ego depletion. Consequently, this state of ego depletion was linked to a decrease in their engagement in deep acting (Hur & Shin, 2023). Distinct from these studies, my findings reveal that job insecurity has a direct relationship with deep acting.

Emotional exhaustion and emotional labor have been studied together in most cases, as the former (emotional exhaustion) has been argued to be a consequence of the latter (emotional labor). The argument raised in past research is that surface acting is most likely associated with emotional dissonance (discrepancy between expressions and inner emotions), and may result in a psychological strain that leads to emotional exhaustion (Brotheridge & Grandey, 2002; Hülshager & Schewe, 2011). Modifying inner emotions or deep acting needs effort, thus, depletion of cognitive and energy resources and alienation from own which may leads to “selling” emotions for a wage proposes that deep acting is positively related to emotional exhaustion (Grandey, 2003).

Surface acting or emotional dissonance has been characterized as a type of role conflict (Rafaeli & Sutton, 1987) due to the inherent clash between an employee's personal needs and principles and the expectations imposed by others in the same role (Johnson, 2004). Given that

role conflict has been identified as a significant factor contributing to emotional exhaustion (Jackson et al., 1986), engaging in surface acting, which leads to emotional dissonance, is likely to result in higher levels of emotional exhaustion. Conversely, the opposite holds true for the practice of deep acting. Therefore, surface and deep acting have been considered as antecedent of emotional exhaustion (Hori & Chao, 2019; Liu et al., 2020).

However, in this study, I theoretically argued that emotional exhaustion may be a predictor of surface and deep acting. Based on the COR theory, employees with limited resources are more susceptible to stress because they have fewer resources available to cope with stressors. They are also more sensitive to resource loss and tend to conserve their resources rather than invest them. On the other hand, employees with abundant resources have more means to deal with daily demands and stress, making them less vulnerable to stressful events. They are more likely to invest their resources to acquire more. As mentioned earlier, emotional exhaustion indicates a state of resource depletion. Therefore, individuals experiencing emotional exhaustion and possessing fewer resources are more inclined to engage in surface acting rather than deep acting, as surface acting requires fewer resources (Edward et al., 2017; Liu et al., 2020). As hypothesized, emotional exhaustion is positively related with surface acting and negatively related with deep acting.

So, while this research cannot parse apart causality, I do present a theoretical argument for consideration of the reverse effect presented in prior research. The previous research methodology was also correlational research. For future research, it is essential to consider the cyclical potential between emotional exhaustion and acting. This means investigating whether emotional exhaustion leads to specific acting behaviors or if engaging in certain acting behaviors contributes to emotional exhaustion. To address this, researchers may employ longitudinal or

experimental designs that allow for examining the temporal order and potential causal relationships between emotional exhaustion and acting. Such approaches would provide a deeper understanding of the dynamic interplay between these variables and help unravel the complex nature of their relationship.

Although demographic characteristics, particularly gender (e.g., Grandey, 2000) has gained considerable attention in the emotional labor studies, the role of age had not been investigated until 2010. For the first time Dahling and Perez (2010) studied how age of service employees is related with the emotional labor, and found age is positively associated with the use of deep acting and negatively related to surface acting. The results of this study showed there is a negative relationship between age and surface acting, but there was no significant relationship with deep acting. According to socioemotional selectivity theory (SST;(Carstensen, 2006), individuals increasingly value emotions, particularly positive emotional experiences, as they age due to their growing awareness of the finite nature of their lifespan. Considerable research provides strong support for this concept, indicating that the inclination to regulate emotions and cultivate more positive experiences increases throughout the lifespan (Blanchard-Fields et al., 2004; Consedine & Magai, 2006).

Furthermore, studies suggest that adults acquire enhanced skills in emotion regulation as they age (Gross et al., 1997) and develop a biased tendency to filter out negative situational information (Mather & Carstensen, 2005). This suggests that older adults possess both the motivation and the capability to diminish negative emotional experiences in favor of maintaining a more consistently positive emotional state (Carstensen & Turk-Charles, 1994). Moreover, modifying emotions can be costly to older individuals' limited cognitive resources and will not match with older individuals' motivational goals (Gross & John, 2003), it is unlikely that they

select to fake positive feelings and continue to feel negative emotions inside (Dahling & Perez, 2010). This study suggests a negative relationship between age and surface acting, because older employees, with more work experience and emotional maturity, may be better equipped to regulate their emotions and express them authentically, leading to reduced reliance on surface acting.

The association between gender and deep acting was approved as well. As discussed earlier, women are expected to show more emotional expressiveness. As a result of varying socialization experiences, men are encouraged to suppress their emotional expressions to a greater degree than women (Underwood et al., 1992). Women are socialized to effectively manage emotions in interpersonal interactions, particularly in service-oriented occupations. Consequently, they may possess superior skills in emotion management, leading to a more positive job experience in roles that require emotional labor compared to their male counterparts (Johnson & Spector, 2007).

Rafaeli (1989) suggests that sex role socialization can account for her findings of more positive expressions exhibited by female convenience store clerks. The greater expression of positive emotions by women may stem from their superior ability to authentically express emotions, whereas both male and female clerks may strive to adhere to positive organizational display rules. Women's adeptness at expressing genuine emotions enables them to experience more favorable outcomes when engaging in deep acting, which involves the authentic experience and expression of emotions (Hall & Halberstadt, 1981). Additionally, Gross and John (2003) discovered that men tend to inhibit a larger portion of their emotional expression due to societal norms associating emotional expression with a lack of masculinity.

In addition, effectiveness in interpersonal interactions is of greater significance for women than for men in terms of job success and satisfaction (Heather Bulan et al., 1997). The nature of service work, which emphasizes people-oriented skills, aligns more closely with women's traditional caregiving roles. Consequently, the sense of authenticity experienced by women in such roles contributes to their positive feelings towards service work. This desire for role authenticity may motivate women to engage in deep acting when their genuine emotions do not align with the emotions required by display rules. The congruence between their felt and expressed emotions through deep acting likely contributes to the desired role authenticity that women seek in service work (Johnson & Spector, 2007). Gender differences in surface acting was supported in this study as well. Women may engage in surface acting more frequently than men due to societal expectations and gender norms. Occupations with nurturing or service-oriented roles may also contribute to higher surface acting among women. Gender stereotypes and bias can further influence these associations.

The findings for the other two control variables are noteworthy. As hypothesized, emotional intelligence has a positive relationship with both surface and deep acting. Emotional intelligence influences the use of emotional labor strategies (Cheung & Tang, 2009). The relationship between emotional intelligence and emotional labor is noted, stating that employees cannot engage in emotional labor without possessing emotional intelligence. This is because the “management and regulation of emotions also require the intelligence to perceive, learn, and adjust behavior as necessary” (Opengart, 2005: 57).

When people work with individuals from different countries and cultures, the cultural intelligence levels of the employees influences their emotional labor behavior (Yikilmaz et al., 2021). I had proposed that employees with high cultural intelligence do more deep acting with

respect to people with different cultural values, and employees with low cultural intelligence do more surface acting in the organizational environment. In this study, cultural intelligence has a positive association with surface acting.

Not many studies investigated the relationship between emotional labor and cultural intelligence. However, in different cultural contexts, emotional regulation can be better understood and emotion rules and strategies varies across cultural context (Mesquita & Albert, 2007). My research makes a valuable contribution to the existing literature by providing new insights into the relationship between cultural intelligence, emotional intelligence, surface acting, deep acting, and job insecurity. By investigating the effects of cultural intelligence and emotional intelligence on the aforementioned variables, this study enhances our understanding of the complex dynamics at play in the workplace.

Having said these, this study made several noteworthy contributions to the field of research on job insecurity, emotional labor, and their relationship with demographic variables, such as immigration status, age, and gender.

Firstly, this study attempted to fill a critical research gap by exploring the intersection of job insecurity and immigrant status. While prior research has extensively examined job insecurity's impact on individuals, especially immigrants who are vulnerable to such insecurity, this study introduced a novel perspective by investigating the role of emotional labor strategies (surface acting and deep acting) in this context. Although the initial hypotheses were not supported by the data, this research initiated an important dialogue on the potential nuances of job insecurity experiences among immigrants and the complex interplay with emotional labor.

Secondly, the study delved into the relationship between job insecurity, emotional labor strategies, and emotional exhaustion. While previous research has often considered emotional exhaustion as a consequence of emotional labor, this study introduced an intriguing reverse perspective. By proposing that emotional exhaustion may predict the use of surface and deep acting, this research challenged existing assumptions and opened the door for further exploration into the dynamic relationships between these variables.

Additionally, this study contributed to our understanding of the impact of demographic factors, such as age and gender, on emotional labor. The findings regarding age highlighted the potential relation of aging on emotional regulation, shedding light on the role of socioemotional selectivity theory in explaining age-related differences in emotional labor strategies. Moreover, the study reinforced existing knowledge about gender differences in emotional labor, emphasizing societal norms and role expectations that shape emotional expression among men and women.

Lastly, the inclusion of cultural intelligence as a variable in the study added a novel dimension to the research. By examining how cultural intelligence related to surface and deep acting, this research highlighted the importance of considering cultural factors in the study of emotional labor. This contribution was particularly valuable in today's diverse workplaces, where employees often interact with individuals from different cultural backgrounds.

In conclusion, this study enriched the existing literature by addressing the complex interplay between job insecurity, emotional labor, and demographic variables. While the initial hypotheses did not yield the expected results, the study provided valuable insights into the need for further exploration and refinement of these relationships. Future research in this area can

build upon this foundation to deepen our understanding of how individuals navigate the challenges of job insecurity, emotional labor, and cultural diversity in the workplace.

### **5.1. Limitation and future research**

Despite the valuable insights and contributions of this study to the literature on job insecurity and surface and deep acting, it is important to acknowledge its limitations and consider future research directions. Addressing these limitations and expanding upon this study can enhance our understanding of job insecurity and its implications, leading to more effective strategies for promoting job security and well-being for all individuals in the workforce.

First, the sample size in this study is relatively small, consisting of only 294 participants. Ensuring an adequate sample size is the primary method to detect smaller effects. The null findings were more likely a result of methodological limitations rather than a problem with the conceptual framework or hypotheses of the study, accordingly, potential remedies for this limitation, such as employing a larger sample size (Akobeng, 2016) in future studies or exploring different recruitment processes to capture a more representative sample of the target population.

Future studies can employ a large sample size to overcome this limitation. Alternatively, maybe a different recruitment process (cold calling, social media recruitment, community outreach, etc.) might do better at capturing a representative sample of the target population.

Secondly, the survey was self-reported and there are biases associated with this method. For example, participants who register for these studies may differ from those who do not; however, the reported effect of this difference is limited (Hektner et al., 2007), or participants'



tendency to respond in socially desirable ways (Moorman & Podsakoff, 1992). In addition, the validity of studies relying on solely one source (method) of data has been called into question (Shadish, 1993), and the issue of self-report bias becomes more pronounced when all variables in an organizational behavior study are measured using a single method. This situation can lead to shared method variance, potentially contaminating the substantive findings (Donaldson & Grant-Vallone, 2002). Nevertheless, multiple measures were implemented to reduce the potential impact of this risk such as anonymity of participants, and using well validated measures (Podsakoff et al., 2012).

In social sciences, a potential threat to validity is social desirability bias, which refers to a form of response bias where survey participants have a tendency to provide answers that present themselves in a positive light, with the intention of being viewed favorably by others (Krumpal, 2013). Mitigation measures include assuring anonymity and confidentiality (King & Bruner, 2000) were applied in this survey.

Response bias includes various inclinations of participants to provide inaccurate or false responses to questions, or display a tendency to respond consistently in a particular pattern, such as always selecting extreme or middle-range responses (Furnham, 1986). To address this issue reverse-coded items were included (Weijters et al., 2010), and attention-check questions were incorporated (Aust et al., 2013) to ensure participants are reading and responding attentively.

Recall bias refers to a systematic error arising from variations in the accuracy or comprehensiveness of participants' recollections of past events or experiences. It occurs when study participants retrieve and report their memories with differences that can affect the reliability of the data (John, 2001). To prevent this issue, screening questions were incorporated

into the survey, allowing participation exclusively for employed individuals. Additionally, to prevent misinterpretation or ambiguity that can lead to difficulties in understanding survey questions and inaccurate responses, several measures were implemented. These measures included pre-testing survey items with a pilot sample, utilizing clear and concise language, and providing explicit instructions and definitions for key concepts.

Thirdly, there may also be issues with external validity and generalizability. Only four of the most common types of immigration statuses were studied for this thesis, other categories such as refugees were not included. Future studies should aim to incorporate a more diverse and comprehensive set of immigration statuses. This would involve including categories such as refugees and asylum seekers. By encompassing a wider range of immigration statuses, researchers can provide a more holistic understanding of the experiences and challenges related to job insecurity faced by individuals in different immigration categories. Researchers may choose to focus on specific populations within the broader immigration framework. For example, they could investigate the experiences of refugee populations from different regions or explore the unique challenges faced by undocumented immigrants in particular contexts. This targeted approach would enable researchers to delve deeper into the nuances of specific immigration categories and their associated emotional labor.

Fourthly, the findings of my study may have been influenced by the cultural characteristics of the sample. For instance, previous research on emotional labor has highlighted cultural differences, indicating that employees in eastern cultures tend to engage more in emotional labor compared to those in western cultures (Allen et al., 2014). In Asian cultures, where harmonious interpersonal relationships are highly valued, employees often refrain from expressing intense emotions (Safdar et al., 2009). Additionally, the prevalence of high power

distance in Asian cultures leads to a greater tolerance for power inequality in customer-employee relationships, resulting in the suppression of emotions towards customers (Yang et al., 2019). Therefore, it is important for future studies to validate the current findings in diverse cultural contexts to obtain more generalizable conclusions regarding the relationship between job insecurity and emotional labor.

Finally, to gain a comprehensive understanding of the emotional labor experienced by individuals in different immigration statuses, future research could employ longitudinal designs and qualitative methods. Longitudinal studies would allow for the exploration of changes in emotional labor and job insecurity over time, considering factors such as acculturation, integration, and policy shifts. Qualitative research methods, such as interviews and focus groups, can provide rich, in-depth insights into the lived experiences of individuals across diverse immigration statuses.

## **5.2. Implications for practitioners**

The implication of such studies is presenting a framework for organizations to strengthen and revise their policies regarding the emotional labor strategies that may help the mental health of their employees. A worker's reactions to job insecurity is significant from the occupational health and managerial points of view (Matteson & Ivancevich, 1987). Job insecurity is tied to factors such as well-being and work attitudes, for instance, it is associated with impaired worker well-being; physical health complaints, and mental distress (Barling & Kelloway, 1996; Noer, 1993). Workers' job insecurity has negative consequences for organizations as well, such as reduced job satisfaction and organizational commitment (Matteson & Ivancevich, 1987). This research underscores the necessity for organizations to consider the long-term consequences of

job insecurity on their employees' well-being, career development, and social integration. By doing so, organizations can develop proactive strategies to support their employees during times of job insecurity, which can ultimately lead to improved retention rates and a more motivated and engaged workforce.

On the other hand, in aging countries such as Canada, immigrants play a crucial role in addressing the labor market shortage by serving as a valuable source for filling the gaps in the workforce. While the results of this study did not support differences between Canadians and non-Canadians in terms of job insecurity and surface and deep acting, organizations should ensure they employ effective strategies to mitigate the consequences of surface and deep acting on their employees. Managers should explore the implementation of training and development initiatives aimed at employees' use of surface and deep acting. By doing so, they can potentially alleviate emotional exhaustion levels among employees, which have been linked to numerous adverse outcomes. The study's findings emphasize the importance of taking a multicultural perspective when addressing job insecurity in the workplace. By recognizing the shared experiences and coping strategies of diverse groups, organizations and policymakers can work collaboratively to create inclusive and supportive work environments that benefit all employees, regardless of their background or immigration status. These efforts can contribute to a more resilient and thriving workforce and society as a whole. Ultimately, the study highlights the importance of understanding the unique challenges faced by immigrant workers in Canada. Organizations can benefit from acknowledging and addressing issues such as discrimination, language barriers, and limited social networks, which can contribute to immigrant job insecurity. By offering targeted support, such as language training, mentorship programs, and diversity and

inclusion initiatives, organizations can create a more welcoming environment for immigrant employees and help them navigate job insecurity more effectively.

The study's findings indicate the significance of reducing employees' perception of job insecurity to facilitate effective emotion regulation. Given employees' concerns about job loss, it is essential for organizations to foster a safe and healthy work environment with flexible policies. Additionally, organizations should employ human resource management practices to closely monitor fluctuations in employees' job insecurity perceptions, identify increases in such perceptions, and implement timely interventions (Hackman & Wageman, 2005; Schreurs et al., 2012). By examining the relation between daily job insecurity, deep acting and surface acting among employees, the findings offer valuable insights for employees to effectively manage job insecurity and regulate their emotions. The findings of this research emphasize the need for organizations to recognize that job insecurity is not limited to any specific demographic group, and it affects employees across cultural and ethnic backgrounds. This realization can encourage organizations to adopt inclusive and equitable employment practices that prioritize the well-being and job security of all their employees. By fostering a workplace culture that values diversity and promotes support, organizations can enhance overall job satisfaction and productivity.

### **5.3. Implications for research**

The findings of this study have significant implications for future research in the field of job insecurity, particularly concerning the experiences of immigrants within the Canadian workforce. The results suggest that, despite facing unique challenges and heightened levels of

job insecurity, immigrants do not exhibit significant differences from non-immigrants in terms of job insecurity or the need for surface and deep acting techniques. This highlights the importance of considering the broader socio-economic and cultural context when examining the relationship between job insecurity and coping strategies.

One implication is the need for further exploration of the factors that contribute to job insecurity among immigrants in Canada. Understanding the specific challenges faced by immigrants, such as discrimination, language barriers, or limited access to social networks, can provide valuable insights into the complexities of job insecurity in this population. Additionally, future research should investigate the potential long-term consequences of job insecurity for immigrants' well-being, career development, and social integration. By identifying effective coping mechanisms and support systems, policymakers and organizations can develop targeted interventions to mitigate job insecurity and promote the well-being and success of immigrant workers.

Furthermore, the study's findings suggest that job insecurity is a universal concern that transcends cultural and ethnic backgrounds. This indicates the importance of adopting a multicultural perspective in research on job insecurity, as well as in the development of policies and practices aimed at addressing this issue. By recognizing the shared experiences and coping strategies across diverse groups, efforts can be made to foster inclusive and supportive work environments that promote job security and well-being for all employees, regardless of their background or immigration status.

Overall, this study underscores the need for continued research to deepen our understanding of job insecurity among immigrants and its implications for the workforce,

organizations, and society as a whole. By addressing the unique challenges faced by immigrants and promoting inclusive employment practices, policymakers and organizations can work towards creating equitable and supportive work environments that benefit individuals from all backgrounds.

#### **5.4. Conclusion**

While my study did not yield the expected results, it underscored the vital importance of studying immigrant workers in the context of job insecurity and emotional labor. Immigrant workers represent an understudied yet crucial group in today's diverse workforce. Contrary to my initial hypotheses, the findings suggested that immigrant workers may experience similar emotional labor dynamics as their non-immigrant counterparts. This revelation emphasizes the need for deeper exploration and analysis of this group's experiences in the workplace.

Countries like Canada, with their significant immigrant populations, stand to benefit greatly from a comprehensive understanding of the challenges faced by immigrant workers. Such insights can inform future immigration policies and workforce planning, ensuring that immigrant employees are adequately supported and integrated into the labor market. To achieve this, larger-scale studies that encompass a more diverse sample of immigrant workers are essential, as they can provide more generalizable results.

My study specifically investigated the relationship between job insecurity and surface and deep acting for both Canadian-born and immigrant workers in Canada. While I did not find significant differences based on citizenship status, I did uncover significant relationships

between job insecurity, emotional exhaustion, emotional intelligence, cultural intelligence, age, and gender with surface and deep acting. These findings suggest that factors beyond citizenship status, such as the nature of job security and individuals' emotional and cultural intelligence, play a significant role in shaping emotional labor experiences.

In conclusion, my study underscores the importance of continued research on immigrant workers and their emotional labor experiences. It highlights that immigrant workers may share similar emotional labor challenges with their non-immigrant peers, but a more comprehensive and nuanced understanding of this group is crucial. This knowledge can guide organizations and policymakers in creating more inclusive and supportive work environments that benefit all employees, regardless of their background or immigration status.



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## **Appendix A: Research Materials**

### **Recruitment Letter**

My name is Azam Abkhiz, and I am a student in the Faculty of Business Administration at Memorial University of Newfoundland & Labrador. I am conducting a research project called “Expressing emotions and perceived job insecurity for Canadians, Residents and Immigrants” for my master’s degree under the supervision of Dr. Dianne Ford and Dr. Joerg Evermann. The purpose of the study is to investigate the relationship between job insecurity and the expression of emotions in the workplace. To take part in this survey, you have to be employed, reside in Canada, and have face-to-face interaction with costumers as a part of your job.

I am contacting you to invite you to participate in an online survey in which you will be asked to answer several questions about your job. Participation will require 10-15 minutes of your time. Participants who provide me with their Prolific ID number in the online questionnaire will receive 2 USD as remuneration.

If you are interested in participating in this study, please click the link below to access the online survey.

If you have any questions about me or my project, please contact me by email at [aabkhiz@mun.ca](mailto:aabkhiz@mun.ca), or by phone at (709)470-0087.

Thank-you in advance for considering my request,

Azam Abkhiz

The proposal for this research has been reviewed by the Interdisciplinary Committee on Ethics in Human Research and found to be in compliance with Memorial University’s ethics policy. If you have ethical concerns about the research, such as your rights as a participant, you may contact the Chairperson of the ICEHR at [icehr.chair@mun.ca](mailto:icehr.chair@mun.ca) or by telephone at (709)864-2861.

## **Letter of Informed Consent**

Title: Surface and deep acting and perceived job insecurity for Canadians, Residents and Immigrants

Researcher(s): Azam Abkhiz, Faculty of Business Administration, Memorial University of Newfoundland, [aabkhiz@mun.ca](mailto:aabkhiz@mun.ca)

Supervisor(s): Dr. Dianne P. Ford, Faculty of Business Administration, Memorial University of Newfoundland, [dpford@mun.ca](mailto:dpford@mun.ca)  
Dr. Joerg Evermann, Faculty of Business Administration, Memorial University of Newfoundland, [jevermann@mun.ca](mailto:jevermann@mun.ca)

You are invited to take part in a research project entitled “Expressing emotions and perceived job insecurity for Canadians, Residents and Immigrants.”

This form is part of the process of informed consent. It should give you the basic idea of what the research is about and what your participation will involve. It also describes your right to withdraw from the study. In order to decide whether you wish to participate in this research study, you should understand enough about its risks and benefits to be able to make an informed decision. This is the informed consent process. Take time to read this carefully and to understand the information given to you. Please contact the researcher, Azam Abkhiz, if you have any questions about the study or would like more information before you consent. It is entirely up to you to decide whether to take part in this research. If you choose not to take part in this research or if you decide to withdraw from the research once it has started, there will be no negative consequences for you, now or in the future.

### **Introduction:**

My name is Azam Abkhiz, and I am a master’s student in Faculty of Business Administration at the Memorial University of Newfoundland & Labrador. This research is a part of my master’s thesis which is being supervised by Drs. Dianne P. Ford and Joerg Evermann.

### **Purpose of Study:**

This research seeks to understand perceived job insecurity, and how it is (possibly) related to the expression of emotions in the workplace for different groups of people in Canada.

### **What You Will Do in this Study:**

If you agree to take part, you will be asked to answer several questions regarding your feelings about your job, your energy level, and emotional and cultural skills, and some demographic

questions such as your age, gender identity, and citizenship status will be asked. To be eligible to take part in this survey, you have to reside in Canada, be employed, and have face-to-face interaction with customer as a part of your job.

**Length of Time:**

This is a one-time survey; you will be asked to participate in this survey just once. The total estimated time to complete the questionnaire is between 10-15 minutes.

**Withdrawal from the Study:**

You will be prompted at the end of the survey if you give final consent for the use of your data. You can withdraw consent at any time during the study. This includes now (by not agreeing to participate), throughout the questionnaire (by not completing it or closing the browser before submitting the survey) or before submitting your answers (by not agreeing to have your data used). After you have submitted your final consent and data, withdrawal is no longer possible, because the data will be anonymized.

**Compensation:**

Your time and information you provided is important to us, thus, you will receive 2 USD as compensation by completion of the survey. Withdrawal from the study (incomplete survey or no final consent provided) will not impact compensation, provided you have provided your Prolific ID.

**Possible Benefits:**

Since the study is about Canadian, Residents and Immigrants, and the participants belong to one of these three categories, it may be helpful for them as well. Because understanding more about the subject, will pave the path for a better work environment for those with more vulnerable employment contracts.

**Possible Risks:**

Since the survey consists of questions about the feeling of exhaustion, some participants may find it uncomfortable to answer the question. Should you feel so, you may withdraw from the questionnaire by closing the tab or web browser. It is not mandatory to complete the study once you start. In case you do not complete the survey, the information you entered will not be included in the study. You can contact me or my supervisor for information about the study. You can also have the option to contact a professional such as a psychologist or counsellor via following options:

Canadian Mental Health Association: <https://cmha.ca> email: [info@cmha.ca](mailto:info@cmha.ca), phone: (416) 646-5557.



Free and confidential mental health and substance use support is available 24 hours a day, 7 days a week from Wellness Together Canada: <https://www.wellnesstogether.ca/en-CA?lang=en-ca> or you can talk to a mental health professional one on one. Call 1-866-585-0445 or text WELLNESS to 741741 for adults.

Aside from the potential discomfort, there are no known physical, economic, or social consequences associated with participating in this study.

### **Confidentiality:**

The ethical duty of confidentiality includes safeguarding participants' identities, personal information, and data from unauthorized access, use, or disclosure. You will not be asked to disclose your identity, name or other characteristics such as description of physical appearance. Anonymized data is coded as such that no identifying. Data will be aggregated (collected together) which means that no one person's data will be traceable back to them. IP addresses will not be recorded. If you feel discomfort or unwilling to answer, you may withdraw from the questionnaire at any time before final submission. You may contact me or my supervisors for information about the study.

### **Anonymity:**

Every reasonable effort will be made to ensure your anonymity. You will not be identified in publications without your explicit permission. Anonymity refers to protecting participants' identifying characteristics, such as name or description of physical appearance. Only your Prolific ID number will be collected. Once data collection is completed (expected date is November 30, 2022), information will be anonymized (such that your ProfileID code will be removed from your data). The data then will be encrypted, password-protected, and stored separately from your responses. No other information will be linked to you.

The answers of the survey will not be shared outside of the aggregated (collected together) reporting of the data included in academic research, any publications, or related presentations. Your data will not be traceable back to you. Furthermore, Prolific will not know your answers to the questionnaire and researchers will not find your Prolific code or any personal information outside of any demographic information you choose to provide.

### **Recording of Data:**

In line with Memorial University of Newfoundland, data will be stored for five years at minimum. This is following Memorial University's policy on Integrity in Scholarly Research (<https://www.mun.ca/policy/browse/policies/view.php?policy=298>). The data will not be used for archival purposes. The data will be maintained in case the research is audited by another researcher or if future analyses are required for revision purposes for thesis completion or for publication purposes. Data will not be reused in any other study. The survey is hosted on

Qualtrics. After the data is collected, it will be downloaded and removed from Qualtrics website. Questionnaires will be kept electronically on password-protected computers. To maintain extra security, the data file will be protected by password as well. Only the researcher, Azam Abkhiz, and her supervisors, Drs. Joerg Evermann and Dianne P. Ford, will access data.

### **Third-Party Data Collection and/or Storage:**

Data collected from you as part of your participation in this project will be hosted and/or stored electronically by Qualtrics and is subject to their privacy policy, and to any relevant laws of the country in which their servers are located. Therefore, anonymity and confidentiality of data may not be guaranteed in the rare instance, for example, that government agencies obtain a court order compelling the provider to grant access to specific data stored on their servers. If you have questions or concerns about how your data will be collected or stored, please contact the researcher and/or visit the provider's website for more information before participating. The privacy and security policy of the third-party hosting data collection and/or storing data can be found at: <https://www.qualtrics.com/privacy-statement/>

### **Reporting of Results:**

The results of this research will be published in a thesis. Upon completion, my thesis will be available at Memorial University's Queen Elizabeth II library and can be accessed online at: <http://collections.mun.ca/cdm/search/collection/theses>. Also, it will be published in an academic conference and journal. All findings will be presented in aggregate, thus, no single individual's responses will be reported or reproduced in the papers or presentations.

### **Questions:**

You are welcome to ask questions before, during, or after your participation in this research. If you would like more information about this study, please contact Azam Abkhiz ([aabkhiz@mun.ca](mailto:aabkhiz@mun.ca)), or her supervisor, Dr. Dianne P.Ford, ([dpford@mun.ca](mailto:dpford@mun.ca)), or co-supervisor, Dr. Joerg Evermann, ([jevermann@mun.ca](mailto:jevermann@mun.ca)).

### **Ethics**

The proposal for this research has been reviewed by the Interdisciplinary Committee on Ethics in Human Research and found to be in compliance with Memorial University's ethics policy. If you have ethical concerns about the research, such as the way you have been treated or your rights as a participant, you may contact the Chairperson of the ICEHR at [icehr@mun.ca](mailto:icehr@mun.ca) or by telephone at 709-864-2861.

### **Consent:**

By completing this questionnaire, you agree that:

- You have read the information about the research.
- You have been advised that you may ask questions about this study and receive answers prior to continuing.
- You are satisfied that any questions you had have been addressed.
- You understand what the study is about and what you will be doing.
- You understand that you are free to withdraw participation from the study by closing your browser window or navigating away from this page, without having to give a reason and that doing so will not affect you now or in the future.

**Regarding withdrawal after data collection:**

- You understand that if you choose to withdraw, you may request that your data be removed from the study by contacting the researcher before October 31, 2022.

By consenting to this online survey, you do not give up your legal rights and do not release the researchers from their professional responsibilities.

Clicking accept below and submitting this survey constitutes consent and implies your agreement to the above statements.

Providing consent does not mean that you give up your legal rights or that you release the researchers from their professional responsibilities.

By continuing and completing this survey, you agree that:

I have read what this study is about and understood the risks and benefits. I have had adequate time to think about this and had the opportunity to ask questions, and my questions have been answered.

I agree to participate in the research project understanding the risks and contributions of my participation, that my participation is voluntary, and that I may end my participation.

**Yes, I consent to participate in this research.**

**No, I do not consent to participate in this research.**

## Survey

### Screening Block

1. Do you currently reside in Canada?

Yes

No

2. Do you currently work in Canada?

Yes

No

3. Which category best describes your Canada residence status?

Student visa

Work permit

Permanent resident

Citizen

Other .....

4. What is your current employment status?

Employed full time

Employed part time

Not employed

Other -----

5. Does your job normally require face-to-face interaction with customers?

Yes

No

**(Copyright prevents including all measures, two examples of each construct are presented.)**

### Acting Block

Please read each statement carefully and choose the item that is most relevant.

	strongly agree	agree	neither agree nor disagree	disagree	strongly disagree
1. I put on an act in order to deal with customers in an appropriate way.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I just pretend to have the emotions I need to display for my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I try to actually experience the emotions that I must show to customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I make an effort to actually feel the emotions that I need to display toward others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Job Insecurity Block

Please read following statements and choose the item that best matches with your situation.

	strongly agree	agree	neither agree nor disagree	disagree	strongly disagree
1. Chances are I will soon lose my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I feel insecure about the future of my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Emotional Exhaustion Block

Below are a number of statements that describe different feelings that you may feel at work. Please indicate how often, in the past 30 workdays, you have felt each of the following feelings:

	Never or almost never	very infrequently	quite infrequently	sometimes	quite frequently	Very frequently	Always or almost always
1. I feel I am unable to be sensitive to the needs of coworkers and customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I feel I am not capable of investing emotionally in coworkers and customers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Emotional Intelligence Block

A list of statements are provided below, you should choose the extent to which you agree or disagree to each statement.

	strongly agree	agree	Slightly agree	neither agree nor disagree	Slightly disagree	disagree	strongly disagree
1. I have a good sense of why I have certain feelings most of the time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I have a good understanding of my own emotions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Cultural Intelligence Block

Please read following statements and choose the extent to which you agree or disagree to each statement.

	strongly agree	agree	neither agree nor disagree	disagree	strongly disagree
1. It's easy for me to change my body language (for example, eye contact or posture) to suit people from a different culture.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I can alter my expression when a cultural encounter requires it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Perceived Value of Knowledge Block

Please think of some knowledge that you have, which is related to doing your job. Then answer the following questions with this specific knowledge in mind.

	strongly disagree	disagree	somewhat disagree	neither disagree nor agree	somewhat agree	agree	Strongly agree
1. This knowledge is worth a lot to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Section 3

#### DEMOGRAPHICS

The following questions are questions about you and are intended to gather demographic information about our study’s participants. Please answer the questions truthfully but remember that you can choose not to answer any questions. Please remember that all of your answers are confidential. The information you provide here is solely for statistical purposes and will not be used to identify any individual answers.

1. Please indicate your age –[Actual Age in Years]-

2. To which gender do you most identify?

- < Female
- < Male
- < Transgender Female
- < Transgender Male
- < Gender Variant / Non-Conforming
- < Not listed \_\_\_\_\_
- < Prefer not to answer

3. Please check the category for the racial identity you identify with most closely.

- < Asian
- < American Indian or Alaska Native
- < Black or African American
- < Native Hawaiian or other Pacific Islander
- < White
- < Other: \_\_\_\_\_

4. What is your marital status?

- < Single
- < Married
- < Widowed
- < Divorced
- < Separated

5. Which category best describes your employment?

Short Term Contract (5 years or less)

Temporary Worker (work for a temp agency)

Seasonal

Other -----

6. Which of the follow best describes your employment industry?

< Accommodation and food services

< Administrative and support, waste management and remediation services

< Agriculture, forestry, fishing and hunting

< Arts, entertainment and recreation

< Construction

< Educational services

< Finance and insurance

< Health care and social assistance

< Information and cultural industries

< Management of companies and enterprises

< Manufacturing

< Mining, quarrying, and oil and gas extraction

< Other services (except public administration)

< Professional, scientific and technical services

< Public administration

< Real estate and rental and leasing

< Retail trade

< Transportation and warehousing

< Utilities

< Wholesale trade

## Debriefing Statement

Thank you for taking part in the study. Your participation and the data you contributed are valuable. The purpose of this study was to determine the relationship between perceived job insecurity and surface acting and deep acting. In particular, I am interested to learn if immigration status is linked to perceived job security and emotional exhaustion, and if these in turn, are related to the amount of surface or deep acting the employee does. Surface acting is where the individual fakes the emotion to meet the required emotional expression (like service with a smile). Deep acting is where the individual seeks to change their emotional state so they are feeling what they are supposed to be expressing).

Perceived job insecurity is the uncertainty of continuity of employment, and has negative personal and organizational outcomes. On the other hand, employees, especially service employees, are required to do surface acting (faking affective display), and deep acting (modifying inner emotions) when they are interacting with customers. Therefore, to secure the employment, I propose, employees may do surface and deep acting to keep their job. This relationship may be stronger for immigrants, because their social or employment position may not be as secure as Canadian citizens. Therefore, I try to test the hypothesis and find out if there is a relationship, and what groups of immigrants do surface acting more due to their job insecurity. In this regard, the surface and deep acting is measured by items such as “I fake a good mood when interacting with customers” and “I try to actually experience the emotions that I must show to customers”, and perceived job insecurity is measured by items such as “Chances are I will soon lose my job”. There are some constructs that are used for controlling for emotional intelligence, cultural intelligence, and emotional exhaustion.

Your participation is not only highly appreciated, but the data gathered may help to add insight to the literature of job insecurity and surface and deep acting. The results of this research will be found at Queen Elizabeth II library.

We are grateful for your participation in this survey and hope this has been interesting to you too. Should you need additional information please email Azam Abkhiz ([aabkhiz@mun.ca](mailto:aabkhiz@mun.ca)) or supervisors Dr. Dianne Ford ([dpford@mun.ca](mailto:dpford@mun.ca)), and Dr. Joerg Evermann ([jevermann@mun.ca](mailto:jevermann@mun.ca)).



## Appendix B: Little's MCAR Test

EM Meansa			
A1	3.54	EQ10	5.21
A2	3.54	EQ11	5.42
A3	3.3	EQ12	5.66
A4	3.18	EQ13	5.49
A5	3.32	EQ14	5.39
A6	3.45	EQ15	4.72
A7	3.27	CQ1	3.4
A8	3.29	CQ2	3.62
A9	3.42	CQ3	3.27
A10	3.13	CQ4	3.53
A11	3.18	CQ5	4.05
J11	1.87	CQ6	4.19
J12	4.14	CQ7	3.59
J13	2.49	PVK1	6.11
J14	2.03	PVK2	1.86
EE1	2.59	PVK3	6.25
EE2	2.82	PVK4	1.82
EE3	2.33	Age	34.06
EQ1	5.67	Gender	1.57
EQ2	5.7	Race	3.64
EQ3	5.54	EmpSt	1.33
EQ4	5.65	EmpCont	2.04
EQ5	5.03	MaritalSt	1.89
EQ6	5.47	Industry	7.48
EQ7	5.69	F2F	1.34
EQ8	5.41	ImmSt	2.49
EQ9	5.42		

a. Little's MCAR test: Chi-Square = 849.614, DF = 830, Sig. = .311

### Appendix C: Skewness and kurtosis

Descriptive Statistics									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Surface Acting	294	1	5	3.3698	0.89938	-0.483	0.142	-0.144	0.283
Deep Acting	294	1	5	3.2568	0.82435	-0.238	0.142	-0.303	0.283
Job Insecurity	294	1	5	2.0638	0.96988	0.794	0.142	0.06	0.283
Emotional Exhaustion	294	1	6.67	2.5816	1.14545	0.642	0.142	0.307	0.283
Emotional Intelligence	294	1.73	7	5.432	0.74332	-1.144	0.142	2.814	0.283
Cultural Intelligence	294	1.86	5	3.6642	0.58676	-0.365	0.142	-0.124	0.283
Perceived Value of Knowledge	294	2.75	7	6.1709	0.81862	-1.162	0.142	1.561	0.283
Valid N (listwise)	294								

**Appendix D: Rotated Factor Matrix<sup>a</sup>**

Rotated Factor Matrix <sup>a</sup>										
	Factor									
	1	2	3	4	5	6	7	8	9	10
Eigenvalue	8.94	4.90	3.86	2.67	2.27	2.16	2.04	1.62	1.29	1.13
% Var.	20.32	11.14	8.77	6.06	5.16	4.92	4.65	3.96	2.94	2.57
A1	0.72									
A2	0.77									
A3	0.79									
A4	0.87									
A5	0.84									
A6	0.77									
A7	0.85									
A8				0.79						
A9				0.85						
A10				0.76						
A11				0.75						
J11		0.915								
J12		0.753								
J13		0.767								
J14		0.906								
EE1										0.605
EE2	0.25									0.749
EE3	0.23									0.695
EQ1						0.71				
EQ2						0.78		0.2		
EQ3						0.79				
EQ4					0.25	0.54		0.21		
EQ5					0.73					
EQ6					0.86					
EQ7			0.23		0.59	0.24				-0.23
EQ8					0.78	0.23				
EQ9			0.73							
EQ10			0.57							
EQ11			0.76							
EQ12			0.75							
EQ13			0.23			0.22		0.72		
EQ14			0.24			0.23		0.86		
EQ15								0.56		

CQ1							0.74			
CQ2							0.81			
CQ3							0.51			
CQ4							0.63			
CQ5			0.26				0.32	0.21		
CQ6			0.31				0.27			
CQ7			0.26		0.2		0.44			
PVK1								0.76		
PVK2		-0.21						0.66		
PVK3								0.85		
PVK4								0.5		
Extraction Method: Maximum Likelihood.										
Rotation Method: Varimax with Kaiser Normalization.										
a. Rotation converged in 7 iterations.										

### Appendix E: Composite Loadings Table from cSEM analysis

<b>Loading</b>	<b>Estimate</b>	<b>Std. error</b>	<b>t-stat</b>	<b>p-value</b>	<b>CI-percentile 95%</b>
SurfaceActing =~ A1	0.7349	0.0419	17.535	0.000	[ 0.6450; 0.8106 ]
SurfaceActing =~ A2	0.7783	0.032	24.303	0.000	[ 0.7053; 0.8363 ]
SurfaceActing =~ A3	0.8006	0.0332	24.134	0.000	[ 0.7291; 0.8582 ]
SurfaceActing =~ A4	0.8937	0.0163	54.833	0.000	[ 0.8601; 0.9227 ]
SurfaceActing =~ A5	0.8601	0.0269	31.969	0.000	[ 0.8053; 0.9083 ]
SurfaceActing =~ A6	0.7918	0.0306	25.875	0.000	[ 0.7285; 0.8483 ]
SurfaceActing =~ A7	0.8605	0.0218	39.399	0.000	[ 0.8185; 0.9003 ]
DeepActing =~ A8	0.7924	0.0477	16.624	0.000	[ 0.6733; 0.8606 ]
DeepActing =~ A9	0.8595	0.043	19.97	0.000	[ 0.7577; 0.9228 ]
DeepActing =~ A10	0.7897	0.0589	13.409	0.000	[ 0.6588; 0.8886 ]
DeepActing =~ A11	0.7752	0.0533	14.55	0.000	[ 0.6584; 0.8638 ]
JobInsecurity =~ JI1	0.9259	0.0155	59.712	0.000	[ 0.8923; 0.9529 ]
JobInsecurity =~ JI2	0.7528	0.0576	13.069	0.000	[ 0.6337; 0.8583 ]
JobInsecurity =~ JI3	0.775	0.0342	22.691	0.000	[ 0.7041; 0.8353 ]
JobInsecurity =~ JI4	0.9307	0.015	62.197	0.000	[ 0.9004; 0.9579 ]
EmotionalExhaustion =~ EE1	0.6693	0.0617	10.842	0.000	[ 0.5481; 0.7938 ]
EmotionalExhaustion =~ EE2	0.8716	0.0478	18.237	0.000	[ 0.7785; 0.9655 ]
EmotionalExhaustion =~ EE3	0.7589	0.0669	11.344	0.000	[ 0.6157; 0.8844 ]
EmotionalIntelligence =~ EQ1	0.7137	0.0697	10.242	0.000	[ 0.5416; 0.8174 ]
EmotionalIntelligence =~ EQ2	0.7602	0.0647	11.742	0.000	[ 0.6011; 0.8584 ]
EmotionalIntelligence =~ EQ3	0.7586	0.0628	12.086	0.000	[ 0.6025; 0.8494 ]
EmotionalIntelligence =~ EQ4	0.6558	0.051	12.85	0.000	[ 0.5422; 0.7408 ]
EmotionalIntelligence =~ EQ5	0.4547	0.0961	4.7338	0.000	[ 0.2658; 0.6365 ]
EmotionalIntelligence =~ EQ6	0.4202	0.1067	3.9388	0.001	[ 0.2186; 0.6470 ]
EmotionalIntelligence =~ EQ7	0.5443	0.08	6.8068	0.000	[ 0.3680; 0.6824 ]
EmotionalIntelligence =~ EQ8	0.5982	0.0845	7.0787	0.000	[ 0.4123; 0.7575 ]
EmotionalIntelligence =~ EQ9	0.5583	0.0762	7.3227	0.000	[ 0.3959; 0.6850 ]
EmotionalIntelligence =~ EQ10	0.5152	0.0641	8.0354	0.000	[ 0.3782; 0.6304 ]
EmotionalIntelligence =~ EQ11	0.5472	0.0799	6.8453	0.000	[ 0.3844; 0.6808 ]
EmotionalIntelligence =~ EQ12	0.5983	0.0773	7.7397	0.000	[ 0.4260; 0.7269 ]
EmotionalIntelligence =~ EQ13	0.5462	0.0662	8.2484	0.000	[ 0.4101; 0.6694 ]

EmotionalIntelligence=~EQ14	0.5839	0.0645	9.0458	0.000	[ 0.4494; 0.6930 ]
EmotionalIntelligence=~EQ15	0.4862	0.0608	8.0016	0.000	[ 0.3611; 0.5899 ]
CulturalIntelligence =~ CQ1	0.7749	0.0467	16.596	0.000	[ 0.6723; 0.8527 ]
CulturalIntelligence =~ CQ2	0.8249	0.0387	21.341	0.000	[ 0.7440; 0.8955 ]
CulturalIntelligence =~ CQ3	0.466	0.0623	7.4807	0.000	[ 0.3352; 0.5797 ]
CulturalIntelligence =~ CQ4	0.6544	0.0509	12.855	0.000	[ 0.5520; 0.7539 ]
CulturalIntelligence =~ CQ5	0.3802	0.0854	4.4526	0.000	[ 0.2154; 0.5460 ]
CulturalIntelligence =~ CQ6	0.3578	0.0721	4.9617	0.000	[ 0.2221; 0.4945 ]
CulturalIntelligence =~ CQ7	0.4981	0.0651	7.6463	0.000	[ 0.3643; 0.6242 ]

**Appendix F: Variance Inflation Factors (VIFs)**

<b>Variance Inflation factors</b>	
<b>Dependent construct: 'Deep Acting'</b>	
Independent construct	VIF value
CitizenshipStatus	1.0059
EmotionalIntelligence	1.5284
CulturalIntelligence	1.3538
Age	1.1551
Gender	1.0698
JobInsecurity	1.0589
EmotionalExhaustion	1.4171
<b>Dependent construct: 'Surface Acting'</b>	
Independent construct	VIF value
CitizenshipStatus	1.0059
EmotionalIntelligence	1.5284
CulturalIntelligence	1.3538
Age	1.1551
Gender	1.0698
JobInsecurity	1.0589
EmotionalExhaustion	1.4171

### Appendix G: Effect Sizes

<b>Effect sizes (Cohen's <math>f^2</math>)</b>	
<b>Dependent construct: 'Job Insecurity'</b>	
Independent construct	$f^2$
Citizenship Status	0.0035
<b>Dependent construct: 'Emotional Exhaustion'</b>	
Independent construct	$f^2$
Job Insecurity	0.0172
<b>Dependent construct: 'Deep Acting'</b>	
Independent construct	$f^2$
Citizenship Status	0.0002
Emotional Intelligence	0.0323
Cultural Intelligence	0.0016
Age	0.0117
Gender	0.0019
Job Insecurity	0.0444
Emotional Exhaustion	0.0404
<b>Dependent construct: 'Surface Acting'</b>	
Independent construct	$f^2$
Citizenship Status	0.001
Emotional Intelligence	0.047
Cultural Intelligence	0.0833
Age	0.0409
Gender	0.0395
Job Insecurity	0.000
Emotional Exhaustion	0.1432



### Appendix H: Indirect Effect

Indirect effect	Estimate	Std. error	t-stat.	p-value	CI-percentile 95%
EmotionalExhaustion ~ CitizenshipStatus	-0.0076	0.0101	-0.7594	0.4476	[-0.0311; 0.0092]
DeepActing ~ CitizenshipStatus	-0.01	0.0121	-0.8231	0.4104	[-0.0373; 0.0092]
DeepActing ~ JobInsecurity	-0.0285	0.022	-1.2911	0.1967	[-0.0816; 0.0031]
SurfaceActing ~ CitizenshipStatus	-0.0028	0.0067	-0.4146	0.6784	[-0.0191; 0.0081]
SurfaceActing ~ JobInsecurity	0.0481	0.0294	1.6373	0.1016	[-0.0046; 0.1134]

## Appendix I: Syntax

### CSEM

```
model <- '  
SurfaceActing =~ A1 + A2 + A3 + A4 + A5 + A6 + A7  
DeepActing =~ A8 + A9 + A10 + A11  
JobInsecurity =~ JI1 + JI2 + JI3 + JI4  
EmotionalExhaustion =~ EE1 + EE2 + EE3  
EmotionalIntelligence =~ EI1 + EI2 + EI3 + EI4 + EI5 + EI6 + EI7 + EI8 + EI9 + EI10 + EI11 + EI12 + EI13 + EI14  
+ EI15  
CulturalIntelligence =~ CI1 + CI2 + CI3 + CI4 + CI5 + CI6 + CI7  
age =~ Age  
gender =~ Gender  
ImmigrationStatus =~ CitSt  
csem(data, model, .approach_weights="unit", .disattenuate=TRUE, .PLS_modes="unit", .resample_method="bootst  
rap", .R=1000, .seed=123)  
fitted.model <- csem(data, model, .approach_weights="unit", .disattenuate=TRUE, .PLS_modes="unit", .resample_  
method="bootstrap", .R=1000, .seed=123)
```

### MCAR

```
GET DATA  
  /TYPE=XLSX  
  /FILE='C:\Users\Najme\Downloads\data.xlsx'  
  /SHEET=name 'Sheet1'  
  /CELLRANGE=FULL  
  /READNAMES=ON  
  /DATATYPEMIN PERCENTAGE=95.0  
  /HIDDEN IGNORE=YES.  
EXECUTE.  
DATASET NAME DataSet1 WINDOW=FRONT.  
MVA VARIABLES=A1 A2 A3 A4 A5 A6 A7 A8 A9 A10 A11 JI1 JI2 JI3 JI4  
EE1 EE2 EE3 EI1 EI2 EI3 EI4 EI5  
  EI6 EI7 EI8 EI9 EI10 EI11 EI12 EI13 EI14 EI15 CI1 CI2 CI3  
CI4 CI5 CI6 CI7 PVK1 PVK2 PVK3 PVK4 Age  
  Gender Race EmpSt EmpCont MaritalSt Industry F2F ImmSt  
  /EM(TOLERANCE=0.001 CONVERGENCE=0.0001 ITERATIONS=25).
```

### Skewness and kurtosis

```
DESCRIPTIVES VARIABLES=SurfaceActing DeepActing JobInsecurity  
EmotionalExhaustion
```

```
EmotionalIntelligence CulturalalIntelligence PVKnowledge  
/STATISTICS=MEAN STDDEV MIN MAX KURTOSIS SKEWNESS.
```

### **CFA**

```
FACTOR  
/VARIABLES A1 A2 A3 A4 A5 A6 A7 A8 A9 A10 A11 JI1 JI2 JI3 JI4  
EE1 EE2 EE3 EI1 EI2 EI3 EI4 EI5 EI6  
EI7 EI8 EI9 EI10 EI11 EI12 EI13 EI14 EI15 CI1 CI2 CI3 CI4  
CI5 CI6 CI7 PVK1 PVK2 PVK3 PVK4  
/MISSING LISTWISE  
/ANALYSIS A1 A2 A3 A4 A5 A6 A7 A8 A9 A10 A11 JI1 JI2 JI3 JI4  
EE1 EE2 EE3 EI1 EI2 EI3 EI4 EI5 EI6  
EI7 EI8 EI9 EI10 EI11 EI12 EI13 EI14 EI15 CI1 CI2 CI3 CI4  
CI5 CI6 CI7 PVK1 PVK2 PVK3 PVK4  
/PRINT INITIAL KMO EXTRACTION ROTATION  
/FORMAT BLANK(.20)  
/CRITERIA FACTORS(10) ITERATE(25)  
/EXTRACTION ML  
/CRITERIA ITERATE(25)  
/ROTATION VARIMAX.
```

### **Outliers**

```
EXAMINE VARIABLES=SA DA JI EE EI CI PVK  
/PLOT BOXPLOT HISTOGRAM  
/COMPARE GROUPS  
/STATISTICS DESCRIPTIVES EXTREME  
/CINTERVAL 95  
/MISSING LISTWISE  
/NOTOTAL.
```

### **Frequencies**

```
FREQUENCIES VARIABLES=Age Gender Race MaritalSt Industry F2F  
ImmSt  
/STATISTICS=STDDEV VARIANCE RANGE MINIMUM MAXIMUM SEMEAN MEAN  
MEDIAN SKEWNESS SESKEW KURTOSIS  
SEKURT  
/HISTOGRAM NORMAL  
/ORDER=ANALYSIS
```

### **Descriptives**

```
DESCRIPTIVES VARIABLES=Age Gender Race MaritalSt Industry F2F  
ImmSt  
/STATISTICS=MEAN STDDEV VARIANCE MIN MAX SEMEAN KURTOSIS SKEW-  
NESS.
```

### **CI alpha item removed**

```
RELIABILITY  
  /VARIABLES=CI1 CI2 CI3 CI4 CI5 CI6 CI7  
  /SCALE('ALL VARIABLES') ALL  
  /MODEL=ALPHA  
  /SUMMARY=TOTAL
```

### **Correlations**

```
CORRELATIONS  
  /VARIABLES=SA DA JI EE EI CI PVK Age Gender  
    Race EmpSt EmpCont MaritalSt Industry F2F ImmSt  
  /PRINT=TWOTAIL NOSIG FULL  
  /STATISTICS DESCRIPTIVES  
  /MISSING=PAIRWISE
```