

**CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD**



**Leader-Member Exchange and Agreeableness as  
Determinants of Facade of Conformity: A  
Moderated-Mediation Model involving  
Emotional Exhaustion, Trust in Management,  
Emotional Stability and Outcomes**

by

**Muhammad Fraz Akbar**

A thesis submitted in partial fulfillment for the  
degree of Doctor of Philosophy

in the

**Faculty of Management & Social Sciences  
Department of Management Sciences**

2018

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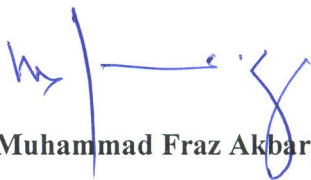
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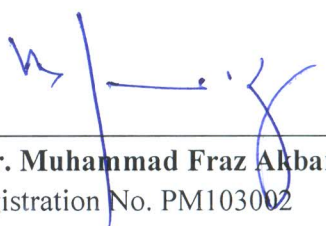
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*Since my childhood, my parents taught me to become good human being through getting higher education. Accordingly, they always encouraged and supported me in attaining highest education even in their meager resources. I always found their prayers with me during my struggle times and due to their support and prayers, today I am able to write my dissertation's dedication. "O Allah! Have mercy upon them as they had mercy upon me when I was small (Al Quran S. 17, V.24)".*

*I humbly dedicate my endeavor only to my loving parents.*

## *List of Publications*

It is certified that following publication(s) has been made out of the research work that has been carried out for this thesis:-

1. Akbar, F., & Akhtar, S. (2017). Relationship of LMX and Agreeableness with Emotional Exhaustion: a Mediated Moderated Model. *Current Psychology*, Springer, 1-13.

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**(Muhammad Fraz Akbar)**

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## *Abstract*

The aim of the study is to explore that whether quality of Leader-Member Exchange (LMX) relationship and agreeableness lead an employee to create facade of conformity (FOC) and how creation of facade of conformity effects employee's emotional exhaustion considering moderating effects of trust in management and employee's emotional stability. Effects of emotional exhaustion on individual level outcomes including organizational citizenship behavior towards organization (OCBO), organizational citizenship behavior towards individuals (OCBI) and one's ability of creativity have also been examined in the current study. The data were collected from four service sector organizations of Rawalpindi and Islamabad, Pakistan. Data Analysis of 303 employees using Structural Equation Modelling (SEM) to examine the serial multiple mediation model with analysis of moment structures (AMOS-20) found that quality of leader-member exchange relationship is negatively and significantly related to facade of conformity while agreeableness is positively and significantly related to facade of conformity. Effects of quality of leader-member exchange relationship on facade of conformity is moderated by employee's trust in management.

Moderated-Mediation results of the study reveal that employees low in quality of leader-member exchange relationship but having higher levels of trust in management experience less degree of facade creation as compared to the employees who have lower level of trust in management or independent of the effects of trust in management. Facade of conformity leads to emotional exhaustion such that increase in facade of conformity increases employee's level of emotional exhaustion. Moreover, effects of facade of conformity on emotional exhaustion is moderated by employee's emotional stability. Findings suggest that employees who create higher degree of facade of conformity but have higher levels of emotional stability experience less emotional exhaustion as compared to the employees who have lower level of emotional stability or independent of the effects of emotional stability. In current study, no evidence was found that quality of leader-member exchange relationship and agreeableness directly effects emotional exhaustion without their

effect on facade of conformity. The results show that facade of conformity fully mediates the association between leader-member exchange relationship/agreeableness and emotional exhaustion.

Results of the study also reveal that employee's emotional exhaustion has significant negative effects on employee's organizational citizenship behavior towards organization, organizational citizenship behavior towards individuals and creativity. Moreover, facade of conformity has direct negative effects on employee's organizational citizenship behavior towards organization and organizational citizenship behavior towards individuals while no evidence has found pertaining to direct effects of facade of conformity on employee's ability of creativity. However, facade of conformity has indirect negative and significant effects on organizational citizenship behavior towards organization, organizational citizenship behavior towards individuals and also on employee's ability of creativity through its effect on emotional exhaustion. The result reveals that emotional exhaustion partially mediates the association between facade of conformity and organizational citizenship behavior towards organization/organizational citizenship behavior towards individuals and fully mediates the relationship between facade of conformity and one's ability of creativity.

Based on these findings, we have discussed theoretical and practical implications for managers along with limitations of the study and future directions.

**Keywords:** LMX as Leader-Member Exchange Relationship, Agreeableness, Trust in Management, FOC as Facades of Conformity, Emotional Exhaustion, Emotional Stability, OCBO as Organizational Citizenship Behaviors towards Organization, OCBI as Organizational Citizenship Behaviors towards Individuals, Employee's Creativity.

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# Abbreviations

<b>AMOS</b>	Analysis of moment structures
<b>BC</b>	Bias corrected
<b>CCV</b>	Conceptual Control Variable
<b>CFA</b>	Confirmatory Factor Analysis
<b>CFI</b>	Comparative Fit Index
<b>COR</b>	Conservation of Resource
<b>ECVI</b>	Expected Cross Validation Index
<b>FOC</b>	Facade of Conformity
<b>LMX</b>	Leader-Member Exchange
<b>MCV</b>	Measured Control Variables
<b>OCBO</b>	Organizational Citizenship Behavior towards organization
<b>OCBI</b>	Organizational Citizenship Behavior towards individuals
<b>OLS</b>	Ordinary Least Squares
<b>P-E Fit</b>	Person-Environment Fit
<b>P-O Fit</b>	Person-Organization Fit
<b>P-P Fit</b>	Person-Person Fit
<b>PMT</b>	Protection Motivation Theory
<b>RMSEA</b>	Root Means Square Error Approximation
<b>SEM</b>	Structural Equation Modelling
<b>TMX</b>	Team-member exchange
<b>TLI</b>	Tucker Lewis Index

# Chapter 1

## Introduction

This chapter highlights an overview of the construct of facade of conformity and its proposed antecedents, mediators, moderators and outcomes along with theoretical background of the construct. The chapter also presents problem statement, research questions, research objectives, significance and rationale of the study. The final part of the chapter contains summary for smooth transition to the next chapter of the study, which presents literature review of the proposed variables.

### 1.1 Background of the Study

Values are defined as how we act, not by what we desire to. Values are, therefore, important to human beings in their social interactions. According to Schwartz (1992), Schwartz and Bilsky (1987) there are three ‘universal human requirements’ that are the source for all values which includes “needs for biological survival, social and institutional requirements for group welfare and demand for social interactions”. In order to accomplish universal human requirements, individuals develop their personal core values that emanate from varied sources. According to Hechter, Nadel & Michod (1993), individuals embrace core values from their families embedded values. Teachers and classmates shape values of children in early school days. Religion also plays a vital role in erecting values of individuals. Thus, individuals during their evolution and social interaction develop certain norms and

values (Williams, 1979). Individuals with their values come to workplace and exhibit behavior according to their values. Values guide selection of individual and group behavior (Rokeach, 1973). The workplace comprises of different people, which form an organization. Organization also has certain values that help in achieving its strategic mission. These organizational values influence the values of individuals in the workplace. During day-to-day working in the organization, its members may face a dilemma where their own core values confront with the values of the organization. According to Greg Marcus (2013), if personal values are in conflict with the overriding corporate values one has three options to react. First, one may change his values to align with the corporate values. Second, leave the organization. Thirdly, use power politics to force the organization to act in accordance with your values. However, according to Frankl (1963) forces beyond your control can affect everything you have except one thing i.e. “your freedom to select your response to the situation”. Accordingly, in addition to above three options, Hewlin (2003) found another response in such a situation of values conflict i.e. employees deliberately suppress their personal core values and create false representations as they embrace perceived acceptable organizational values to fit in and gain acceptance within the organization. Hewlin (2003) in her seminal article termed this strategy of withholding one’s personal core values and pretending to embrace organizational values as “creating facades of conformity.”

Construct of facades of conformity has detrimental effects on employees and organizational performance. Detrimental effects of facades of conformity on employee’s performance includes psychological distress and emotional exhaustion (Hewlin, 2003; Hewlin, 2009; Sharma & Sharma, 2015; Anjum & Shah, 2017). Deleterious effects of facades creation on organizational performance includes high intentions to leave, low creativity, low productivity, low affective commitment and low work engagement (Hewlin, 2009; Sharma & Sharma, 2014; Hewlin, Kim & Song, 2016; Hewlin, Dumas & Burnett, 2017). According to Stormer & Divine (2008), employee’s behavior inconsistent with their personal values leads to symbolic convert conflict. In symbolic convert conflict employees adopt behaviors of non-compliance to organizational rules and norms, which may lead to organizational failure. It has

therefore vital importance that creation of facades of conformity must be halted among employees to avoid its detrimental effects on employees and organizational performance.

In Pakistan facades creation seems to be a more pervasive phenomenon; owing mainly to limited available alternative employment opportunities. Accordingly, employees usually join organizations naively without any active consideration of congruity between their personal core values and the overriding values of the organization. Later, in case of conflict between the two, they are likely to pretend to embrace the overriding organizational values by suppressing their personal core values as a survival mechanism. Adopting such a pretending behavior makes a dissimilarity between ones actual behavior and the behavior one displays at workplace, which leads employees towards negative behaviors including psychological and emotional distress, higher intentions to leave, less creativity, less productivity, reduced affective commitment and low work engagement. It is therefore essential that a study on facade of conformity theorized in western context may be tested in Pakistani environment with new potential antecedents, moderators and outcomes, in order to know their applications in Pakistani culture which may have crucial effects on employees and organizational performance. Therefore, in order to refrain organizational members from negative behaviors, examining a model having construct of “Facade of Conformity” in Pakistani environment appears to be a viable research.

Facade creation is a comparatively new construct in the field of organizational behavior. Antecedents for the construct of facades of conformity explored so far includes organizational reward systems, minority status and self-monitoring, non-participatory work environment, minority status, self-monitoring, collectivism, job insecurity, value congruence, fear of negative evaluation and perception of politics (Hewlin, 2003; Hewlin, 2009, Hewlin et al., 2016; Hewlin et al., 2017; Anjum & Shah, 2017). Outcomes of facades of conformity found in research studies include psychological distress, emotional exhaustion, higher intentions to leave, low creativity, low productivity, low affective commitment, low work engagement (Hewlin, 2009, Sharma & Sharma, 2014, 2015; Hewlin et al., 2016; Hewlin et al.,

2017; Anjum & Shah, 2017). Collectivism and higher leader integrity were found moderators on the relationship of emotional exhaustion and intentions to leave and value congruence and facades of conformity respectively (Hewlin, 2009; Hewlin et al., 2017).

Hewlin (2009) proposed that creation of facades emerges from three categories including the organization, one's status at workplace and one's personality traits. Hewlin (2009) also argued that the construct depends upon self-presentation and social influence theories as theoretical foundations for selecting variables from above-mentioned categories. Hence, LMX relationship emerges from the organization and has theoretical foundation on social influence theory is considered as one of the potential antecedents of creation of facades of conformity. Moreover, agreeableness emerges from personality traits and has theoretical foundation on self-presentation theory is considered as potential antecedent of creation of facades of conformity in the current study.

Hewlin (2009) has empirically tested the organization aspect i.e. non-participative work environment and found positive association between degree of facade of conformity and non-participative work environment. Accordingly, Hewlin (2009) suggested that in order to avoid facade creation among members, managers should create such working environment at workplace where members feel free to express their opinions and values instead of concealing their true selves. Review of previous literature reveals that participative work environment empowers employees to feel comfortable in expressing their true selves (Evered & Selman, 1989; Edmondson, 1999; Saunders, Sheppard, Knight, & Roth, 1992). According to House (1971), leaders in participative work environment consult their members in decision-making and accordingly members feel free in expressing their opinions and values without fear of any negative consequences. Hence, degree of facades creation is negatively associated with participative work environment because members do not feel at odd in practicing or expressing their true values or opinion. LMX theory of leadership posits that leader establishes high quality or low quality exchange relationships with his member (Sparrowe & Liden, 1997). High quality leader-member exchange relationship encourages member to openly express his

true selves (Botero & Van Dyne, 2009; Krone, 1991; Kassing, 2000; Aryee & Chen, 2006; Chen & Klimoski, 2003; Wat & Shaffer, 2005) and employee can share his true selves with his leader without fear of negative consequences (Botero & Van Dyne, 2009). However, in low quality leader-member exchange relationship, member does not find congenial working environment to express his true feelings with his leader. So, it can be inferred that high quality LMX relationship provides participative working conditions at dyad level where employees can share their true feelings with their leaders while low quality LMX relationship provides a non-participative working conditions at dyadic level where employees are not at ease to express their true selves. It is therefore argued that employees in high quality exchange relationship may avoid facade creation as compared to employees who are in low quality exchange relationship with their leaders.

Moreover, individuals with agreeableness personality traits try to evade conflict and tension at place of their work due to their ability of cooperation and taking support of other colleagues (Zellars & Perrewe, 2001). However, according to Braiker (2002), giving gestures of niceness at all the time stops an individual to express his true self. Such individuals when face value incongruity at workplace between their personal values and organizational overriding values, they initiate concealing their values dissimilarity just because of looking nice among other employees at workplace and to avoid any potential conflict with others. It is therefore argued that agreeable personality trait may lead individuals to facades creation at their workplace.

The relationship between “LMX” and “facade of conformity” is proposed to be moderated by one’s “trust in management” in the study. It is argued that in low quality LMX relationship if a member has high degree of trust in management then he may likely to create lower degree of facades of conformity as in high degree of trust in management a member feels secure to express his true self without any negative consequences from his supervisor. Hewlin (2009) found emotional exhaustion as an outcome of facade of conformity. It is argued in the proposed study that the above-mentioned relationship is moderated by employee’s “Emotional stability” being less reactive to stress. Moreover, it has been proposed that

“Facades of Conformity” through its effect on emotional exhaustion may have negative behavioral and attitudinal outcomes i.e. less organizational citizenship behavior towards organization (OCBO), less organizational citizenship behavior towards individuals (OCBI) and less creativity. Conceptual model of the present study is depicted in figure-2.1.

The model of the study can be supported by Person-Environment (P-E) fit theory (French, 1963). The theory tenets that incongruence between person and environment leads to psychological, physical and behavioral stress (Caplan, Cobb, French, Harrison & Pinneau, 1980; Harrison, 1978). Kristof (1996) found five distinct levels of P-E fit. Each level of P-E misfit leads to psychological, physical and behavioral stress. Levels of P-E fit include Person-Vocation (P-V) fit, Person-Organization (P-O) fit, Person-Group (P-G) fit, Person-Person (P-P) fit and Person-Job (P-J) fit. Person-Person (P-P) fit is the similarity of features between person and his manager. Incongruence between the person and his manager leads to poor P-P fit. Poor P-P fit leads person to psychological, physical and behavioral stress. According to Hewlin (2009), facades of conformity is a behavior which is associated with stress due to displaying of behavior by an employee that makes a difference between ones actual behavior and the behavior one displays at workplace. Thus, poor P-P fit i.e. low quality LMX relationship of an employee with his leader leads an employee to behavioral stress i.e. facades creation. Whereas, Person-Organization (P-O) fit can be broadly defined as the resemblance between individual and organizational values (Chatman, 1989). According to interactional approach of P-O fit, in addition to values, person’s personality traits and organizational environment are interdependent predictor of individual’s behavior in contrast to individual difference and situation approaches, which consider person’s personality traits, values, motives, attitudes and organizational environment as independent predictor of one’s behavior (Chatman, 1989). The interaction approach posits that if an employee has agreeableness personality trait i.e. who has internal tendency to display cooperative behavior (Zellars & Perrewe, 2001), if confronts with competitive organizational environment will display competitive behavior by



concealing his true self, however, such employee will be most productive in cooperative organizational environment. The concealment of cooperative behavior of an employee having agreeableness personality trait and displaying of competitive behavior leads an employee to creation of facades of conformity. Mehmet, Adnan, & zlem (2011) also observed that P-O fit and behavioral stress are negatively related to each other. Hewlin (2003) termed facades of conformity as behavioral stress. According to Siegall & McDonald, (2004), P-O fit has a strong negative association with emotional exhaustion. O'Reilly & Chatman (1986) established that P-O fit has a strong association with extra-role behaviors (OCBO and OCBI). Moreover, according to Van Maanen & Schein (1979, p. 228) individual having creative trait shows high degree of creativity on P-O fit.

Creation of "Facades of Conformity" is a core construct in the current research and the study desires to explore new potential determinants and potential moderators pertaining to the construct. This introduction with the concept of facade of conformity leads to the explanation of the gap analysis of the current study.

## 1.2 Gap Analysis

Hewlin (2009) found that facades creation emerges from three categories including the organization, one's status at workplace and one's personality traits. The organization, one's status within the organization and one's personality traits are the independent predictor of creation of facades of conformity. To comprehend how facade of conformity emanates from the organization? Suppose, that if the organization environment is non-participative and it prohibits employees to openly exhibit their personal core values. In such non-participative organizational environment, employees may suppress their personal core values and pretend to embrace organizational values to impart an impression that they have adopted organizational overriding values so that they can get acceptance within the organization (Hewlin, 2009). Withholding of personal core values and giving false representation of embracing organizational acceptable values may lead employees

to facades creation (Hewlin, 2003). Second category from which facade of conformity emerges is one's status within the organization. In order to apprehend that how facade of conformity emerges from one's status within the organization, suppose, that if one is from minority group within the organization. If values of minority group comes in conflict with the acceptable values of majority group then he may indulge himself in facade creation to give false representation that he has adopted the overriding values of majority group so that he can get acceptance from the majority group, which leads him to facades creation (Hewlin, 2009). Third category from which facade of conformity may emanates is one's personality traits. In order to know that how facades of conformity emanate from one's personality trait, suppose, an employee has personality trait of self-monitoring then he has the tendency to alter his behaviors during social interactions. This ability of changing behavior may leads an employee to suppress his true self and pretend to display acceptable values and behaviors for getting acceptance among others who matters in the organization (Hewlin, 2009).

Review of previous researches on the construct of facades of conformity found that creation of facades of conformity has detrimental effects on employees as facades creation lead an employee to psychological and emotional exhaustion (Hewlin, 2003; Hewlin, 2009; Sharma & Sharma, 2015; Anjum & Shah, 2017). Previous studies on the construct of facades reveals that facades creation has also negative effects on organizational performance, which includes high intentions to leave, low creativity, low productivity and low affective commitment (Hewlin, 2009; Sharma & Sharma, 2014; Hewlin et al., 2016). It has therefore vital importance that variables, which may lead an employee to creation of facades of conformity must be explored so that by halting facade creation among employees its detrimental effects on employees and organizational performance can be avoided.

Previous researches on the construct of facades of conformity have explored few antecedents of the construct. These antecedents of facades of conformity includes organizational reward system, minority status, non-participatory working environment, self-monitoring, job insecurity, value congruence, fear of negative evaluation and perception of politics (Hewlin, 2003, 2009; Hewlin et al., 2016; Hewlin et al.,

2017; Anjum & Shah, 2017). According to Hewlin (2009), the construct of creation of facades of conformity depends on social influence and self-presentation theories as theoretical foundation for selection of variables from three categories i.e. the organization, one's status within the organization and one's personality traits. Accordingly, two new potential antecedents of facades of conformity are selected in the study, which are not yet explored by the organizational researchers. The potential antecedents relies on social influence theory and self-presentation theory i.e. quality of leader-member exchange relationship and agreeableness respectively. Social influence theory was developed by Kelman (1958), the theory posits that individuals adopt induced opinions and behaviors to create desired and beneficial relationship with another person or a group to gain rewards and avoid punishments. Kelman (1958) identified three types of social influences, which includes compliance, identification and internalization. Compliance occurs when people adopt induced behaviors of a person or group but upheld their personal opinions privately. Identification occurs when people adopt induced behavior of a person or group, which they admired. Internalization occurs when people adopt induced behaviors of a person or group both publically and privately. Thus, a subordinate may adopt induced behaviors of his leader to establish beneficial relationship with him so that he can get benefits from the relationship and can avoid punishments. Accordingly, a subordinate establishes high quality exchange relationships with his leader. High quality leader-member exchange relationship encourages members to free portray their true selves (Botero & Van Dyne, 2009; Krone, 1991; Kassing, 2000; Aryee & Chen, 2006) and members can share their true selves with their leaders without fear of negative consequences (Botero & Van Dyne, 2009). Members who found conditions where they can openly express opinions about organizational values are less likely to create facades of conformity. Foregoing in view, quality of leader-member exchange relationship is selected as potential antecedent of creation of facade of conformity in the study, which emerges from the organization and has theoretical foundation on social influence theory. Dearth of research on the construct reveals that even having fundamental importance in social influence theory, the LMX relationship is yet not explored as antecedent of

facades creation.

Goffman (1959) presented a theory i.e. "Presentation of Self in Every Day Life". The theory posits that when individuals face others during social interactions, they tend to alter their behaviors, appearances and manners to give an impression that other people may have about them. According to Zellars & Perrewe (2001), individuals with agreeableness personality traits have an internal tendency to display cooperative behavior, look nice among others and avoid conflicts at workplace. In their endeavor to display cooperative behaviors, look nice among others and to avoid conflict at workplace, individuals with agreeableness personality traits may conceal their true selves and change their behaviors to impart an impression that other people may have about them. Concealment of true selves and pretending to adopt induced behavior of others may lead to facades creation. Foregoing in view, agreeableness is selected as potential antecedent of creation of facade of conformity in the study, which emerges from one's personality traits and has theoretical foundation on self-presentation theory. Dearth of research on the construct reveals that even having significance in self-presentation theory, agreeableness personality trait is yet not examined as antecedent of facades creation.

In low quality LMX relationships employees do not get free and open conditions to express their true selves and employees cannot share risky opinions with their supervisors (Botero & Van Dyne, 2009). Members who found conditions where they can openly express opinions about organizational values are less likely to create facades of conformity (Hewlin, 2009). It is therefore argued that in low quality LMX relationship if a member has high degree of trust in management then he may likely to create lower degree of facades of conformity as in high degree of trust in management a member feels secure to express his true self without any negative consequences from his supervisor.

Both psychological and organizational studies found that dissimilarity between one's behavior and one's actual feelings may cause emotional exhaustion. Such behaviors i.e. inconsistent with one's true self results in guilt and self-depreciation, which in the long-run leads to emotional exhaustion (Bell, 1990; Bies & Tripp, 1998; Meglino & Ravlin, 1998; Meyerson, 2001). Extant research concurs that

facades of conformity leads to emotional exhaustion (Hewlin, 2003, 2009; Sharma & Sharma, 2015; Anjum & Shah, 2017). Research evidence shows that individuals having high degree of emotional stability in their personality display low degree of emotional exhaustion (Piedmont, 1993). Accordingly, it is argued in the present study that facades of conformity does not uniformly effect emotional exhaustion. It would differentially effect emotional exhaustion keeping in view the emotional stability of the exhibiter.

Thomas & Lankau, (2009) found that high quality leader-member exchange relationships reduce emotional exhaustion of an individual through increased socialization and decreased role stress. Similarly, Piedmont's (1993) found negative relationship between agreeableness and emotional exhaustion. It is therefore argued that facades creation may also act as mediator that may lead quality of LMX relationship and agreeableness to emotional exhaustion.

Previous studies found that emotional exhaustion has significant association with high intentions to leave and low affective commitment (Hewlin, 2009; Hewlin et al., 2016)). Dearth of research reveals that effects of emotional exhaustion on individual level outcomes have not received much attention from researchers. Therefore, in the current study not only the effects of emotional exhaustion on OCBO, OCBI and on employees ability of creativity are examined but also direct and indirect effects of facades of conformity on OCBO, OCBI and employees ability of creativity are explored.

The description of gap analysis makes it viable to define problem statement of the present study.

### **1.3 Problem Statement**

According to Chatman (1989), Person-Organization (P-O) fit incorporates congruence between norms and values of organizations and values of persons. Similarity between individual's and organization's values brings P-O fit which improves employees and organizations performance. P-O fit results in employee's commitment, satisfaction, retention, organizational performance, individual health,

extral-role behaviors and creativity (Chatman, 1991; Meglino, Ravlin, & Adkins, 1989; O'Reilly, Chatman, & Caldwell, 1991; Sheridan, 1992; Govindarajan, 1989; Moos, 1987; Chatman, 1989; O'Reilly & Chatman, 1986; Van Maanen & Schein, 1979). Review of literature on P-O fit reveals that high degree of person-organization fit is valuable and constructive for both employees and organizations. However, incongruence between values of organization and values of person results in poor P-O fit, which deprives organizations and individuals to avail benefits of P-O fit. Poor P-O fit, results in emotional exhaustion, low performance of extra-role behaviors and low creativity (Siegall & McDonald, 2004; O'Reilly & Chatman, 1986; Van Maanen & Schein, 1979, Chatman, 1989). According to Hewlin (2003), incongruence between organization and person's values (i.e. poor P-O fit) leads an individual to suppress his personal values and pretend to embrace organizational overriding values to get acceptance within the organization. Hewlin (2003) termed suppression of individual's values as "facade of conformity". Thus, it is highly likely that creation of facade of conformity leads to emotional exhaustion, low performance of extra-role behaviors and low degree of creativity due to poor P-O fit.

In the Pakistani organizational context, there is high likelihood that employees create facade of conformity at their workplace and confront with its negative effects on the performance of employees and organization in the form of emotional exhaustion, low performance of extra-role behaviors (i.e. OCBO, OCBI) and performance of low degree of creativity. The reason for high prospects of facade creation in organizations is mainly due to less opportunity for employment to the people. The shutdown of industries due to terrorism and power shortage has aggravated unemployment rate in the country. As per independent statistical report, unemployment rate in Pakistan increased from 5.6% to 5.9% from year 2014 to year 2017 ([www.statista .com](http://www.statista.com)). Accordingly, when an individual finds an opportunity of employment in any organization, his first priority becomes to get job without considering value congruence between his core personal values and organization values. Therefore, an individual may face conflict between his personal

core values and organization overriding values after due course of time in an organization. In such situation, an individual has two options. First, to leave the organization. Second, to suppress his true self to pretend that there is no discrepancy in his personal core values and organizational values, so that he can get acceptance within the organization (Hewlin, 2003). Leaving the organization may not be practical due to limited job opportunities in the country. Therefore, an employee intends to have a prolong stay in his organization. In such a situation, it is extremely possible that in case of dissimilarity between one's core values and prevailing values of the organization, an employee may suppress his true self to signal his loyalty to the workplace overriding values as a survival mechanism and resultantly involves in creation of facades of conformity.

Due to less job opportunities in the open market, most of the service organizations in Pakistani environment do not provide participative working environment to its labors. Non-participative environment includes both organizational and managerial i.e. LMX perspectives. When an organization adopts non-participative working environment, its leaders are highly likely to adopt the same working conditions for its members at dyad level. Leaders may also start to exploit members less job options in the market and provide their members non-participative working conditions. According to Hewlin (2009), non-participative working environment has positive linkage with facade of conformity. Therefore, in low quality of LMX relationship i.e. non-participative working conditions at dyad level, it is likely that members create high degree of facade of conformity due to less opportunity for openly expression of their views and values. Similarly, agreeableness is mainly a survival mechanism for employees in non-participative working environment by giving gestures of looking nice to avoid conflict at workplace due to their ability of cooperation and taking support of other colleagues (Zellars & Perrewe, 2001). During their effort to survive in an organization, employees with agreeableness personality traits may conceal their true selves and involve in creation of facades of conformity. According to Hewlin (2009), facades of conformity emanates from the organization, one's status at workplace and one's personality traits. Therefore, in

the study it is desired to examine that whether LMX emanates from the organization and agreeableness emanates from personality traits are potential antecedents of facades creation. Moreover keeping in view the negative effects of facades creation on individual level outcomes (Hewlin, 2003, 2009; Sharma & Sharma, 2014), the study also intends to examine effects of facades of conformity on other individual level attitudinal and extra role behaviors including emotional exhaustion, OCBO, OCBI and creativity to avoid negative effects of facades on employee's and organizational performance in Pakistan. Additionally, moderation of trust in management and emotional stability and mediation of facades of conformity and emotional exhaustion are also included in the scope of the study. The study will assist managers to implement such practices where employees may feel at ease in expressing their values dissimilarity to avoid creation of facades of conformity at workplace. Additionally, moderation variables will assist managers that in case of occurrence of facades creation how the intensity of its negative effects can be diluted.

The description of problem statement makes it viable to define research questions of the present study.

## 1.4 Research Questions

In current research, it is intended to study two new potential determinants of facades of conformity and the linkage between facades creation and its outcomes.

The study will be designed to explore the below mentioned questions:

- Do quality of LMX relationship and agreeableness predict creation of facades of conformity?
- Does trust in management moderate the relationship between quality of LMX and facade of conformity?
- Is emotional exhaustion an outcome of facade creation?



- Does emotional stability weaken the association between facade of conformity and emotional exhaustion?
- Does emotional exhaustion lead to negative attitudinal and behavioral reactions i.e. low OCBO, low OCBI and low creativity?

Statement of research questions makes it worthwhile to describe research objectives of the current study.

## 1.5 Research Objectives

The overall research objective is to examine the construct of “Facade of Conformity” with new potential determinants, i.e. quality of The overall research objective is to examine the construct of “Facade of Conformity” with new potential determinants i.e. quality of leader-member exchange relationship and agreeableness and its linkage with the individual level outcomes i.e. organizational citizenship behavior towards organization, organizational citizenship behavior towards individuals and creativity. The study will also test moderated effect of trust in management and emotional stability in addition to the mediated effect of facade of conformity and emotional exhaustion. The main objectives of the study in Pakistani context are given below:

- To examine and comprehend the association of quality of LMX relationship and agreeableness with facade of conformity and emotional exhaustion.
- To examine the moderated role of trust in management on the relationship of quality of leader-member exchange relationship and facades creation.
- To empirically examine the linkage between facade of conformity and emotional exhaustion.
- To examine and know the moderated role of emotional stability on the relationship of facades creation and emotional exhaustion.

- To explore the relationship between facade of conformity, emotional exhaustion and its outcomes i.e. OCBO, OCBI and creativity.

Theoretical contributions to the construct of facade of conformity by focusing on antecedents, outcomes, moderators, mediators and individual level outcomes can prove to be a mode to facilitate managers with practical suggestions in avoiding facade of conformity on the basis of the results.

After defining background of the study, gap analysis, problem statement, research questions and research objectives of the study, it is quite appropriate to define significance of the study in the Pakistani environment along with its applied and contextual contributions for the managers confronting with the construct of facade of conformity at workplace.

## 1.6 Significance of the Study

According to Withey & Cooper (1989), in order to avoid stress few employees might consider simply to exit the organization. The option may not be practical due to possible costs associated with leaving the organization, which includes family economic constraints and limited job opportunities. Considering Pakistani context, mostly employees face limited job opportunities and family economic constraints, which may compel them to be associated with their organization for a long period. Due to their forced stay in the organization, it is quite possible that in case of difference between their personal values and organizational values, employees will overwhelm their core values and give an image to uphold the workplace prevailing values. Thus creates “Facade of Conformity” and ultimately leads to employee’s emotional exhaustion and provokes turnover intentions and low affective commitment (Hewlin, 2009; Hewlin et al., 2016).

Keeping in view the detrimental effects of facades of conformity from previous research, the study will acquaint the working managers pertaining to potential determinants of facades of conformity and its outcomes. The study will also examine the moderated effects of trust in management on the relationship between

quality of leader-member exchange relationship and facade of conformity and additionally the moderated effects of emotional stability on the relationship between facade of conformity and emotional exhaustion. Findings of the moderation analysis will facilitate the managers that how the negative association between quality of leader-member exchange relationship and facade of conformity can be weakened and similarly how the negative effects of emotional exhaustion after its occurrence among employees can be diluted.

### ***Theoretical Contribution***

- The study contributes in the current research work of value congruence, LMX theory of leadership, Person-Organization fit, Self-Presentation theories and Attraction-Selection-Attrition theory.
- The study extends research work on LMX theory of leadership to show that quality of leader-member exchange relationship influence subordinates behavior particularly creation of facades of conformity. Previous research work in LMX leadership theory revealed that low quality exchange relationships between supervisor and subordinate related to negative psychological, emotional and attitudinal outcomes including emotional exhaustion (Duffy, Ganster & Pagon, 2002; Grandey, Kern & Frone, 2007). However, the study will examine not only the direct effect of quality of leader-member exchange relationship on emotional exhaustion but also indirect effect of quality of leader-member exchange relationship on emotional exhaustion through its effect on facades of conformity. Establishing indirect effect of quality of leader-member exchange relationship on emotional exhaustion through its effect on facades of conformity will bring importance of quality of LMX relationship and facades creation i.e. values incongruence in the integrated literature of value congruence and LMX theory of leadership. Additionally, establishing moderating effect of trust in management will contribute in Person-Person fit literature that the moderator can dilute negative effect of poor P-P fit on facades creation.

- The study will also extend research work on Self-Presentation theory that individuals with agreeableness personality traits when change their behaviors during social interaction to give an impression that other people may have about them leads to creation of facades of conformity due to inconsistency between their behavior and true self. The study will integrate literature of value congruence with Self-Presentation theories.
- P-O fit theory posits that incongruence between values of person and organization leads to physical, psychological and behavior stress (Kristof, 1996) and continuous stress cause emotional exhaustion (Schaufeli & Enzmann, 1998). The study will contribute in the literature of P-O fit by introducing moderator on the relationship of behavior stress and emotional exhaustion, so that positive effect between the relationship can be attenuated.
- Attraction-Selection-Attrition theory postulates that individuals are attracted to an organization, which have similar features, to become part of that organization through selection and stay in the organization if they are a good fit, or leave the organization if they are not a good fit (Schneider, 1987). The study will contribute to the theory that when employees confronts with value incongruence in the organization and not avail any other job opportunity in the market then instead of leaving the organization they stay in the organization, create facades of conformity and affect organizational performance by withdrawing their extra-role behaviors.

***Applied and Contextual Contribution:***

- Findings of the study will explain managers to create such an environment in the organization that employees feel free in expressing their true feelings, behaviors, gestures, verbal statements and incongruence of organizational values, so as to avoid detrimental attitudinal and behavioral outcomes of facade of conformity.
- Findings of the study will also facilitate managers in selection and implementation of such socialization practices, which will align values of organizations and employees and reduce their differences.

- Findings of the study will facilitate managers to know about the detrimental effects of facades creation and emotional exhaustion on individual level outcomes.
- Findings of the study will apprise managers about the variables that can contribute in diluting the negative effects of facade of conformity after its occurrence in the workplace.

Significance of the study leads to the explanation of rationale of the study in the following paragraphs.

## 1.7 Rationale of the Study

Any opportunity for employment in Pakistan provokes individuals to apply against the available post without considering value congruence between their core values and organizational overriding values due to unemployment and competitive environment in Pakistan. After becoming part of the organization, individuals confront with values incongruence between their core values and organizational values. Thus keeping in view the unemployment rate and competitive environment in the country, individuals prefer to stay in the organization. During stay in the organization, individuals intend to excel in their careers. In order to excel in career by getting acceptance of others, they started to pretend that they have embraced values of majority group in the organization and initiated to suppress their personal core values. Thus, individuals started to create facade of conformity. Considering the Pakistani context, it can be inferred that there are higher chances that employees working in organizations create facade of conformity due to less job opportunity in the open market. Accordingly, managers have to know about the detrimental effects of creation of facade of conformity on employees and organizational performance. Managers have also to know about the potential causes of facade creation, so that they can take such measures from which employees and organizations can refrain from negative effects of creation of facade of conformity.

Findings of previous researches have revealed that facade of conformity has detrimental effects not only on employees who involve themselves in facade creation but also on organizational performance. Negative effects of facade of conformity includes psychological and emotional distresses, emotional exhaustion, member's intention to leave, low creativity, low productivity, low affective commitment, low OCB and low job performance (Hewlin, 2003, 2009; Sharma & Sharma, 2014; 2015, Hewlin et al., 2016; Anjum & Shah, 2017). However, determinants of creation of facade of conformity includes organizational reward systems, minority status, self-monitoring, non-participatory work environment, collectivism, job insecurity, value congruence, fear of negative evaluation and perception of politics (Hewlin, 2003, 2009; Sharma & Sharma, 2015, Hewlin et al., 2016; Hewlin et al., 2017; Anjum & Shah; 2017).

According to Sharma & Sharma, (2015) only a few causes of facade of conformity have been examined so far and there is a need to investigate other causes due its negative effects on employees and organizational performance. Investigation of maximum causes of facade creation can facilitate managers to prevent their organizations from its adverse effects. This study is therefore designed to investigate other potential determinants of facade creation i.e. quality of LMX relationship and agreeableness. The study also intends to explore more potential outcomes of facade creation i.e. emotional exhaustion, OCBO, OCBI and creativity. The study is also examining the moderating role of trust in management and emotional stability between the relationship of LMX and facades creation, and facade of conformity and emotional exhaustion respectively.

In addition to above, outcomes of facade creation have enhanced importance of the construct in organizational behavior. However, the construct of facade of conformity is nascent in organizational behavior and it is not fully explored by researchers as yet. The construct has been theorized and empirically testified mainly in western context. The development and validation of theories in western cultures and their validity and applicability in Eastern region are questionable (Hofstede, 1983). The reason is mainly due to cultural differences. Sharma & Sharma, (2014, 2015) have realized importance of the construct and started to

explore it in Eastern region. It is essential that a study on Facade of Conformity theorized in western context may be tested in Eastern region with new potential antecedents and potential outcomes.

The design of the study will be time-lag survey design. Data on LMX, agreeableness, trust in management, facade of conformity, emotional exhaustion and emotional stability will be employee-reported. Data on variables OCBO, OCBI and creativity will be collected from supervisors of each employee i.e. those employees from whom data of LMX, agreeableness, trust in management, facade of conformity, emotional exhaustion and emotional stability will be collected. Data on LMX, agreeableness, trust in management, emotional stability and facade of conformity will be gathered at lag-1, whereas data on emotional exhaustion, OCBO, OCBI and creativity will be collected after lapse of three months at lag-2.

Explanation of background of the study, gap analysis, problem statement, research questions, research objectives, significance and rationale of the study leads to define theoretical background of the construct of facade of conformity.

## 1.8 Theoretical Background

Construct of facade of conformity gets support through “Person-Environment Fit Theory”, “Attraction-Selection-Attrition Theory”, “Protection Motivation Theory” and “Presentation of Self in Every Day Life”. Each theory along with its linkage with facade of conformity and its outcomes will be discussed in detail in following paragraphs.

### 1.8.1 Overarching Theory: Person-Environment (P-E) Fit Theory

The model of the study as shown in figure 3.1 can be supported by Person-Environment (P-E) fit theory. The theory was developed in the 1960’s (French & Kahn, 1962; French, 1963). The theory received importance in the field of occupational stress research. The theory tenets that incongruence between person

and environment leads to psychological, physical and behavioral stress. (Caplan et. al., 1980; Harrison, 1978). The theory emphasizes importance of both person and organizational environment in examining the determinants and outcomes of stress. Kristof (1996) found five distinct levels of P-E fit. Each level of P-E misfit leads an individual to stress. The first level is Person-Vocation (P-V) fit which defines compatibility between person and his occupation. The second level is Person-Organization (P-O) fit, which defines congruence between individual's values and organizational values. The third level is Person-Group (P-G) fit, which defines compatibility between person and his working group. The fourth level is Person-Job (P-J) fit, which describes congruence between individual's capabilities and job requirements. While fifth level is Person-Person (P-P) fit, which explains the fit between a person and his manager.

Person-Organization fit is founded on the theory of "attraction-selection-attrition" in which Schneider (1987) suggested that persons consider more relaxed in the organizations where they have same features. In context to P-O fit, three approaches define behavior of people at their workplace (Chatman, 1989). These approaches include the individual difference approach, the situational approach and the interaction approach. The individual difference approach defines that a person's behavior can be determined by assessing his personality traits (Block, 1978; Bowers, 1973; Staw & Ross, 1985; Weiss & Adler, 1984). The situational approach suggests that characteristics of an individual's situation or organizational environment is the best predictor of his behavior (Mischel, 1968; Salancik & Pfeffer, 1977, 1978; Skinner, 1971). According to interactional approach of P-O fit, in addition to values, person's personality traits and organizational environment are interdependent predictor of individual's behavior in contrast to individual difference and situation approaches, which consider person's personality traits and organizational environment as independent predictor of one's behavior (Chatman, 1989).

Chatman (1989) illustrated an example for explaining the approaches that if an organization selects an individual with cooperative personality trait then the individual difference approach assumes that cooperative person will act as cooperative



irrespective of any organizational environment (Epstein & O'Brien, 1985). However, situational approach assumes that regardless of person's personality trait, if an organization has cooperative environment the individual will display cooperative behavior. (Louis, 1980; Van Maanen & Schein., 1979). While an interactional approach assumes that a person with cooperative personality trait will be most cooperative in a cooperative organizational environment but he may display competitive behavior in an organization that has competitive environment i.e. according to the situation. Moreover, a person with competitive personality trait will act as most competitive in competitive environment but he may perform cooperative activities if the organization has cooperative working environment.

The construct of facade of conformity gets support from Person-Organization (P-O) fit theory. According to Hewlin (2003), the construct of facades creation extends research on P-O fit and organizational socialization (Chatman, 1989, 1991; Van Maanen & Schein, 1979). P-O fit is defined as the congruence between individuals and organizations in terms of values, personality traits and organizational environment. The incongruence between individual and organizational values, personality traits and organizational environment cause psychological, physical and behavioral stress (Chatman, 1989). According to Hewlin (2003), behavioral stress is linked with facades of conformity. An individual confronts with stress during facades creation due to displaying of behavior that makes a difference between ones actual behavior and the behavior one displays at workplace. So an individual giving false representation of adopting organizational acceptable values involves in facades creation and this behavior of facades of conformity gives him stress during daily working at workplace.

The model of the study also gets support from Person-Person (P-P) fit and Person-Organization (P-O) fit theory (Kristof, 1996). The relationship between quality of leader-member exchange relationship and facades of conformity gets support from P-P fit. Poor P-P fit is the incongruence between person and his manager. Congruence between person and his manager leads to high quality leader-member exchange relationship while incongruence between person and his manager leads to low quality leader-member exchange relationship (Graen & Uhl-Bien, 1995). In

low quality LMX relationship an employee does not get congenial environment to openly express his views, opinions and dissent therefore not able to share risky information with his leader (Botero & Van Dyne, 2009; Krone, 1991, Kassing, 2000). Therefore, low quality LMX relationship of an employee with his leader leads an employee to behavioral stress i.e. an outcome of poor P-P fit. According to Hewlin (2009), behavior stress is associated with creation of facades of conformity.

The relationship between agreeableness and creation of facades of conformity gets support from P-O fit. According to interactional approach, Person-Organization fit arises on match of values, person's personality traits and organizational environment between person and organization (Chatman, 1989). The interaction approach posits that if an employee has agreeableness personality trait i.e. who has internal tendency to display cooperative behavior (Zellars & Perrewe, 2001), if confronts with competitive organizational environment will display competitive behavior by concealing his true self, however, such employee will be most productive in cooperative organizational environment. Displaying of competitive behavior of an employee is in contrast to individual difference and situational approaches, which considers person's personality traits and organizational environment as independent predictor of one's behavior. The concealment of cooperative behavior of an employee having agreeableness personality trait and displaying of competitive behavior leads an employee to behavioral stress (an outcome of P-O fit) i.e. creation of facades of conformity.

The relationship between creation of facades of conformity and emotional exhaustion also gets support from P-O fit theory. Poor P-O fit leads to behavioral stress (Caplan et. al., 1980; Harrison, 1978). Mehmet, Adnan, & Özlem (2011) also observed that P-O fit and behavioral stress are negatively related to each other. Hewlin (2003) termed facades of conformity as behavioral stress. An individual confronts with continuous stress during exhibiting facades of conformity due to inconsistency between his actual behavior and the behavior displays at workplace. Research study of Schaufeli & Enzmann, (1998) found that continuous stress leads an individual to emotional exhaustion. Results of Siegall & McDonald,

(2004) study also supported that P-O fit has a strong negative association with emotional exhaustion.

The relationship between emotional exhaustion and extra-role behaviors i.e. OCBO, OCBI and employee's ability of creativity gets support from P-O fit theory. As poor P-O fit leads to behavioral stress (Caplan et. al., 1980; Harrison, 1978) and continuous stress causes emotional exhaustion (Schaufeli & Enzmann, 1998). Cropanzano, Rupp & Byrne (2003) found a significant and negative relationship between emotional exhaustion and organizational citizenship behaviors. High person-organization fit enhances the probability for exhibiting extra-role behaviors as individuals feel more at ease in organizations that have similar values (Morse, 1975; Swann, 1983). O'Reilly & Chatman (1986) established that P-O fit has a strong association with extra-role behaviors (OCBO and OCBI). Moreover, according to Van Maanen & Schein (1979, p. 228) individual having creative trait shows high degree of creativity on P-O fit. Cable and DeRue (2002), also found that perceptions of P-O fit are associated with perceived organizational support, OCBs and decisions related to leave the organization. It is therefore argued from previous studies that P-O fit has negative relationship with emotional exhaustion and employees with low degree of emotional exhaustion exhibit extra-role behaviors.

Above description of P-O fit theory posits that poor P-O fit is a determinant of behavioral stress and continuous behavioral stress leads to emotional exhaustion (Schaufeli & Enzmann, 1998). In order to attenuate negative effects of stress and emotional exhaustion on employee performance, moderators i.e. trust in management and emotional stability have been examined in the present study.

### **1.8.2 Supporting Theories**

Supporting theories for construct of facade of conformity includes "Attraction-Selection-Attrition Theory", "Protection Motivation Theory" and "Presentation of Self in Every Day Life".

### 1.8.2.1 Attraction-Selection-Attrition Theory

Schneider (1987) developed theory of “attraction-selection-attrition” which posits that individuals and organizations are attracted to each other based on similar features. Individuals consider more relaxed in the organizations where they have same features. Attraction-selection-attrition defines process through which people are attracted to an organization, which have similar features, to become part of that organization through selection and stay in the organization if they are a good fit, or leave the organization if they are not a good fit.

The attraction process describes that individuals attract to those organizations, which they perceive have similar values, personality traits, interests and other attributes. Organizations on the other hand attempts to select such individuals who have relevant / similar knowledge, skills and abilities (KSA) already possessed by the existing employees. In attrition process, individuals who find incongruence with the organization in terms of values, personality traits, interests, organizational environment, organizational KSA would try to leave the organization.

However, leaving the organization may not viable due to economic costs associated with turnover, therefore, employees with value dissimilarity may try to suppress their core values to pretend that they have adopted organizational values, so that they can get acceptance in the organization. Thus, such employees may create facade of conformity, which lead them to emotional exhaustion (Hewlin, 2003, 2009). According to Cropanzano et al., (2003), there is a strong negative association between emotional exhaustion and OCBs. Schaufeli, Maslach & Marek (1996) found negative correlation between burnout and creativity.

### 1.8.2.2 Protection Motivation Theory

Construct of facade of conformity can also be supported through “Protection Motivation Theory”. Protection Motivation Theory (PMT) has drawn its origins from expectancy-value theory. PMT was originally introduced by Rogers (1975) for explaining the motivation due to variation in health associated behaviors and attitudes resulting from fear appeals. However, Rogers (1983) extended the theory

by mentioning that the theory can be considered in various context of motivation for coping behaviors resulting from threats.

PMT describes two appraisal processes, which a person confronts in case of threat. The processes include threat appraisal process and coping appraisal process. In these processes, a person assesses behavioral options to reduce the intensity of perceived threat (Boer & Seydel, 1996). The threat appraisal and coping appraisal responses lead to either adaptive responses (protection motivation) or maladaptive responses. Maladaptive responses include behaviors that lead to negative consequences. In threat appraisal process, individuals assess cause of threat and likely costs of not taking coping measures. Threat appraisal and coping appraisal result into Protection motivation. During threat appraisal process an individual assesses probability of reducing a threat (vulnerability) and assesses threat's seriousness (severity). Coping appraisal process consists of response efficacy and self-efficacy. Response efficacy is one's expectation that adopting recommended response can eliminate the threat. Self-efficacy is one's confidence in his capability to accomplish the recommended response successfully. In case individual's perceptions about degree of severity of threat and individual's vulnerability towards threat is higher than coping appraisal responses then one may incline to adopt maladaptive response. There are also intrinsic and extrinsic rewards that can increase the chance of adopting maladaptive response. Intrinsic and extrinsic rewards are the benefits that one is likely to incur through maladaptive response. On the other hand, if an individual believes that degree of severity and vulnerability towards threat can be overcome with coping appraisal responses then one may incline to embrace adaptive behavior. Besides response efficacy and self-efficacy, response costs tend to prevent the adoption of adaptive behavior.

Hence, during threat an individual may be motivated to follow protection mechanism if firstly, individual's perception about threat's severity and vulnerability outweighs the rewards linked with maladaptive behavior and secondly, response-efficacy and self-efficacy outweigh the response costs related with adaptive behavior.

Consistent with the PMT framework, Hewlin (2003) describes the organization as one of the factor from which facade of conformity may emerge. Any misalignment between personal values and organization values is supposed as a potential threat to individual's success and growth in the organization. For instance, if an individual's core value is to openly express himself and to become straight forward then he is supposed to observe this behavior across the organization irrespective of any working environment. However, when confronts with agreeableness behavior in the organization he may face a threat. This individual's threat raises threat appraisal and coping appraisal processes. Maladaptive responses include openly expression of one's own values or leaving the organization. However, an individual may considered adoption of these maladaptive responses as an intrinsic reward because in this way one can upheld his personal core values. While adaptive response contains suppression of personal core values and openly expression of organizational values, so that he can get acceptance in the organization and may excel in his career. Response cost of adaptive behavior is emotional exhaustion and psychological distress (Hewlin, 2003). Emotional exhaustion has strong and negative association with OCBs (Cropanzano et al., 2003). Moreover, Schaufeli et al., (1996) found negative association between burnout and creativity.

Individual who creates facade of conformity, threat's severity and vulnerability because of values incongruence offsets the intrinsic rewards (i.e. upholding of personal core values) related with maladaptive behaviors of expressing personal values or leaving the workplace. On the other side, adaptive response i.e. adopting organization's values to gain acceptance among influential group for carrier progression offset the response cost of involving in facade of conformity (i.e. emotional exhaustion and psychological distress). Perceived risks related with non-conformity to the existing organizational values seem to be the source that provokes employees to create facades of conformity.

### **1.8.2.3 Presentation of Self in Every Day Life**

Hewlin (2003) explained construct of "facade of conformity" that individuals at their workplace pretend to shape their behaviors for portraying that they have

embraced organizational values so that they can get acceptance and excel in their careers. The construct of “Facade of conformity” also received support from Goffman’s (1959) theory of “Presentation of Self in Every Day Life”. Goffman (1959) found that when individuals face others during social interactions, they tend to alter their behaviors, appearances and manners to impart an impression that other people may have about them. The theory uses imagery of the theatre in order to portray the importance of human face-to-face social interaction. In theater, “actors” give performance on stage before audiences. During performance on the stage, actors display only desired impressions of audiences and portray positive aspect of their self. However, there is also a back end i.e. off the stage, which is a private place of the actors where they display their true selves. Similarly, individuals during face-to-face social interaction alter their behaviors, which are desirable by others and conceal their true selves while in their private gathering they set aside their behavior displayed in social interactions. Thus, when individuals with agreeableness personality trait change their behaviors and conceal their true selves to impart an impression that organization desires from them, it may lead them to creation of facade of conformity. Accordingly, facade of conformity provokes employees to emotional exhaustion (Hewlin, 2009; Sharma & Sharma, 2015). Moreover, emotional exhaustion has strong and negative correlation with OCBs (Cropanzano et al., 2003). According to Schaufeli et al., (1996), there is negative association between burnout and creativity.

Accordingly, it is obvious that in addition to P-E fit theory, the construct of facade of conformity gets support from “Attraction-Selection-Attrition Theory”, “Protection Motivation Theory” and famous theory of “Presentation of Self in Every Day Life” and is therefore viable to conduct study on the construct.

## 1.9 Summary

The chapter has presented the introduction to the emerging construct of “facade of conformity” and also highlighted its potential antecedents and negative attitudinal outcomes based on previous empirical studies. Hewlin (2009) proposed

that facade creation emerges from various facets including the organization, one's status in the organization and one's personality traits. Accordingly, potential antecedents, moderators, mediators and outcomes of the study are proposed. Gap analysis, problem statement, research questions, research objectives, significance of the study, rationale of the study and overarching theory along-with supporting theories of the conceptual model are presented in detail for justifying the conduct of empirical study. After justifying conduct of the study, it makes imperative to review the literature from the previous studies and its linkage with the proposed variables of the study.



## **Chapter 2**

# **Literature Review, Hypothesis and Theoretical Framework**

Research questions of the current empirical study are mentioned above at 1.4. Accordingly, in order to ascertain previous study related to research questions, this chapter describes an overview of the literature related to facades of conformity, differences between facades of conformity with similar constructs, relationship of leader-member exchange/agreeableness with facades of conformity and emotional exhaustion. Additionally, succeeding headings present an overview of the literature related to facades of conformity, emotional exhaustion and outcomes. The chapter also covers literature on moderating role of trust in management and emotional stability. The final part of the chapter contains summary for smooth transition to the next chapter of the study, which presents conceptual model, hypothesis, definitions and methodology of the current study.

### **2.1 Facade of Conformity**

Hewlin (2003) introduced Facade of Conformity in her seminal article. During socialization process of new employees in an organization, they get clues of acceptable organizational values and in case of values dissimilarity between their

core values and organizational overriding values they start to conform organizational prevailing values by suppressing their personal values to get acceptance at work (Hewlin, 2003). Hewlin (2003) termed this strategy of suppressing one's core values and pretending to adopt organizational values as "creating facades of conformity". "Facade of conformity" is the untrue representation of an employee by creating an image that he has embraced organizational values. For example, an employee's personal value of honesty and integrity may confront with value conflict in an organization that has an overriding priority to get profit by any means (Flaherty, Dahlstrom, & Skinner, 1999). In this situation, an employee may create "Facade of conformity". It is pertinent to mention that "personal core values" are stable values that are related to individual's identity and embedded in individual's upbringing, social status and cultural background (Lachman, 1988; Rokeach, 1973). Facade creation is an intentional decision of an employee when he confronts misalignment between own and organization's overriding values to get acceptance within the organization for variety of reasons.

According to Hewlin (2003), misalignment in personal and organizational values between employees and organizations may provoke employees to create facade instead of leaving the organization or openly expressing their personal values. In such situation, most of the employees may not opt to leave the organization as it cost too much to them mainly due to family or economic constraint. Moreover, employees may not openly express personal values due to range of fears and concerns in the organization. For instance, "Will I be promoted if I show my true self?" "Will I be accepted in the organization if my dressing portrait my religious background?" (Hewlin, 2003). Hence, according to Hewlin (2003), they create "Facade of Conformity".

Review of literature reveals that alignment between individual's and organization's values, personality traits and organizational environment makes them most productive. Demonstration of this alignment is called Person-Organization (P-O) fit, which results in employee's commitment, satisfaction and retention (Chatman, 1991; Meglino et al., 1989; O'Reilly et al., 1991; Sheridan, 1992), organizational performance (Govindarajan, 1989; Meglino et al., 1989) and individual health

(Moos, 1987). The employee whose values are in line with the organization values can contribute more to the success of the organization. Thus high level of alignment between employees and organizational values, needs and norms lead to higher level of P-O fit and this leads to higher level of employee's satisfaction, commitment, performance and low turnover intentions. In order to get benefit from the positive aspects of P-O fit, organizations may compel labor to have congruence between their values and organization's values. Employees during their socialization process in the organization get clue about organization's desires to have P-O fit, so they start to alter their true selves to portray desired similarity of values between employees and organization. Thus compelling value similarity to obtain higher levels of P-O fit by organization may lead to apparent value similarity rather than actual value similarity. Accordingly, Hewlin (2003) added construct of facades of conformity in P-O fit and organizational socialization research. Hewlin (2003) describes "facades of conformity" as untrue images produced by individuals to demonstrate as if they adopted organization's values. "Facades of conformity" represents the incongruence between person's and organization's values.

The change of employee's behavior during socialization in an organization for displaying value congruence between employee and organization gets support from famous theory named "Presentation of Self in Every Day Life" introduced by Goffman's (1959) in seminal sociology book. He found that when individuals face others during social interactions, they tend to alter their behaviors, appearances and manners to impart an impression that other people may have about them. As individuals alter their behaviors during face-to-face social interactions, therefore, a question may arise that why do individuals willingly change their behaviors that are not in line with their personal values. Various reasons can be given while answering the question. Perhaps they may change their behaviors because of their requirement to stay in organization, which is mainly due to poor economic conditions or weak family financial position. Another reason is benefits, rewards, career growth, which one receives from an organization. These benefits can enforce an individual to change his behaviors. Another reason is group pressure. Conformity theorists recognized that various pressures in the groups compel an

individual to follow the prevailing behaviors and norms of the group. Asch (1951, 1956) conducted various experiments, which are known as psychological classics to determine that whether one surrenders his true self due to group pressure or otherwise. Findings of the experiments established that one third of the time individual obeyed to the improper stance of the group and more than 80% of the members followed to the wrong group answer on at least one time. Results of the study revealed that the various context in the group or certain aspects of one's personality trait compel them to follow to the incorrect answer of the dominant members of the group. It was summarized in the findings of the study that perhaps minority members surrendered before view of majority because of fear of laughter. Thus, when individuals change their behaviors and conceal their true selves to impart an impression that organization desires from them, ultimately lead them to creation of facade of conformity.

The construct of facade of conformity also gets support from "attraction-selection-attrition" theory developed by Schneider (1987). The theory tenets that individuals attracts to those organizations, which they perceive have similar values, personality traits, interests and other attributes. Organizations on the other hand attempts to select such individuals who have relevant/similar knowledge, skills and abilities (KSA) already possessed by the existing employees. In attrition process, individuals who find incongruence with the organization in terms of values, personality traits, interests, organizational environment, organizational KSA would try to leave the organization. According to Hewlin (2003), each employee may not exercise the option of leaving the organization because of economic constraints, therefore, such employees conceal their true selves i.e. dissimilarity in terms of values, personality traits etc. with the organization for getting acceptance among other employees. Thus, such employees involve themselves in creation of facade of conformity.

Hewlin (2009) defines that creation of facades of conformity emerges from variety of levels within the organization including the organization, individual's status within the organization and one's personality traits. Accordingly, Hewlin (2003)

theorized that organizational reward systems (organizational environment), minority status (individual's status) and self-monitoring (individual's trait) can be antecedents of facades creation. Moreover, psychological and emotional distresses were theorized as potential outcomes of facades of conformity. Later the construct was empirically testified that non-participative work environment, minority status, self-monitoring and collectivism were the determinants of facades of conformity. Moreover, emotional exhaustion served as a mediator between facade creation and member's intention to leave and additionally collectivism was found to moderate the relationship between emotional exhaustion and turnover intentions (Hewlin, 2009). Sharma & Sharma, (2014, 2015) found that facade of conformity have negative impact on creativity and productivity. Facades of conformity was also found to have significant positive impact on self-monitoring and emotional exhaustion (Sharma & Sharma, 2015). Hewlin et al., (2016) found that job insecurity as determinant of facades creation and high intention to leave and low affective commitment as outcome of facades of conformity. Hewlin et al., (2017) found that value congruence as antecedent of facades of conformity and low work engagement as outcome of facades creation. Moreover, in the study high leader integrity was found as moderator on value congruence and facades of conformity. Anjum & Shah (2017) found fear of negative evaluation and perception of politics as determinant of facades of conformity and emotional exhaustion as outcome of facades creation. Facade of conformity has deleterious effect on employee's behaviors including psychological and emotional exhaustion, intentions to leave, less creativity and less productivity, which ultimately effect organizational overall performance. Keeping in view the previous research studies on the construct of facade of conformity and its deleterious effects on individual and organizational performance, this study has intended to facilitate working managers through examining the construct of facade of conformity in Pakistani environment with two new potential antecedents including quality of LMX relationship from the organization and agreeableness from individual's personality trait. Relationship between facade of conformity and emotional exhaustion is established in western environment, so the same relationship

is intended to be examined in Eastern region in the study. Effects of emotional exhaustion on individual level outcomes including organizational citizenship behavior towards organization, organizational citizenship behavior towards individuals and creativity are also desired to be explored. Moreover, moderating effects of trust in management and emotional stability are also examined.

Explanation of the construct of facade of conformity makes it vital to describe the differences between facade of conformity and its similar constructs in the succeeding heading.

## **2.2 Differences between Facades of Conformity and Similar Constructs**

This section of the study will explain differences between facades of conformity from impression management, emotional labor, surface acting, compliance and covering. Conceptually, construct of facade of conformity extends the impression management theory. However, there are two important distinctions, which differentiate facade of conformity from impression management. The first difference pertains to scope. Facade of conformity has a broader scope as it covers all members in an organization, however, impression management is generally studied in the context of dyadic relationship (Liden & Mitchell, 1988). Additionally, facade of conformity covers individual's values and organizational values. The second distinction associates with the assumption about consistency between outward behaviors and internal values similarity of an individual. Research on impression management emphasizes on the aspects of acceptance among audience rather to explore consistency between internal and expressed values (Turner, 1991). The aspect of consistency between internal and external values is covered in the construct of facade of conformity (Hewlin, 2003).

Construct of facades of conformity can also be distinguished from emotional labor. Emotional labor is associated with the desired emotions required for job role during interactions with customers, peers, seniors and all jobs associated with the

public (Hochschild, 1983). For instance, flight attendants are required to display cheerful gestures to passengers (Hochschild, 1983). Hochschild (1983) found that individuals employed in jobs related to public often display the emotions they are likely to express at work. This is termed as surface acting. Surface acting differs from facade of conformity in two primary contexts. First, surface acting is restricted to the expression of one's emotions in job role. Facade of conformity, however, is not confined to display of emotions only rather it involves behaviors, gestures, verbal statements and all of the different ways in which one may signal acceptance of organizational values. The second dissimilarity is that the construct of surface acting does not cover one's personal core values. However, construct of facade of conformity covers every organizational settings in which an employee pretends to hold organizational values, which effects his personal values.

The compliance construct also differentiates from the construct of facades of conformity. Compliance is publicly changing one's beliefs and opinions due to external pressures without a parallel change in one's internal beliefs or values (Festinger, 1953; O'Reilly & Chatman, 1986, Zaelke, Kaniaru, & Kružíková, 2005). Individuals practicing compliance hold their personal beliefs while publicly displaying group norms, values, and decisions (Kelman, 1958; Kiesler, 1969, Mitchell, 1996, Zaelke et al., 2005). Previous research work on organizational compliance reveals that employees may set aside their personal values and follow instructions from management (Brief, Buttram, Elliott, Reizenstein, & McCline, 1995; Kelman & Hamilton, 1989). However, compliance research overlooks the impression management activities and psychological distress an individual may confronts while practicing compliance.

Erving Goffman (1963) used the term "covering" to explain the behaviors of certain stigmatized groups to manage the stigmas they possess. Covering differs from facades of conformity as in covering a stigmatized identity is revealed, whereas, individual's values are not exposed in facades creations. Moreover, covering is confined to the conflict between behaviors consistent with revealed identity whereas in facade of conformity incongruence observes between one's personal core values

and organization's values. Dejordy (2008) explained differences between facade of conformity and similar constructs in Table 2.1.

After describing construct of facade of conformity and differences between facade of conformity and similar constructs, it is imperative to present literature overview on the relationship among leader-member exchange relationship, facade of conformity and emotional exhaustion in approaching paras.

### **2.3 Leader-Member Exchange and Facade of Conformity**

Hewlin (2009) found that non-participative work environment is positively associated with facades of conformity. She explained that an employee "who perceives that he works in organization lacking tolerance for members expressing diverse ideas, opinions, and values might be particularly likely to create facades of conformity. Spreitzer (1996) described such organizations as non-participative, in which control, order, and predictability are valued. In these contexts, management is likely to be less approachable and receptive to the expression of diverse values" (Hewlin, 2009). Review of literature divulges that in participative work environment employees feel safe in practicing their true-selves (Evered & Selman, 1989; Edmondson, 1999; Saunders et al., 1992). House (1971) also found that leaders in participatory work environment involve their subordinates in decision-making, so that they can feel liberty in expressing their selves without fear of negative evaluation. Hence, degree of facades creation is negatively associated with participative work environment because members do not feel at odd in practicing, expressing their true values or opinion.



TABLE 2.1: Facades of Conformity Vs Similar Constructs (Dejordy, 2008).

	<b>Compliance</b>	<b>Emotional Labor</b>	<b>Impression Management</b>	<b>Facades of Conformity</b>	<b>Covering</b>	<b>Passing</b>
Impetus or pressure for conformity	External pressures explicitly stated by those who make the rules	Societal and organizational scripts dictated by roles and situation	Perceived expectations of alter	Perceived organizational values	Societal and organizational norms of public behavior	Stigmatized status of identity
Motivation for engaging in behavior	Normalization: Avoid punishment associated with nonconformance	Opportunism: Improve transactional outcomes: (e.g., happy customer, debtor pays bill)	Opportunism: Increase opportunities available from influential alter based on improved image	Opportunism: Increase opportunities available in organizational setting based on perceived fit	Normalization: Avoid social discomfort associated with nonconforming behaviors	Normalization: Avoid discrimination, and exclusion based on stigmatized identity
Temporal bounding target	Organizational interactions authorities	Transaction	Dyadic relationship	Organizational relationship	Organizational interactions	Organizational relationship
Target	Authorities	Abstracted external alter (e.g., customer, debtor)	Specific alter in position of power or influence	Abstracted organizational alter	Abstracted organizational alter	Abstracted organizational alter
Source of dissonance	Expressed beliefs and authentic beliefs	Expressed emotions and authentic emotions	Expressed values and authentic values	Expressed values and authentic values	Enacted behaviors and authentic behavioral intentions	Expressed identity and authentic identity
Degree of need for constant vigilance	High: May trigger punishment, sanction, or dismissal for noncompliance	Low: May reduce effectiveness in a specific transactions	Medium: May appear inconsistent or duplicitous to alter	Medium: May appear inconsistent or duplicitous to some members of organization	Low/Medium: May encounter or create social discomfort for self or others on specific situation	High: May change status from discreditable to discredited, leading to discrimination or stigmatization
Characteristic work	Festinger (1953)	Ashforth & Humphrey (1993)	Gardner & Martinko (1988)	Hewlin (2003)	Goffman (1963)	Goffman (1963)

LMX theory of leadership posits that leaders establish high quality and low quality exchange relationships with their members. In high quality exchange relationships members feel safe in expressing their opinions and values towards organizational values and norms without any fear of negative consequences while in low quality exchange relationships, members do not get congenial environment to openly express themselves. So in high quality exchange relationships members get participatory working conditions at dyad level and in low quality exchange relationships members get non-participatory working conditions. Hence, there are likely chances that members in high quality exchange relationship with their leaders may not involve themselves in facade creation.

The process of establishing high quality and low quality exchange relationships between leaders and members is explained by LMX theory of leadership. The theory tenets that leaders establish exchange relationships with their subordinates. These relationships can be of high quality or can be of low quality (Sparrowe & Liden, 1997). The theory also posits that exchange relationships between leader and subordinate comprise of three stages. These includes role-taking, role-making and routinization (Cashman, Dansereau, Graen & Haga, 1976). During role-making stage, new members “try to display” loyalty, trustworthiness and similar personality traits with the leader. Emphases on “try to display” means that members may or may not have actual loyalty, trustworthiness and similar personality traits to the leader. The theory suggests that during this stage, leaders categorize new members into “In-Group” and “Out-Group”. In case of having actual loyalty, trustworthiness and similar personality traits to the leader, members are categorized in “In group” by the leader. However, in case of not having similar features to the leader, members may involve themselves in supervisor-focused tactics to affect supervisor liking which in turn affects exchange quality relationship (Wayne & Ferris, 1990) and members become part of “In-group”. “In-Group” comprises of the members who reach to high quality exchange relationship (Cashman et al., 1976). Employees who do not have or display loyalty, trustworthiness and similar personality traits with the leader reach to low quality exchange relationship and become part of “Out-group”.

According to recent work, LMX relationship in leadership-making model gets maturity through a life cycle of leadership including three phases i.e. a stranger phase, an acquaintance phase and a mature partnership phase (Graen & Uhl-Bien, 1995). The relationship begins with stranger phase. Stranger phase is categorized as low-quality LMX (Liden, Sparrowe & Wayne, 1997). The relationship then moves to acquaintance phase. Leader and member begin to share personal and work information. This is a critical stage because differences in personal and work information between leader-member may revert to the stranger phase (Graen & Uhl-Bien, 1995). So new members “try to display” loyalty, trustworthiness and similar personality traits to the leader. Members either have same features to the leader or do not have same features to the leader. In case of not having similar features to the leader, members either involve in supervisor tactics to display loyalty, trustworthiness and same personality traits or display dissimilarity to the leader. Members who actual have or involve in supervisor tactics to exhibit loyalty, trustworthiness and same personality traits comes to next stage. The next stage is termed as mature phase because it reflects high-quality LMX (Graen & Uhl-Bien., 1995). According to Graen, (1976), over a period, certain members reach to mature working relationship, establish high-quality exchange relationship, and are included in “in-group” of leaders. High quality LMX relationships stimulate employees to openly express their true selves (Botero & Van Dyne, 2009; Krone, 1991; Kassing, 2000) and employees can share risky information with their supervisors towards organizational values and norms (Botero & Van Dyne, 2009). Once a member establishes high quality exchange relationship with leader even after supervisor-focused tactics, he gets an environment to openly express his opinions or to share risky information including values incongruity with an organization, so as to avoid facades of conformity. Members in “in-group” of a leader due to supervisor-tactics will continue to exercise freedom of sharing risky information with the leader about organizational values until and unless he remains in “in-group”. However, on the other hand if a member does not categorized in “in-group” by the leader due to either not displaying loyalty, trustworthiness and similar personality traits to the leader because of actual mismatch or not displaying supervisor-focused tactics, he

does not get opportunity to show his values incongruity to the leader because of lack of freedom for expressing dissent. Accordingly, such member may involve in facades creation to conceal his values dissimilarity.

Literature on voice and silence also explains the linkage between LMX and employees' willingness to speak up. The association of LMX with employee's willingness to speak up is vital for creation of facade of conformity. Employees in an open environment get freedom to openly express their value incongruity therefore there are likely fewer chances for them to engage in creation of facade of conformity. Accordingly, employee's perceptions of managerial openness and voice behaviors are positively associated with each other (Ashford, Rothbard, Piderit & Dutton, 1998; Detert & Burris, 2007). High quality leader-member exchange relationships stimulate employees to express their true selves and share their ideas (Van Dyne, Kamdar & Joireman, 2008). In addition, employees having high quality LMX relationships have more congenial environment to openly express their views (Botero & Van Dyne, 2009; Krone, 1991) and are more likely to express their opinions or dissent (Kassing, 2000). This may be because employees having high quality leader-member exchange relationships have already "paid their dues" with their supervisor and are therefore able to share risky information within that relationship (Botero & Van Dyne, 2009). Autonomy, authority and achievement determine whether the leader recognizes the member's independence and employees can share risky information with their supervisors within that relationship (Botero & Van Dyne, 2009).

According to Aryee & Chen, (2006); Chen & Klimoski, (2003); Wat & Shaffer, (2005), employees who establish good relationships with their leader (higher leader-member exchange), with their team-members (higher team-member exchange) can easily express their views and feelings. Hatfield, Cacioppo & Rapson (1994) also found that individuals feel more comfortable to express their feelings when they have faith that they have the freedom for doing so. Review of literature on leader-member exchange and employee's willingness to speak up has shown that high quality leader-member exchange relationships results in higher levels of trust, perceived safety and autonomy to openly express their opinions or dissent. Therefore,

employees feel freedom to practice their personal values and reveal their value incongruity and thus not to involve themselves in facade creation. It can be inferred from the literature that high quality leader-member exchange relationship has therefore negative association with creation of facade of conformity due to employee's freedom of expressing their true selves or values incongruity. Accordingly, quality of leader-member exchange relationship is selected as potential antecedent of creation of facade of conformity in the study, which emerges from the organization and has theoretical foundation on social influence theory as explained in section 1.2.

The relationship between quality of leader-member exchange relationship and facades of conformity gets support from one of the levels of Person-Environment (P-E) fit i.e. Person-Person (P-P) fit. Poor P-P fit is the misfit between an employee and his direct supervisor or manager i.e. vertical dyadic linkage. Congruence between person and his manager i.e. P-P fit leads to high quality leader-member exchange relationship while incongruence between person and his manager i.e. poor P-P fit leads to low quality leader-member exchange relationship (Graen & Uhl-Bien, 1995). In low quality LMX relationship an employee does not get congenial environment to openly express his views, opinions and dissent therefore not able to share risky information with his leader (Botero & Van Dyne, 2009; Krone, 1991, Kassing, 2000). Therefore, low quality LMX relationship of an employee with his leader leads an employee to behavioral stress i.e. an outcome of poor P-P fit. According to Hewlin (2009), behavior stress is associated with creation of facades of conformity. Therefore, it can be imply that poor P-P fit leads to behavioral stress i.e. facade of conformity. Accordingly, it is hypothesized in the present study that employees having high quality leader member exchange relationships will be less likely to involve in facade of conformity. So the first hypothesis of the study is stated as:

***Hypothesis 1: Quality of Leader-member exchange relationship is negatively related to facades of conformity***

Presentation of literature overview on the relationship between leader-member exchange relationship and facade of conformity leads to an explanation of literature

on the relationship between leader-member exchange and emotional exhaustion.

## **2.4 Leader-Member Exchange and Emotional Exhaustion**

Leader-member exchange theory (Graen & Uhl-Bien, 1995; Gerstner & Day, 1997) is one of the core theoretical approaches in the field of leader-follower exchange relationships. The theory postulates that the quality of the relationship between leader and his subordinates influences organizational and personal outcomes (Greguras & Ford, 2006).

Burnout is a multidimensional syndrome made up of energy depletion and dysfunctional behaviors towards the work area. It is viewed as a kind of continued stress reaction (Schaufeli & Enzmann, 1998). Burnout is an amalgamation of physical fatigue, emotional exhaustion and cognitive weariness. The most accepted definition of burnout was presented by Maslach (1982), “who defined burnout as being comprised of three components i.e. emotional exhaustion, depersonalization and reduced personal accomplishment”. Emotional exhaustion is the most important component of burnout, which refers to exhaustion of one’s emotional and physical resources (Maslach, Schaufeli & Leiter, 2001). When an individual considers that he is experiencing burnout, it is likely that he is experiencing emotional exhaustion (Maslach et al., 2001).

Emotional exhaustion is an expected outcome of negative feelings in the workplace, which are not being regulated (Grandey et al., 2007). Previous research found that the workplace factors like subordinate control and job uncertainty effects employee’s degree of emotional exhaustion, while other workplace factors may also contribute (Paulsen et al., 2005). Leader-member exchange relationship can be another workplace factor, which can contribute negatively towards employee’s emotional exhaustion. The negative association between LMX relationship and emotional exhaustion is based on the changes in style and communication by the supervisor between low and high quality leader-member exchange relationships.

In high quality leader-member exchange relationships, leaders incline to assume a more constructive style (Dienesch & Liden, 1986), using communication behavior that helps in strengthening relationship with subordinates (Fairhurst, 1993). High-quality LMX relationships makes employees comfortable to trust in managers for emotional support (Dienesch & Liden, 1986). Involvement in decision-making and autonomy was found to have negative association with emotional exhaustion (Schaufeli & Enzmann, 1998). Prior research has confirmed that quality of leader-member exchange relationship has negative linkage with degree of dominance of leaders when communicating with subordinates (Fairhurst, Rogers & Sarr, 1987). In low quality leader-member exchange relationships, supervisors are more likely to use positional power and authority (Fairhurst & Chandler, 1989), are more likely to be antagonistic and adversarial (Fairhurst, 1993), and communication tends to be top-down and unidirectional with little attempt to motivate the employee (Graen & Uhl-Bien, 1995). Emotional exhaustion was also found to have negative linkage with support from the leader (Lee & Ashforth, 1996). Therefore, individuals in high-quality leader-member exchange relationships are likely to have positive contact and communication with their supervisors, which results in having enhanced support for subordinates. This enhanced support leads in achieving high control over stressors at workplace. While in low-quality exchange relationship, contact and communication with the supervisors are likely to be uncomfortable, resulting in strain to the subordinates. Additionally, in low quality exchange relationship between supervisor and subordinate, a subordinate fails to receive expected role position from supervisor and accordingly supervisor does not provide desired level of trust, autonomy, support and rewards to the subordinate. These low quality exchange relationships can lead to interpersonal conflicts and can negatively affect employee's feelings, self-esteem and self-efficacy (Xu, Huang, Lam & Miao, 2012). Previous research has revealed that these low quality exchange relationships between supervisor and subordinate are related to negative psychological, emotional and attitudinal outcomes including emotional exhaustion (Duffy et al.; Grandey et al., 2007). Low-quality exchange relationships with supervisors are likely to be unfriendly, resulting in strain to the employees.

Cordes, Dougherty & Blum (1997) theorized that where relationships with leaders cause strain to subordinates, they would become vulnerable to burnout. Previous research has found that positive communication buffers the stress-strain relationship, whilst negative communication with the supervisor leads to a reverse buffering effect (Fenlason & Beehr, 1994). Several researches have also established that positive relations with supervisors is associated with reduced role stress and lower feelings of burnout (Collings & Murray, 1996; Thomas & Lankau, 2009; Um & Harrison, 1998). As emotional exhaustion can be considered having close resemblance with traditional stress reactions (Cordes & Dougherty, 1993) and can be conceptualized as a type of strain that results from workplace stressors (Demerouti, Bakker, Nachreiner & Schaufeli, 2001). It can be inferred that in low quality leader-member exchange relationships communication with the manager is likely to end in higher levels of burnout, mainly emotional exhaustion, while in high-quality leader-member exchange relationships communication with the manager results in lower level of burnout and mainly emotional exhaustion due to openness in communication with the manager.

The relationship between quality of leader-member exchange relationship and emotional exhaustion also gets support from Person-Person (P-P) fit. Poor P-P fit is the misfit between an employee and his direct supervisor or manager i.e. vertical dyadic linkage. Congruence between person and his manager i.e. P-P fit leads to high quality leader-member exchange relationship while incongruence between person and his manager i.e. poor P-P fit leads to low quality leader-member exchange relationship (Graen & Uhl-Bien, 1995). According to Siegall & McDonald, (2004), P-P fit has strong negative association with one's emotional exhaustion. Poor P-P fit leads to higher level of employee's emotional exhaustion. Accordingly, it is hypothesized in the present study that employees having high quality leader member exchange relationships will be less likely to involve in emotional exhaustion. So the second hypothesis of the study is stated as:

***Hypothesis 2: Quality of leader-member exchange relationship is negatively related to Emotional Exhaustion***



Presentation of literature overview on the relationship between leader-member exchange relationship and emotional exhaustion leads to an explanation of literature on the relationship between our second antecedent i.e. agreeableness and facade of conformity.

## **2.5 Agreeableness and Facade of Conformity**

Individuals with agreeableness personality traits are likable, kind and trustworthy, whereas individuals with low degree of agreeableness are considered as being competitive and irritable (Bruck & Allen, 2003). Personality researchers found that individuals with high agreeableness characteristics have internalized ability to normalize anger and negative affect (Graziano, Campbell & Hair, 1996). Graziano & Eisenberg (1997) in their study revealed that employees having high level of agreeableness have the tendency to display less anger and less hostility toward others at workplace. Agreeable people face less conflict and tension at workplace as they have the ability to cooperate with their peers and take their support (Zellers & Perrewe, 2001). This ability of agreeableness to shape workplace social interactions and outcomes also gets support from Goffman's famous theory named "Presentation of Self in Every Day Life". Goffman (1959) found that when individuals face others during social interactions, they tend to alter their behaviors, appearances and manners to impart an impression that other people may have about them. Hence, individuals with high degree of agreeableness when confront to value incongruity with the acceptable values of the influenced group may likely to change their behaviors to avoid conflict, tension and to impart cooperative gesture.

According to Braiker (2002), niceness all the time prevents an individual to show displeasure even it is justified. Moreover, the individuals who want to please others always say "Yes" even when they are required to say "No". Therefore, consistently displaying behaviors to please others at the cost of one's own beliefs can be deleterious for the health such as stress, depression and resentment.

While Hewlin (2003) explained "Facade of conformity" that individuals at their workplace lives pretend to shape their behaviors for portraying that they have

embraced organizational values so that they can get acceptance and growth in their organization. Hence, ability of agreeableness individuals to shape workplace social interactions to avoid conflict and to give gesture of niceness or cooperative can lead an individual to creation of facade of conformity through concealing of one's true self or concealing of values incongruity. According to Hewlin (2009) and Sharma & Sharma, (2015), creation of facade of conformity is positively associated with one's psychological distress and emotional exhaustion. In order to avoid deleterious effects of facade of conformity like emotional exhaustion, the perceived positive relationship between agreeableness and facade of conformity is intended to examine in the present study.

The six dimensions found in Revised HEXACO Personality structure is different from widely accepted Big-Five personality traits model, which comprised of five-factor personality trait model. The HEXACO model has found Honesty-Humility as sixth dimension of personality trait. The six-dimension HEXACO personality structure has defined four facets of agreeableness. The facets include forgiveness, gentleness, flexibility and patience. The Forgivingness dimension describes individual's tendency to feel trust and liking towards those people who may involve in hurting to the individual. Low scorers in the dimension "hold a grudge" against those who hurt them, whereas high scorers in forgivingness are willing to trust in others and to rebuild friendly relationship with those who have been involved in offending them. The Gentleness explains an individual's tendency to be lenient in relations with other people. Low scorers in the dimension are more acute in their assessments of others, whereas high scorers are reluctant to evaluate others punitively. The Flexibility dimension describes an individual's willingness to compromise and cooperate with others. Individuals with flexibility trait tend to avoid conflict and tension in their social relationships with others. Low scorers in flexibility are more stubborn and try to argue when others are unreasonable, whereas high in flexibility avoid arguments and accommodate others' suggestions, even when other people are unreasonable in their suggestions, attitudes and behaviors. The Patience facet describes one's propensity to stay calm and cool instead of expressing anger. Low scorers try to lose their tempers more rapidly, whereas

high scorers are less likely to express anger.

Individuals having forgiveness dimension are willing to trust in others and to rebuild friendly relationship with those who have been involved in offending them even due to values incongruity. In order to rebuild friendly relationship and to look nice such individuals do not disclose their value incongruity with others. The Gentleness explains an individual's propensity to be kind in relations with other people. This leniency in relationship often compel individuals to suppress their true selves and to involve in facade creation. Individual having high level of flexibility refrain from arguments and accommodate other's suggestions, even when other people are unreasonable in their suggestions, attitudes and behaviors. Such individuals refrain from voicing their opinions, ideas and true selves. Hence, employees with high flexibility when confront with value incongruity at their workplace try to avoid expressing their true selves and in order to avoid conflict and tension during social interactions may likely to pretend that they are with the influenced group. Individuals with high in patience trait have a high threshold for expressing feeling or anger, which refrain them from voicing their opinions, ideas and true selves. Thus, all dimensions of agreeableness may lead an individual to raise his voice against value incongruity at his workplace and involve himself in creation of facade of conformity.

Therefore, it is supposed that employees high in agreeableness personality trait are more likely to agree with other's opinions and values by concealing their true selves to avoid conflict, arguments and tension with others at workplace and accordingly have more probability to create facade of conformity.

We emphasized on agreeableness because characteristics embedded in agreeable individuals suggest that they have higher adopting abilities, particularly during their interaction with other individuals in social relationships at work. Individuals with agreeable personality traits are self-motivated to establish and uphold constructive relations in the workplace and to maintain these positive relationships with others they may alter their behaviors.

The relationship between agreeableness and facade of conformity also gets support from P-O fit. Congruence of values, person's personality traits and organizational

environment between person and organization leads to P-O fit (Chatman, 1989). When an individual with agreeableness trait confronts with an organizational environment where one cannot openly express true self, e.g. low organizational justice. The misfit between personality trait (agreeableness) and organizational environment (organizational injustice) leads to poor P-O fit. In such a situation of poor P-O fit, individuals with high agreeableness personality trait will easily adopt organizational environment of not speaking-up as compared to those in low agreeableness by not displaying value incongruity due to their ability of shaping behaviors in conflict. Accordingly, individuals high in agreeableness will involve in higher degree of facade creation due to concealing of true-selves as compared to those who are low in agreeableness personality trait. According to O'Reilly et al. (1991) and Schneider et al., (1995), the poor P-O fit is related to high stress at work. Hewlin (2009) termed facade creation as stressor. Therefore, agreeableness, representing poor P-O fit leads to facade of conformity. So third hypothesis of the study is formulated as:

***Hypothesis 3: Agreeableness is positively related to facades of conformity***

Presentation of literature overview on the relationship between agreeableness and facade of conformity leads to an explanation of literature on the relationship between agreeableness and emotional exhaustion.

## 2.6 Agreeableness and Emotional Exhaustion

Personality traits are very important factors not only for research and theory but also for understanding various employee's behavior at work. Personality traits are most essential factors not only for research and theory but also for understanding various employee's behavior at workplace. The term burnout consists of emotional exhaustion, depersonalization and reduced professional efficacy (Maslach, Jackson & Leiter, 1996). According to Maslach et al., (2001) emotional exhaustion is the most obvious manifestation of burnout. When an individual considers that he is experiencing burnout, it is likely that he is experiencing emotional

exhaustion (Maslach et al., 2001). Piedmont (1993), investigating relationship between personality and burnout found that agreeableness has negative association with emotional exhaustion. According to Mills (1995), low in agreeableness have the tendency to have higher degree of burnout. Mills & Huebner (1998) also observed in the study that emotional exhaustion significantly associated with personality traits including extraversion, agreeableness and conscientiousness. Storm & Rothmann (2003) also observed negative association between agreeableness and burnout. Ghorpade, Lackritz, & Singh (2007) also observed similar results in their study, which stated negative correlation of emotional exhaustion with extroversion, agreeableness and emotional stability.

The relationship between agreeableness and emotional exhaustion gets support from P-O fit. As P-O fit arises on congruence of values, person's personality traits and organizational environment between person and organization (Chatman, 1989). So, if an individual's personality trait is agreeableness i.e. cooperative and organization environment is competitive then the misfit between person's personality trait and organizational environment leads to poor P-O fit. According to Siegall & McDonald, (2004), P-O fit has strong negative association with emotional exhaustion. Keeping in view previous researches and support from P-O fit regarding negative relationship between agreeableness and emotional exhaustion, we may formulate our hypothesis as:

***Hypothesis 4: Agreeableness is negatively related to Emotional Exhaustion***

Presentation of literature overview on the relationship between agreeableness and emotional exhaustion leads to an explanation of literature on the relationship between facade of conformity and emotional exhaustion for smooth transition to mediation effect of facade of conformity between the relationship of leader-member exchange and emotional exhaustion.

## **2.7 Facade of Conformity and Emotional Exhaustion**

According to Hewlin (2003), when an employee confronts with incongruity between his personal and organizational values, he induces to create facade of conformity. Previous studies found that an internal distress is an outcome of dissimilarity between an individual's values and organization's values (Brief, Buttram, & Dukerich, 2001; Margolis & Molinsky, 2008). Maslach et al., (2001) also found that incongruity between personal and organizational values significantly correlates with emotional exhaustion. Elliot & Devine (1994) found that difference between employee's and organizational values creates a sense of conflict in employees which results in cognitive dissonance and finally to psychological distress. Hewlin (2009) empirically found that creation of facade of conformity leads to psychological distress and emotional exhaustion. Sharma & Sharma (2015) also found positive association between facade of conformity and emotional exhaustion. Emotional exhaustion refers to depletion of one's emotional and physical resources (Maslach et al., 2001). As according to Hofstede (1983), the development and validation of theories in western cultures and their validity and applicability in Eastern region are questionable mainly due to cultural differences, therefore, in the present study the relationship between facade of conformity and emotional exhaustion is reexamined in Eastern region.

Relationship between facade creation and emotional exhaustion can also be explained by Conservation of Resource (COR) theory (Hobfoll, 1989). COR is an integrated model of stress that covers several stress theories. According to the theory, an individual tends to attain and conserve resources. Resources include objects, personal characteristics, conditions and energies valued by an individual. According to (Hobfoll, 2001), an individual feels stress when (a) individual's resources are threatened with loss, (b) when individual's resources are actually lost, or (c) where individual finds inequity in return on investment of resources.

Value of resources differs from person to person because of one's experience and

context. Conservation of Resource theory involves two principles pertains to resource protection and its investment (Halbesleben, Neveu, Paustian-Underdahl & Westman, 2014). The principles include (1) Importance of Resource Loss i.e. Loss of resource is more important than a corresponding resource gain. (2) Resource Investment: in order to attain resources an individual has to invest in resources, to guard resources from loss and to recover from resource loss. First principle of COR states that loss of valued resource is more psychologically stressful for an individual as compared to psychological satisfaction from a resource acquisition. Accordingly, loss of valued resource cause more affects than a value gain by an employee at workplace. For instance, a demotion is more psychologically distressful for an employee as compared to psychological lift from promotion. Shirom (1989) research on COR supported first principle of the theory and explained that loss of valued resource leads to strain in the form of burnout. Similar results also found in various studies, which described significant correlation between loss of valued resource and strain (Grandey & Cropanzano, 1999; Lee & Ashforth, 1996, Taylor, 1991). Hence, according to first principle an individual tends to conserve existing resources from loss to avoid stress.

Sequel to above explanation, first principle of COR theory can be considered for describing the association between facade of conformity and emotional exhaustion. According to first principle of COR theory, loss of valued resources by an employee is psychological distressful and ultimately leads to emotional exhaustion as existing resources becomes insufficient for an employee to meet his demands (Shirom, 1989). Personal core values that an individual holds are an important resource. Value acts as a director for individual's behaviors (Bandura, Caprara, Barbaranelli, Pastorelli & Regalia, 2001), which an individual uses for making decision i.e. what is right and what is wrong relative to his values. When an employee creates facade of conformity his valuable resource, i.e. personal core values becomes lost as he pretends to adopt organizational values and suppress his core values. As discussed earlier, loss of valuable resource significantly correlates with strain (Grandey & Cropanzano, 1999; Lee & Ashforth, 1996, Taylor, 1991) and

according to Shirom (1989) loss of valuable resource leads an employee to emotional exhaustion. Therefore, as per COR theory, creation of facade of conformity leads an employee to emotional exhaustion.

Research on P-O fit also supports the relationship between facade of conformity and emotional exhaustion. P-O fit posits that when values of employees and organizations are align with each other then they become most effective. In case of value incongruity between individuals and organizations, employees start to create facade of conformity for their survival (Hewlin, 2003). The value incongruity also creates poor P-O fit. When employees perceive poor P-O fit at their workplace, they experience stress (Edwards, Caplan, Harrison & Cooper, 1998). Hewlin (2003) termed facades of conformity as behavioral stress. An individual confronts with continuous stress during exhibiting facades of conformity due to inconsistency between his actual behavior and the behavior displays at workplace. Research study of Schaufeli & Enzmann, (1998) found that continuous stress leads an individual to emotional exhaustion. According to Siegall & McDonald, (2004), P-O fit has a strong negative association with emotional exhaustion.

This linkage of creation of facade of conformity with emotional exhaustion was empirically found by Hewlin (2009) and Anjum & Shah (2017), which have shown direct positive effect of facade creation on emotional exhaustion. On the basis of literature presented in this section, we also believe creation of facade of conformity may results in emotional exhaustion. Hence, fifth hypothesis of the study is stated as:

***Hypothesis 5: Facade of conformity is positively related to emotional exhaustion***

Presentation of literature overview on the relationship between facade of conformity and emotional exhaustion results in explanation of literature on the mediation effect of facade of conformity between the relationship of leader-member exchange and emotional exhaustion.



## **2.8 Leader-Member Exchange, Facade of Conformity and Emotional Exhaustion**

Leader-member exchange theory of leadership holds that leaders form exchange relationships with their subordinates and that some of these relationships will be of high quality whereas others will be of low quality (Sparrowe & Liden, 1997). LMX relationship gets maturity through three phases i.e. a stranger phase, an acquaintance phase and a mature partnership phase (Graen & Uhl-Bien, 1995). The relationship starts with stranger phase, which is low-quality LMX (Liden et al., 1997). The next stage is acquaintance phase. After having similarity in personal and work information between leader and member, new member try to displays loyalty, trustworthiness, similar personality features and similar values to the leader (Ashkanasy & O'Connor, 1997; Phillips & Bedeian, 1994, Steiner, 1988). Accordingly, the relationship moves to mature phase. Mature phase reflects high-quality LMX (Graen & Uhl-Bien., 1995) and is considered as “in-group” of leaders. On the other hand, in case of not having similar personality features or values to the leader, member may involves himself in supervisor-focused tactics to affect supervisor liking which in turn affects exchange quality relationship, so that they he may include himself in “in-group” of leader and to get benefits of “in-group” (Wayne & Ferris, 1990).

High quality leader-member exchange relationships create an environment that encourage employees to speak up and express their ideas (Van Dyne et al., 2008). In addition, employees in high quality leader member exchange relationships have more opportunities to speak up (Botero & Van Dyne, 2009; Krone, 1991) and are significantly more likely to share their opinions and articulate dissent (Kassing, 2000). Therefore, we believe that low quality leader-member exchange relationships will make employees not safe to share their personal values and disclosing value incongruity and thus involve in creation of facade of conformity.

Previous studies found that dissimilarity between values of individuals and organizations result in one's internal distress (Brief et al., 2001; Margolis & Molinsky, 2008). Hewlin (2009) empirically found that creation of facade of conformity leads

to psychological distress and emotional exhaustion. Sharma & Sharma, (2015) also found positive linkage between facade of conformity and emotional exhaustion. It is therefore perceived that quality of leader-member exchange relationships leads to facade of conformity and as a result of facade of conformity an employee may confront with emotional exhaustion. Findings of Thomas & Lankau, (2009) also supports our conceptualization that high quality leader-member exchange relationships reduce emotional exhaustion of an individual through increased socialization and decreased role stress.

Mediation of facade of conformity between the relationship of leader-member exchange and emotional exhaustion also gets support from person-person (P-P) fit, which states fit between leader and member i.e. vertical dyadic linkage. Low quality leader-member exchange relationship represents poor P-P fit between leader and member's values, attitudes, liking and norms. According to O'Reilly et al. (1991) and Schneider et al., (1995) the poor fit is associated with high stress at work. Hewlin (2003) termed facades of conformity as behavioral stress. An individual confronts with continuous stress during exhibiting facades of conformity due to inconsistency between his actual behavior and the behavior displays at workplace. Research study of Schaufeli & Enzmann, (1998) found that continuous stress leads an individual to emotional exhaustion. So, we may formulate sixth hypothesis of the study as:

***Hypothesis 6: FOC mediates the relationship between LMX and Emotional Exhaustion***

Presentation of literature overview on the mediation effect of facade of conformity between the relationship of leader-member exchange and emotional exhaustion results in explanation of literature on the mediation effect of facade of conformity between the relationship of agreeableness and emotional exhaustion.

## **2.9 Agreeableness, Facade of Conformity and Emotional Exhaustion**

Individuals with agreeableness trait confront with low level of conflict and strain at their place of work because they intend to cooperate with their peers and get their support (Zellars & Perrewe, 2001). In pursuance to receive support of peers and to cooperate with colleagues, individuals with agreeableness personality trait may shape their behaviors. This ability of agreeableness to shape workplace social interactions and outcomes also gets support from Goffman's (1959) famous theory named "Presentation of Self in Every Day Life" in which he found that when individuals face others during social interactions, they tend to alter their behaviors, appearances and manners to impart an impression that other people may have about them. Hewlin (2003) explained "Facade of conformity" that individuals at their workplace lives pretend to shape their behaviors for portraying that they have embraced organizational values so that they can get acceptance and growth in their organization. Hence it can be inferred that individuals with agreeableness personality trait when confront with values incongruity with their colleagues at workplace during social interaction, they may conceal their true selves and pretend to embrace colleague's value so that support of their colleagues can be attained and conflict can be avoided. During the process of attaining support of colleagues and to avoid conflict with them, individuals with agreeableness trait are likely to create facade of conformity. According to Hewlin (2003), when an employee confronts with incongruity between his personal and organizational values, he induces to create of facades of conformity. Previous studies found that an internal distress is an outcome of dissimilarity between one's values and workplace's values (Brief et. al., 2001; Margolis & Molinsky, 2008). Hewlin (2009) empirically found that creation of facade of conformity leads to psychological distress and emotional exhaustion.

The relationship between agreeableness and creation of facades of conformity also gets support from P-O fit theory. According to interactional approach, P-O fit between person and organization arises on match of values, person's personality

traits and organizational environment (Chatman, 1989). Accordingly, an employee with agreeableness personality trait has an internal tendency to exhibit cooperative behavior (Zellars & Perrewe, 2001), when face competitive organizational environment displays competitive behavior by concealing his true self of cooperation. The concealment of cooperative behavior of an employee having agreeableness personality trait and displaying of competitive behavior leads an employee to behavioral stress (an outcome of P-O fit) i.e. creation of facades of conformity. Hewlin (2003) termed facades of conformity as behavioral stress. An individual confronts with continuous stress during exhibiting facades of conformity due to inconsistency between his actual behavior and the behavior displays at workplace. Research study of Schaufeli & Enzmann, (1998) found that continuous stress leads an individual to emotional exhaustion. It is therefore inferred that facades creation mediates the relationship of agreeableness and emotional exhaustion. Thus, we may formulate seventh hypothesis of the study as:

***Hypothesis 7: FOC mediates the relationship between Agreeableness and Emotional Exhaustion***

Presentation of literature overview on the relationship between potential antecedents i.e. leader-member exchange relationship and agreeableness with facade of conformity and emotional exhaustion leads to the explanation of literature on the moderating role of trust in management on the relationship between leader-member exchange relationship and facade of conformity.

## **2.10 Moderating Role of Trust in Management**

Leader-member exchange theory tenets that leaders establish exchange relationships with their juniors. These relationships can be of high quality or of low quality (Sparrowe & Liden, 1997). According to Aryee & Chen, (2006); Chen & Klimoski, (2003); Wat & Shaffer, (2005), employees who have developed better relationships with their leader (higher leader-member exchange (LMX)), with their team members (higher team-member exchange (TMX)) can easily express their views and feelings. Therefore, high degree of LMX relationships results in higher

levels of autonomy and employees feel freedom to practice their personal values and revealing value incongruity. While in low degree of LMX employees have not found opportunities to freely express themselves and results in stress (Hewlin, 2003). Hewlin (2003) found facade of conformity as a stressor.

It is reasonable to anticipate in this study that a main effect of leader-member exchange relationship over strain must be weakened by a moderating variable. Leader-member exchange researchers worked on trust to determine its role as an antecedent or a consequence of leader-member exchange relationship quality. Few researches found trust as an antecedent of leader-member exchange relationship (Dulebohn, Brouer, Bommer, Ferris & Kato, 2008; Gomez & Rosen, 2001), while others found trust in manager as an outcome of leader-member exchange relationship (Wat & Shaffer, 2005). As discussed in section 2.3 above that quality of leader-member exchange relationship has negative association with creation of facade of conformity, therefore, low quality leader-member exchange may results in higher degree of facade creation. In this study, moderating role of trust in management on the relationship between quality of leader-member exchange relationship and facade of conformity is examined. Accordingly, the study will analyze that whether an individual having low quality leader-member exchange relationship but have higher degree of trust in management can openly express himself, so that his level of facade creation can be weakened.

In low quality leader-member exchange relationship, members have less faith, trust, liking, respect and autonomy towards leader and vice versa and accordingly, members confront with an environment where they cannot openly express their opinion or articulate dissent. Such non-participative environment leads them to creation of facade of conformity. In the present study, it is intended to examine that if an employee has less trust in his manager and he establishes low degree of LMX relationship then whether degree of his trust in management weakens the negative relationship between quality of leader-member exchange relationship and facade of conformity.

Rousseau, Sitkin, Burt, & Camerer (1998) defined trust as a psychological state comprising the intention to accept vulnerability based upon positive expectations

of the intentions or behavior of another. In the presence of trust in the management, employees feel positive expectations from management. Trust in management has the potential to result in positive personal and organizational consequences. Dirks & Ferrin (2001) found support in majority of research works investigating the core effect of trust when attitudinal outcome variables such as employee's satisfaction, commitment with the organization, a variety of other perceptions of people and the work environment are used. It is normally expected that employees tendency to accept management decisions increases, when employees have trust in their management Obviously, the common estimation is that trust in management has more probability for providing positive personal and organizational outcomes. This main effect proposition has dominated research on trust in organizational behavior (Dirks & Ferrin, 2001). Therefore, keeping above studies in view it is rational to suppose that trust in management should also enhance (reduce) employees' reported level of strain.

Hart & Cooper's (2001) also supported in their study that employees' appraisal of the organizational environment is a vital factor which has direct role in determining stress. Trust can also acts as a moderating variable and the same is established in theory but is rarely examined in research studies as compared to its testing as main effect hypotheses (Dirks & Ferrin, 2001). Accordingly, exploring moderating role of trust in management in relation to employee's response to management decisions needs attention of researchers (e.g., Aryee, Budhwar & Chen, 2002; Mishra & Spreitzer, 1988) and thus by extension reactions to work overload. A basic premise of this view is that (dis)trust in decision makers serves to modify the way recipients experience and thus interpret events. In particular, trust "affects how one interprets the past (and present) actions of the other party, and motives underlying the actions" (Dirks & Ferrin, 2001, p. 456). We would expect therefore in a trusting relationship that the motives of "extra" work, even if distributed unfair (e.g., Brockner & Siegel, 1996), are interpreted less severely than if distrust is the lens through which the interpretation occurs. Accordingly, Steve, Kevin & Leslie (2003) found that trust in management moderates the relationships between work overload and stress-related outcomes.

Hewlin (2003) found facade of conformity as a stressor. While we proposed that quality of leader-member exchange relationship is negatively related to facade of conformity i.e. stressor. Therefore, keeping in view the previous findings it is judicious to suppose that trust in management should also act as a moderator in employees' reported levels of strain. An employee having low quality of leader-member exchange relationship involves in more strain (facade creation) due to unfriendly relationship/communication with his supervisor but if he has trust in management (i.e. he will get justice from the management) may openly express himself in case of extreme dissimilarity with his supervisor, which may weakened his degree of strain (facade creation). So the eighth hypothesis of the study is formulated as:

***Hypothesis 8: Trust in management moderates the negative association between quality of LMX relationship and FOC such that the relationship is weakened when trust in management is high***

After presenting literature overview on the moderating role of trust in management on the relationship between leader-member exchange relationship and facade of conformity, we will present overview of literature on the relationship among facade of conformity, emotional exhaustion and emotional stability in the following paragraphs.

## **2.11 Moderating Role of Emotional Stability**

Low scorers on emotional stability are more likely to involve in feelings like anxiety, anger, envy, guilt and depressed mood. Their response towards stressors is poorer. High scorers in emotional stability are less reactive to stress. They tend to remain calm, even-tempered and less likely to feel tense. Emotional stability is the strength of one's emotions and his ability to perform in work. Emotionally stable employees display calm behavior, whether they confront with success or failure at their workplace.

Piedmont's (1993) conducted longitudinal study to find association between burnout and Big Five personality traits. In the study, he found that individuals having low

degree of emotional stability in their personality were displaying high degree of emotional exhaustion and depersonalization. Thus individuals having feelings of anxiety, anger, envy, guilt, and depressed mood have less ability to respond positively towards stressors and may involve in emotional exhaustion. Deary, Watson & Hogston (2003) in their longitudinal study also found significant linkage of emotional stability and emotion-oriented coping with emotional exhaustion. The authors observed that a minor but significant decline in emotional stability indicated an increase in impact of stresses upon the students. Kokkinos (2007) also found in his study that emotional stability is negatively related to emotional exhaustion. Anastasios, Panayiotis & Iphigenia (2010) also mentioned similar findings of their study, which suggested negative association between emotional exhaustion and emotional stability.

Review of previous studies has shown that low in emotional stability leads to high degree of emotional exhaustion (Piedmont's, 1993). Teng, Chang & Hsu (2009) found that a person high scorer in emotional stability is less likely to show strong emotional reactions to stressful situations. Alarcon, Eschleman & Bowling (2009) also carried out a meta analysis to examine association between personality and three dimensions of burnout and found that emotional stability has strong and unique correlation with emotional exhaustion.

Hewlin (2009) found in her empirical study that creation of facade of conformity depletes an individual's valuable resource i.e. personal core values, which causes emotional exhaustion to him. A positive association between facade creation and emotional exhaustion was empirically observed. While literature review has shown that an individual high in emotional stability is less reactive to emotional exhaustion hence less reactive to facade of conformity.

It is therefore proposed that while indulging in facades creation, individuals having high emotional stability may experience less emotional exhaustion than those who are low in emotional stability. We may therefore state our ninth hypothesis as:

***Hypothesis 9: Emotional stability moderates the relationship between facades of conformity and emotional exhaustion as the relationship is weaker when emotional stability is high***



Presentation of literature overview on the relationship among facade of conformity, emotional exhaustion and emotional stability leads to the explanation of literature on the relationship among facade of conformity, emotional exhaustion and outcomes i.e. OCBO, OCBI and creativity under the following paragraphs.

## **2.12 Facades of Conformity and Organizational Citizenship Behaviors (OCBO and OCBI)**

Construct of facade of conformity is in its initial phase, it would be rationale to explore the effect of facade of conformity on individual level outcomes i.e. OCBO, OCBI and creativity.

Organizational Citizenship Behaviors (OCBs) are one's discretionary behaviors in favor of organizational outcomes. These discretionary behaviors are not included in one's defined job description (Bateman & Organ, 1983). Organizational Citizenship Behaviors therefore establish extra role behaviors and despite being not included in formal job description of employees, these behaviors are treated as essential for the effective and efficient functioning of an organization (Bolino & Turnley, 2003; Podsakoff, MacKenzie, Paine & Bachrach, 2000). According to Podsakoff, MacKenzie, Moorman & Fetter (1990) there are five dimensions of OCB including altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Altruism is a discretionary behavior in which individual helps other in the problems related to organizational work. Conscientiousness is a discretionary behavior in which individual does not take extra breaks and adhere company rules at all times. While performing behavior of sportsmanship individuals in organizations avoid excessive complaining. In Courtesy, individuals start thinking impact of their work on others in the organization. Civic Virtue entails an individual to keep organization's policies and follow them.

How an individual's involvement in facade of conformity affects his extra-role behaviors i.e. OCBs can be explained through equity theory (Adams, 1963) and

social exchange theory. As per equity theory, employees working in an organization provide inputs to the organization in the form of knowledge, experience, skills etc. to get outputs from organization as an exchange process. During the exchange process, employees compare their output-input ratios with the referent to determine equity. In case an employee determines equity as compared to the referent, the employee starts to perform extra-role behaviors for the betterment of the organization. On the other hand, if an employee observes in-equity with referent, the employee tends to regain the equity either by diminishing the inputs or tend to enhance the outputs. If an employee diminishes the inputs, he may stop to perform extra-role behaviors. As increasing outputs is not in the authority of an employee rather it is in the power of management, however, lowering the inputs is the decision of an employee, so to regain output-input ratio he may prevent himself from performing the discretionary behaviors i.e. OCBO and OCBI without affecting his normal job role.

In case of incongruence of values with the organization, individuals involve in creation of facade of conformity, which is considered as a loss of an important resource of an individual. As per Conservation of Resource theory personal core values that an individual holds is an important resource because values act as a guide for individual's behaviors (Bandura et al., 2001). The reduction in important resource of an individual results in in-equity of output-input ratio. Accordingly, an individual tries to recover equity. In an attempt to restore equity of output-input ratio, there are fair chances that an individual may diminish the degree of displaying his extra-role behaviors i.e. OCBO and OCBI, which are valuable for the effective working of organizations and individuals. However, in order to obtain positive evaluation and career progression, an individual may continue to perform normal job description by involving himself in impression management.

The relationship between facade of conformity and OCBs also gets support from P-O fit. According to Chatman (1989), Person-organization fit is defined as the similarity between values of organization and the values of its employees. Extra-role behaviors are the outcome of P-O fit. Extra-role behaviors are the discretionary behaviors of employees that are not included in their job description. Extra-role

behaviors benefit organizations in their efficient performance. OCBs are one of the extra-role behaviors. People who face congruence between their personal values and organizational values may contribute more positively in organizational performance as compared to others (Chatman, 1989). Cable and DeRue (2002), also found that perceptions of P-O fit are associated with perceived organizational support, OCBs and decisions related to leave the organization. O'Reilly & Chatman, (1986) found that similarity between individual and organizational values predicted a greater prospect of extra-role behaviors i.e. OCBs. High person-organization fit increases the possibility that both extra-role behaviors will occur at workplace as individuals feel at ease in organizations that have similar values (Morse, 1975; Swann, 1983). Therefore, congruence of values between employees and organization leads to extra-role behaviors i.e. OCBs. It can be conceptualized that creation of facade of conformity results in lowering degree of one's extra-role behaviors due to poor P-O fit. Accordingly, we may formulate our hypothesis as:

***Hypothesis 10: FOC is negatively associated with OCBO***

***Hypothesis 13: FOC is negatively associated with OCBI***

Presentation of literature overview on the relationship among facade of conformity and organizational citizenship behavior towards organization and individuals leads to the explanation of literature on the relationship among emotional exhaustion and organizational citizenship behavior towards organization and individuals under the following paragraphs.

## **2.13 Emotional Exhaustion and Organizational Citizenship Behaviors**

Previous research on social exchange relationships found that employees establish social exchange relationships to obtain benefits and that these benefits are distributed in a fair way (Cropanzano & Folger, 2001). Employee's job role that leads to emotional exhaustion is likely to override both the conditions. First, emotional exhaustion can be a cost that qualifies the value of any benefits received

through employment. Second, employees are apt to resent an organization that overworks them to the point of emotional exhaustion, causing them to perceive the organization's actions as unfair. As emotional exhaustion is costly and is unjustified, therefore it depletes the establishment of high quality social exchange relationships and accordingly lower organizational commitment. Results of several studies found that weak social exchange relationships leads to higher turnover intentions, lower job performance, less OCB towards organizations (OCBO), and less OCB towards supervisor (Konovsky & Pugh, 1994; Moorman, Blakely & Niehoff, 1998; Rupp & Cropanzano, 2002, Settoon, Bennett & Liden, 1996).

Research on the relationship between emotional exhaustion and organizational citizenship behaviors is limited. However, social exchange theory specifies that weak social exchange relationship leads to low organizational citizenship behavior towards organization and supervisor (Konovsky & Pugh, 1994; Moorman et al., 1998; Rupp & Cropanzano, 2002; Settoon et al., 1996). Moreover, Cropanzano et al., (2003) also found a stronger and negative association between emotional exhaustion and organizational citizenship behaviors.

The relationship between emotional exhaustion and extra-role behaviors i.e. OCBO, OCBI gets support from P-O fit theory. As poor P-O fit leads to behavioral stress (Caplan et. al., 1980; Harrison, 1978) and continuous stress causes emotional exhaustion (Schaufeli & Enzmann, 1998). Cropanzano, Rupp & Byrne (2003) found a stronger and negative association between emotional exhaustion and organizational citizenship behaviors. High person-organization fit increases the possibility that extra-role behaviors will occur and individuals will feel more comfortable and competent in organizations that have similar values (Morse, 1975; Swann, 1983). O'Reilly & Chatman (1986) established that P-O fit has a strong association with extra-role behaviors (OCBO and OCBI). On the basis of previous findings reported in various studies, we can formulate eleventh and fourteenth hypothesis of the study as:

***Hypothesis 11: Emotional Exhaustion is negatively associated with OCBO***

***Hypothesis 14: Emotional Exhaustion is negatively associated with OCBI***

Presentation of literature overview on the relationship among emotional exhaustion and organizational citizenship behavior towards organization and individuals leads to the explanation of literature on the relationship among facade of conformity, emotional exhaustion and organizational citizenship behaviors i.e. towards organization and individuals under the following paragraphs.

**2.14 Facade of Conformity, Emotional Exhaustion and Organizational Citizenship Behaviors (OCBO and OCBI)**

Review of literature suggests negative relationship between facade of conformity and OCBs, however, it is also supposed that the relationship between creation of facade of conformity and OCBs is through emotional exhaustion. Employees at their workplace when confront with conflict between organizational overriding values and their personal core values they start to involve in creation of facade of conformity. Thus, value incongruity between personal core values and organizational values leads an employee towards facade of conformity.

Maslach et al., (2001) found that incongruity between personal and organizational values significantly correlates with emotional exhaustion. Elliot & Devine, (1994) also found that difference between employee's and organizational values creates a sense of conflict in employees which results in cognitive dissonance and finally to psychological distress. Shirom (1989) research explained that loss of valued resource leads to strain in the form of burnout. Similar results also found in various studies, which described significant correlation between loss of valued resource and strain (Grandey & Cropanzano, 1999; Lee & Ashforth, 1996, 1996, Taylor, 1991). Hewlin (2009) empirically found that creation of facade of conformity leads to psychological distress and emotional exhaustion.

Social exchange theory specifies that weak social exchange relationship leads to low OCB towards organization and supervisor (Konovsky & Pugh, 1994; Moorman et. al; 1998; Rupp & Cropanzano, 2002; Settoon et al, 1996). Moreover, Cropanzano et al., (2003) also found that emotional exhaustion and OCBs are strongly and negatively association with each other. Hence, facade of conformity leads an employee to emotional exhaustion and emotional exhaustion provokes an employee to withhold his extra-role discretionary behaviors to restrict its benefits towards organization and individuals.

The relationship of facades of conformity, emotional exhaustion and OCBs gets support from P-O fit theory. According to P-O fit theory, the incongruence between personal and organizational values causes psychological, physical and behavioral stress (Caplan et. al., 1980; Harrison, 1978, Kristof, 1976). According to Hewlin (2009), facades creation is a behavioral stress as an individual involves in creation of facades of conformity continuously experiences stress. This continuous behavioral stress leads an individual to experience emotional exhaustion (Schaufeli & Enzmann, 1998). Cropanzano, Rupp & Byrne (2003) found a stronger and negative association between emotional exhaustion and organizational citizenship behaviors. Thus, we may formulate twelveth and fifteenth hypothesis of the study as:

***Hypothesis 12: Emotional Exhaustion mediates the relationship between FOC and OCBO***

***Hypothesis 15: Emotional Exhaustion mediates the relationship between FOC and OCBI***

Presentation of literature overview on the relationship facade of conformity, emotional exhaustion and organizational citizenship behaviors i.e. towards organization and individuals leads to literature overview on the relationship between facade of conformity and creativity in the following paragraphs.

## **2.15 Facade of Conformity and Creativity**

Creativity is defined as generating fresh and valuable ideas relating to products, services, processes and procedures (Amabile, 1996; Oldham & Cummings, 1996; Shalley, 1991; Zhou, 1998a). According to Zhang & Bartol (2010), creative employee thinks differently i.e. from different aspects about routine jobs and comes-up with valuable and better ideas to make routine jobs in improved form. Creativity has vital importance for organizational performance and existence in highly competitive environments (Lopez-Cabrales, Perez-Luno and Cabrera, 2009).

Relationship between facade of conformity and employee's creativity can be explained through equity theory (Adams, 1963) and social exchange theory. As per equity theory, employees at workplace provide inputs to the organization through knowledge, experience, skills etc. to get relevant outputs in response from organization. During the exchange process, employees compare their out-input ratios with the referent to determine equity. In case an employee observes in-equity with referent, the employee tends to either re-achieve the equity by diminishing the inputs or tend to enhance the output. In case of diminishing the inputs, the employee may stop to perform extra-role behaviors which may include stoppage of generating fresh and valuable ideas pertaining to products, services, processes and procedures. In case of value incongruence with the organization, an employee involve in creation of facade of conformity, which reflects loss of a valuable resource by an employee. According to conservation of resource theory, personal core values that an individual holds is an important resource because values act as a guide for individual's behaviors (Bandura et al., 2001). The depletion of valuable resource results in in-equity of output-input ratio. In an effort to re-achieve equity, it is quite possible that an employee will diminish creative behavior. In the present study, it is therefore intended to examine the effects of individual's facade creation on his ability of creativity.

According to Hewlin (2009), managers can avoid facade creation among employees by creating an environment where employees feel at ease in expressing their true

feeling without any fear of negative evaluation or consequences from the management. Employees in an open environment can freely express their opinions, dissent and values incongruity in front of management, which prevent them from creation of facade of conformity. Goldberg, Clark & Henley (2011) found that an employee considers having voice if he can freely express his opinions without fear of negative consequences and presentation of his opinions will result in desired outcome. According to literature on voice and silence, employees who get an environment where they can openly and safely present their personal views and dissents to a higher level in the organization are likely to perform more constructive behaviors (Holland, Pyman, Cooper & Teicher, 2011; Rees, Alfes & Gatenby, 2013). Findings of Song, Wu and Gu (2017) also revealed that employees should be provided such an environment where they can raise their voice without any retaliation. Their findings have shown positive association between voice behavior and creativity. Accordingly, it can be inferred that in work environment where employees can express their point of view at ease without any revenge from the management avoids facade creation, which ultimately lead employees to creative performance.

The relationship between facade of conformity and creativity also gets support from P-O fit. According to Chatman (1989), Person-organization fit is defined as the similarity between values of workplace and the values of its employees. Extra-role behaviors are the outcome of P-O fit. Extra-role behaviors are the discretionary behaviors of employees that are not included in employee's formal job description. Extra-role behaviors benefit organizations in their efficient performance. Individual's creativity is one of the extra-role behaviors. People who face congruence between their personal values and organizational values may contribute more positively in organizational performance as compared to others (Chatman, 1989). Van Maanen & Schein, (1979) found P-O fit has positive association with individual's creativity. High person-organization fit enhances the possibility that extra-role behaviors will arise and individuals will feel more convenient and capable in organizations that have alike values (Morse, 1975; Swann, 1983). Therefore, congruence of values between employees and organization leads to extra-role



behaviors i.e. creativity. It can be conceptualized that creation of facade of conformity results in lowering degree of one's extra-role behaviors due to poor P-O fit.

Previous studies also supported above mentioned postulate. Conformity generally hinders creativity (Amabile, 1996). Stressors decrease creative performance (Teicher, Arees & Reilly, 1963). According to Hewin (2009), facade of conformity is a stressor. Empirical study conducted by Sharma & Sharma, (2014) also found that facade of conformity have negative impact on creativity and productivity. Accordingly, we may formulate our hypothesis as:

***Hypothesis 16: Facades of Conformity is negatively related to creativity***

Presentation of literature overview on the relationship between facade of conformity and creativity results in literature overview on the relationship between emotional exhaustion and creativity in the following paragraphs.

## **2.16 Emotional Exhaustion and Creativity**

Relationship between emotional exhaustion and creativity was not much studied and very few research studies have been found so far. In one study, Schaufeli et al., (1996) intended to examine the relationship among burnout, innovation and creativity. Their empirical study found negative correlation between burnout and creativity. They established that people who experience burnout are normally found as less creative people. Landeche (2009) found no significant association between emotional exhaustion, depersonalization (i.e. dimensions of burnout) and creativity. In another empirical study a weak relationship was observed between creativity and emotional exhaustion, depersonalization (Behzad & Ali, 2012).

Keeping in view the studies conducted on the relationship between emotional exhaustion and creativity it is worth studying the relationship in Pakistani context.

As emotional exhaustion is significantly related with fatigue, job-related depressions, psychosomatic complaints and anxiety (De Jonge, Ybema & De Wolff, 1998) and these negative job related outcomes curtail one's ability of creativity.

The relationship between emotional exhaustion and employee's ability of creativity gets support from P-O fit theory. As poor P-O fit leads to behavioral stress (Caplan et. al., 1980; Harrison, 1978) and continuous stress causes emotional exhaustion (Schaufeli & Enzmann, 1998). Behzad & Ali (2012), found association between creativity and emotional exhaustion, depersonalization. According to Van Maanen & Schein (1979, p. 228) individual having creative trait shows high degree of creativity on P-O fit. Therefore, we may formulate our hypothesis as:

***Hypothesis 17: Emotional Exhaustion is negatively related to creativity***

Presentation of literature overview on the relationship of emotional exhaustion and creativity, results in literature overview on the relationship among creation of facade of conformity, emotional exhaustion and creativity in the following paragraphs.

## **2.17 Facade of Conformity, Emotional Exhaustion and Creativity**

Amabile (1988) proposed componential theory of creativity at workplace. The theory posits that there are three vital components of creativity at workplace, which includes domain-relevant skills, creativity-relevant processes and task motivation. The third component task motivation is an individual attitude towards a task and his motivation in completion of assigned task. However, motivation of an individual can be extrinsic and intrinsic. Amabile (1996) defined intrinsic motivation as motivation that an individual experiences from his positive attitude towards the task. Positive attitude includes individual's involvement in the task, interest, curiosity, satisfaction and positive challenge. Whereas, extrinsic motivation is the motivation that an individual experiences from the sources outside from

the task e.g. rewards, promotion etc. According to the theory intrinsic motivation are more essential than extrinsic motivation in the individual's ability of creativity at workplace. According to Amabile, Hill, Hennessey & Tighe (1994), individuals who are intrinsically motivated at work experience their job more interesting, challenging, and meaningful. Such intrinsically motivated employees feel higher job satisfaction and higher job performance. Ganjali & Rezaee (2016) also found in their data analysis that perception of employee voice has a positive association with job meaningfulness and job meaningfulness has a positive impact on employee's intrinsic motivation. Accordingly, intrinsic motivation has a significant and positive linkage with employee's ability of creativity.

Employees when confront with value incongruity between their core values and organizational overriding values they tend to suppress their core values and pretend to embrace organizational perceived values to get acceptance in the organization and thus creates facade of conformity (Hewlin, 2003). Creation of facade of conformity leads an employee to emotional exhaustion and psychological distress at workplace (Hewlin, 2009). Emotional exhaustion is significantly associated with fatigue, job-related depressions, psychosomatic complaints and anxiety (De Jonge et al., 1998). Thus facade creation relates to emotional exhaustion and it is likely that emotional exhaustion diminishes individual's intrinsic motivation by making job less interesting, less challenging and less meaningful. According to component theory of creativity, individual's degree of creativity is affected by low level of individual's intrinsic motivation. Thus, it is likely that creation of facade of conformity lowers individual's creativity through emotional exhaustion.

Sharma & Sharma, (2014) in an empirical study found negative relationship between facade of conformity and creativity. However, it is also supposed that the relationship between creation of facade of conformity and employee's creativity is through emotional exhaustion. Employees at their workplace when face conflict between organizational perceived values and their personal core values, they start to involve in creation of facade of conformity.

Maslach et al., (2001) found that incongruity between personal and organizational values significantly correlates with emotional exhaustion. Elliot & Devine, (1994)

also found that difference between employee's and organizational values creates a sense of conflict in employees which results in cognitive dissonance and finally to psychological distress. Several studies explained that loss of valued resource leads to strain in the form of burnout (Shirom, 1989; Grandey & Cropanzano, 1999; Lee & Ashforth, 1996; Taylor, 1991). Hewlin (2009) empirically found that creation of facade of conformity leads to psychological distress and emotional exhaustion.

Schaufeli et al., (1996) tried to explore the association among burnout, innovation and creativity. Their empirical study revealed evidence of a negative correlation between burnout and creativity. Hence, facade of conformity leads an employee to emotional exhaustion and emotional exhaustion provokes an employee to withhold his creativity behavior to restrict its benefits towards organization and individuals.

The relationship of facades of conformity, emotional exhaustion and creativity gets support from P-O fit theory. According to P-O fit theory, the incongruence between personal and organizational values causes psychological, physical and behavioral stress (Caplan et. al., 1980; Harrison, 1978, Kristof, 1976). According to Hewlin (2009), facades creation is a behavioral stress as an individual involves in creation of facades of conformity continuously experiences stress. This continuous behavioral stress leads an individual to experience emotional exhaustion (Schaufeli & Enzmann, 1998). Behzad & Ali (2012), found association between emotional exhaustion, depersonalization and creativity. Thus, we may formulate hypothesis of the study as:

***Hypothesis 18: Emotional Exhaustion mediates the relationship between Facade creation and creativity***

After presenting literature review of the study including potential antecedents i.e. quality of leader-member exchange relationships and agreeableness, mediators i.e. creation of facade of conformity and emotional exhaustion, moderators i.e. trust in management and emotional stability and outcomes i.e. OCBO, OCBI and creativity, it is imperative to present conceptual model, operational definitions of the variables and hypothesis of the study.

## 2.18 Conceptual Model

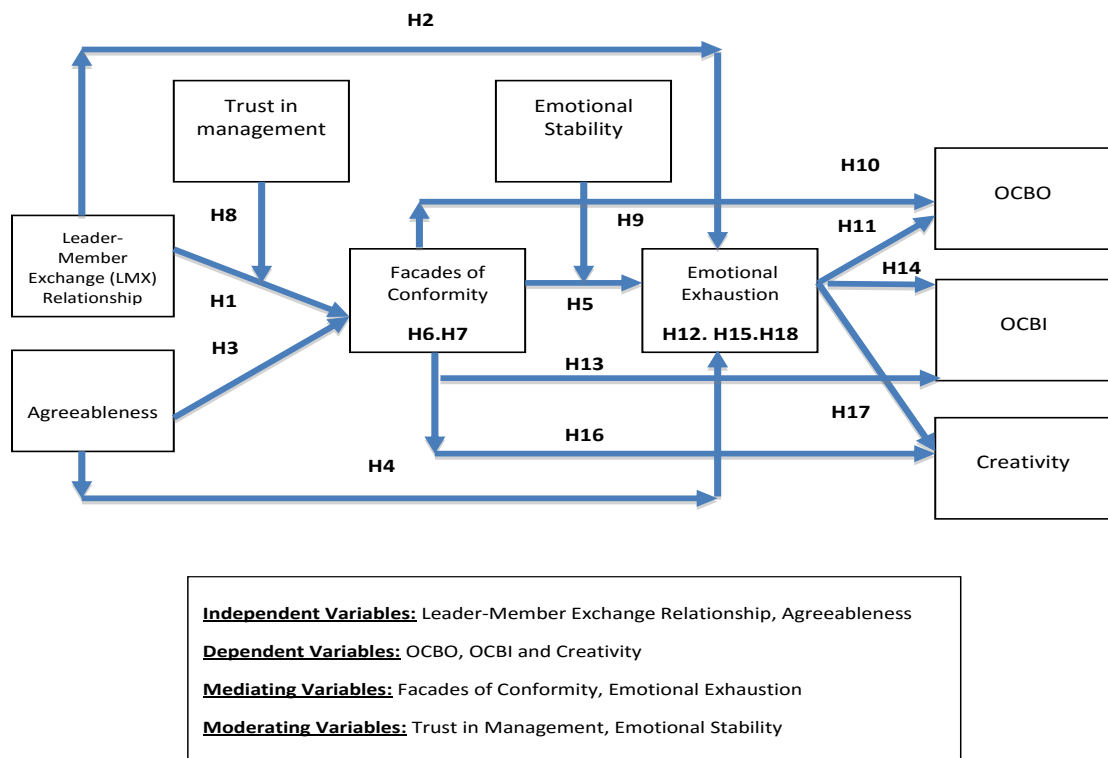


FIGURE 2.1: Antecedents and Consequences of Creating Facades of Conformity.

## 2.19 Operational Definitions of Variables

### 2.19.1 Leader-Member Exchange (LMX)

According to Gerstner and Day (1997: 828) note, 'there is surprisingly little agreement on what LMX is. However, LMX researchers defined LMX as a trust- building process between leader and subordinates that develops fairly, quickly and remains stable over time (Bauer & Green, 1996; Graen & Cashman, 1975; Liden, Wayne, & Stilwell, 1993). The leader-member exchange focuses on the two-way (dyadic) relationship between leaders and subordinates.

### **2.19.2 Agreeableness**

Agreeable individuals are described as pleasant, tolerant, helpful, trusting, forgiving, considerate and they tend to be cooperative (Bowling & Eschleman, 2010).

### **2.19.3 Trust in Management**

A generally accepted definition of trust is a psychological state comprising the intention to accept vulnerability based upon positive expectations of the intentions or behavior of management (Rousseau et al., 1998, p. 395).

### **2.19.4 Facade of Conformity**

When conflicts arise between personal and organizational values, employees may perceive the need to suppress their own values and pretend to embrace organizational values. Facades of conformity are false representations created by employees to appear as if they embrace organizational values (Hewlin, 2003).

### **2.19.5 Emotional Exhaustion**

Emotional exhaustion is characterized by lack of energy, negative affect and a perception that one's emotional resources have been depleted (Maslach & Jackson, 1984). Demerouti et. al., (2001) defined emotional exhaustion as: "Emotional exhaustion closely resembles traditional stress reactions that are studied in occupational stress research, such as fatigue, job-related depression, psychosomatic complaints, and anxiety."

### **2.19.6 Emotional Stability**

A person's ability to withstand stress. People with positive emotional stability tend to be calm, self-confident and secure. Those with high negative scores tend to be nervous, anxious, depressed, and insecure (Tupes & Christal, 1961).

### **2.19.7 Organizational Citizenship Behaviors (OCBs)**

Organizational Citizenship Behavior is defined as “an individual behavior that is discretionary not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization” (Organ, 1988, p. 4). Organizational citizenship behavior towards organization is an individual’s discretionary behavior towards organization beyond his normal job description. While Organizational citizenship behavior towards individuals is an individual’s discretionary behavior, i.e. beyond his normal job description, towards other employees in the organization.

### **2.19.8 Creativity**

Creativity is defined as production of new and useful ideas concerning products, services, processes and procedures (Amabile, 1996; Oldham & Cummings, 1996; Shalley, 1991; Zhou, 1998a).

After describing conceptual model and operational definition of the variables, hypothesis of the study are formulated under the following heading.

## **2.20 Hypothesis of the Study**

- H1: Quality of LMX relationship has a negative effect on facades of conformity.
- H2: Quality of LMX relationship has a negative effect on emotional exhaustion.
- H3: Agreeableness has a positive effect on facades of conformity.
- H4: Agreeableness has a negative effect on emotional exhaustion.
- H5: Facade of conformity has a positive effect on emotional exhaustion.
- H6: Facade of conformity mediates the relationship between LMX and emotional exhaustion.
- H7: Facades of conformity mediates the relationship between agreeableness and emotional exhaustion.
- H8: Trust in management moderates the negative relationship between quality of LMX relationship and facades of conformity.
- H9: Emotional stability moderate the relationship between facades of conformity and emotional exhaustion.
- H10: Facades of Conformity has a negative effect on OCBO.
- H11: Emotional Exhaustion has a negative effect on OCBO.
- H12: Emotional exhaustion mediates the relationship between Facade of Conformity and OCBO.
- H13: Facades of Conformity has a negative effect on OCBI.
- H14: Emotional Exhaustion has a negative effect on OCBI.
- H15: Emotional exhaustion mediates the relationship between Facades of Conformity and OCBI.
- H16: Facades of Conformity has a negative effect on creativity.
- H17: Emotional exhaustion has a negative effect on creativity.
- H18: Emotional exhaustion mediates the relationship between Facades of Conformity and creativity.



## **2.21 Summary**

The second chapter has covered literature overview on the construct of facade of conformity, differences between facade of conformity and its similar constructs. The chapter has explained the construct of facade of conformity and mentioned features and its scope through which facade of conformity distinguishes with other similar constructs. Literature overview on the potential antecedents i.e. quality of leader-member exchange relationship / agreeableness and their relationship with facade of conformity and emotional exhaustion is also presented in this chapter. Literature overview also covered role of moderator i.e. trust in management on the relationship between quality of leader-member exchange relationship and facade of conformity. Similarly, literature on emotional stability is also covered in this chapter to know the role / linkage of emotional stability as moderator on the relationship between facade of conformity and emotional exhaustion, so that in the current study the same relationship can be analyzed. At the end of the chapter, literature on the relationship among facade of conformity, emotional exhaustion and outcomes i.e. organizational citizenship behavior towards organization, organizational citizenship behavior towards individuals and one's ability of creativity is also reviewed. After reviewing literature of previous studies and its linkage with the variables of the proposed study, the chapter has presented conceptual model, hypothesis, and definition of proposed variables. Description of theoretical framework and hypothesis of the study leads to the explanation of research method of the study.

# Chapter 3

## Research Method

This chapter presents research design, population and sample of the study. The chapter will also cover data collection instruments, data collection procedure and data analysis techniques, which will be used in data analysis of the current study. The final part of the chapter contains summary for smooth transition to the next chapter of the research work, which presents data analysis and results of the current study.

### 3.1 Research Design

The present research design for the study is time-lag survey design. In order to establish time-lag design of the study, the data were gathered in two time lags with a lapse of three months. The primary data for the study were collected from full time employees working in various organizations due to the reason that all variables in the study are based on perceptions, attitudes and behaviors of labor. To avoid common method bias, the data were gathered from the subordinates and their managers. Data on leader-member exchange, agreeableness, trust in management, facade of conformity, emotional exhaustion and emotional stability were obtained from employees reports because the variables are based on perceptions, attitudes and behaviors of employees and require self-reporting. Data on variables OCBO, OCBI and creativity were collected from supervisors of each employee i.e. those

employees from whom data of LMX, agreeableness, trust in management, facade of conformity, emotional exhaustion and emotional stability were collected. Data on LMX, agreeableness, trust in management, emotional stability and facade creation were gathered at lag-1, while data on emotional exhaustion, OCBO, OCBI and creativity were collected after lapse of three months at lag-2.

## 3.2 Population

The data for the study were collected from the employees serving in service industry of Rawalpindi and Islamabad. The current study was confined to the cities, which were approachable to the researcher due to resource limitations, time constraints and especially the survey design of the study. The researcher is based in Islamabad, therefore, the approachable cities to the researcher were Rawalpindi and Islamabad for data collection from organizational employees in different time-lags. Rawalpindi and Islamabad are called as twin cities and are situated nearest to each other. Additionally, the construct of facades of conformity is not restricted to any particular, city, organization or employees. The creation of facades of conformity is such a behavior, which can be observed in all organizations and approximately at all levels irrespective of any particular region. Previous studies have revealed that the creation of facades of conformity is observed in Western and Eastern regions (Hewlin, 2003, 2009; Stormer & Devine, 2008, Hewlin et al., 2016, 2017; Anjum & Shah; 2017). Accordingly, four different service sector organizations based in Rawalpindi and Islamabad were selected as population of the study. The population of the study and sample were not restricted to any specific service sector organization because the study was conducted to examine effects of facades creations on individual's level job outcomes irrespective of the organizations. First organization was one of the biggest service provider semi-government organization in Pakistan. The organization has its Headquarter and one provincial Headquarter in Islamabad. The organization has its provincial Headquarters and field registration offices in all over the country. The organization has three field registration offices in Rawalpindi and Islamabad. The organization is responsible for issuance

of Computerized National Identity Cards (CNICs) to the nationals of Pakistan. Second organization is one of the largest telecom service provider private organization in Pakistan. The organization has its office in Islamabad and has highest customers among other telecom service providers. The third organization selected for data collection was a non-government organization (NGO). The organization has its country office in Islamabad and has field office in Rawalpindi and Azad Jammu and Kashmir (AJK). The organization has its Head office in United Kingdom (UK). The organization is providing relief/support to the people residing in far-flung areas of AJK. The organization is also running orphan program to render support to orphans. The organization also contributes in providing relief work during national disasters i.e. flood, earthquake etc. The fourth organization was a private organization and has its office in Rawalpindi. The organization is providing services pertaining to information technology. The organization has a team of software developers, which develops software according to the requirements of its customers. Collecting data from various service sector organizations enabled us to study maximum variance across different working environments. Gathering data from various service sector organizations also enhanced our confidence in generalizing our findings to other industries. Employees having minimum qualification of graduation were approached for data collection, so that they can easily understand items of questionnaires. The population of the study comprises of 5100 employees.

### 3.3 Sample

Keeping in view the resource limitations, time constraints and especially the design of the study it was not possible to examine complete population. So on the basis of convenience sampling, a representative sample was selected within the population. According to Slovin (2012) formula for calculating sample size (i.e.  $n = N/(1+N \times e^2)$ , where  $n$  is sample size,  $N$  is the population size and  $e$  is margin of error), a sample of 400 employees was selected through Non-random / non-probability sampling design i.e. accidental sampling based upon convenience in accessing sampling population. Accordingly, 400 employees were contacted in

personal on-site during working hours for collection of data in lag-1. The organizations were approached using personal references in the organizations. A meeting with senior management was held before data collection to apprise about motives of data collection from respondents. The respondents were approached with a covering letter intimating that data collection is for academic purposes i.e. research study of PhD work and the data will not be used for any purpose in your organization. The data collected will only be utilized secretly for academic purposes without disclosing respondent's identity. The respondents were also explained that the data collection and its result will be a contribution to the existing knowledge, which may prevent employees in Pakistani organizations from creation of facades of conformity and organizations can avoid its detrimental effects upon employees and organizations.

Out of 400 employees, 354 employees participated in the first survey and provided data, which resulted in a response rate of 88.5 percent. A second survey was conducted after lapse of three months and 354 employees were again contacted, who initially participated in the survey, for data collection during working hours. Out of 354 employees, 328 employees responded the data collection resulted in a response rate of 92.6 percent. 25 questionnaires filled by employees and supervisors were found incomplete and were excluded from data analysis. Accordingly, final sample of 303 employees were included in the data analysis. Out of 400 employees, 303 employees provided complete data and resulted in overall response rate of 75.75 percent. 13 x supervisors were approached for data collection of their subordinates i.e. who provided self-reported data in lag-1, with an average of 23 subordinates per supervisor.

For tracking of each questionnaire, a unique number was allotted during employee-rated questionnaire. The unique number was comprised of organization number, employee's name, department's name and section's name. The unique number allotted to the questionnaires were later on utilized to trace respondents and concerned supervisor for data collection at lag-2. On completion of data collection from respondents and supervisors in both lags, the questionnaires were linked with the questionnaire collected from an employee and his supervisor. Accordingly, a

set of questionnaire was comprised on questionnaires filled by the employee and concerned supervisor. In order to test between supervisors differences, One-Way ANOVA was run. The test revealed no significant supervisors differences in the study. Pilot study was also carried out with a sample size of 50.

## **3.4 Data Collection Instruments**

For examining hypotheses of the current study, primary data was received from personnel and their managers. In order to collect data following instruments were utilized. Summary of the same is given in table 3.1.

### **3.4.1 LMX**

LMX was measured by using the 12-item scale from Liden & Maslyn (1998). Responses were measured on seven points Likert scale. Liden & Maslyn (1998) reported internal consistency alpha reliability of the scale as .90. Sample items include “My supervisor is the kind of a person one would like to have as a friend”, “My supervisor is a lot of fun to work with” and “My supervisor would come to my defense if I were “attacked” by others”.

### **3.4.2 Agreeableness**

Ten-items from HEXACO-60 scale developed by Ashton & Lee (2009) were used to measure facets of Agreeableness. Seven point likert scale were used to collect the responses. Ashton & Lee (2009) reported internal consistency alpha reliability of the scale as .76. Sample items include “I rarely hold a grudge, even against people who have badly wronged me”, “People sometimes tell me that I am too critical of others (R)” and “My attitude toward people who have treated me badly is forgive and forget”.

### **3.4.3 Trust in Management**

Six-items scale developed by Cook & Wall (1980) were used to measure trust in management. Seven points likert scale was used to collect the responses. Cook & Wall (1980) reported internal consistency alpha reliability of the scale as .79. Sample items include “Management can be trusted to make sensible decisions for our firm’s future”, “Management at my firm is sincere in its attempts to meet the employees’ point of view” and “I feel quite confident that the firm will always try to treat me fairly”.

### **3.4.4 Facades of Conformity**

Six-item scale developed by Hewlin (2009) were used to measure facade of conformity. Seven points likert scale was used to collect the responses. Hewlin (2009) reported internal consistency alpha reliability of the scale as .83. Sample items include “I don’t share certain things about myself in order to fit in at work”, “I suppress my certain personal values that are different from those of the organization” and “I withhold certain personal values that conflict with organizational values”.

### **3.4.5 Emotional Stability**

Ten-items from HEXACO-60 scale developed by Ashton & Lee (2009) were used to measure emotional stability. Seven points likert scale was used to collect the responses. Ashton & Lee (2009) reported internal consistency alpha reliability of the scale as .76. Sample items include “I sometimes can’t help worrying about little things (R)”, “When I suffer from a painful experience, I need someone to make me feel comfortable (R)” and “I feel like crying when I see other people crying (R)”.

### 3.4.6 Emotional Exhaustion

Nine-items scale developed by Maslach & Jackson (1981) were used to measure emotional exhaustion. Responses were measured on a seven-point likert-scale. Alpha reliability for the items was .92. Sample items include “My job has made me feel like I am at the end of my rope”, “I feel fatigued when I get up in the morning and have to face another day on the job” and “Working with people directly puts too much stress on me”.

### 3.4.7 OCBO and OCBI

14-items scale from Williams & Anderson (1991) were utilized to measure supervisor’s rated OCBO and OCBI. Cronbach’s alpha reliability for the scales ranged from .61 to .88. Responses were measured using a seven-points Likert scale for each. Sample items for OCBO include “Takes undeserved work breaks”, “Great deal of time spent with personal phone conversations (R)” and sample items for OCBI include “Helps others who have been absent” and “Helps others who have heavy work loads”.

### 3.4.8 Creativity

13-items scale from George & Zhou (2001) were utilized to measure supervisor’s rated creativity. Cronbach’s alpha reliability for the scales ranged from .96. Responses were measured using a seven-points Likert scale. Sample items include “Suggests new ways to achieve goals or objectives”, “Comes up with new and practical ideas to improve performance” and “Searches out new technologies, processes, techniques and/or product ideas”.

### 3.4.9 Control Variables

According to Becker (2005), there are Conceptual Control Variable (CCV) and Measured Control Variables (MCV). CCVs are the latent variables that are intended to control in the study and MCVs are the variables that are actually



measured in the study. For instance, gender is a CCV and male and female are the MCVs in the study. Becker (2005) has mentioned three recommendations for inclusion of control variables in any study. According to recommendation 1, provide evidence / citation for inclusion of control variables. Recommendation 2 states exclusion of impotent control variables from the selection list i.e. that are not correlated with dependent variables. As per recommendation 3, try to avoid impotent MCVs i.e. include MCVs on the basis of logics, evidence or both.

Keeping in view the above-mentioned recommendations organization, age, gender, education, monthly income and experience were included as control variables in the study (Xie & Johns, 1995). According to Bernerth & Aguinis (2016), age, gender, education, income and organizational experience are included in the variables that are mostly controlled. Results of correlations pertaining to conceptual model are depicted in Table 4.4. The results have shown insignificant correlation of gender with other variables of the conceptual model. So gender has been excluded from the control variables being impotent control variable. Moreover, MCVs are included on logical basis for-instance education is a CCV and graduation, masters and Phd or equivalent are the corresponding MCVs.

### **3.5 Data Collection Procedure**

The data were personally collected through personal and peer contacts to obtain employee and supervisory responses of the questionnaires. A covering letter was affixed with questionnaires describing purpose of the data collection to the respondents. Respondents were given assurance for confidentiality of their data and were provoked for their deliberate contribution.

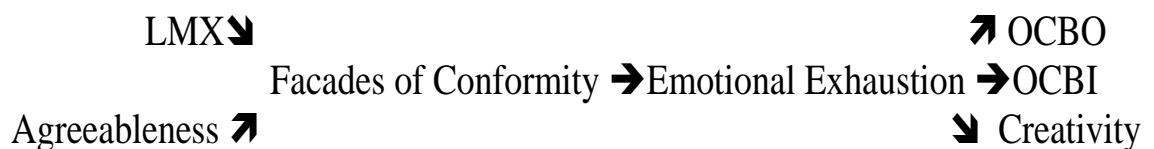
### **3.6 Data Analysis Techniques**

It is apparent from the conceptual model presented in figure-2.1 that the model involves:

TABLE 3.1: Summary of Instruments to be Used

Variables	Scale Author's Name	Items No.	Alpha Reliability	Rating Criteria
LMX	Liden & Maslyn (1998)	12	.90	Emp
Agreeableness	Ashton & Lee (2009)	10	.76	Emp
Trust in management	Cook & Wall (1980)	06	.79	Emp
Facades of Conformity	Hewlin (2009)	06	.83	Emp
Emotional Stability	Ashton & Lee (2009)	10	.76	Emp
Emotional Exhaustion	Maslach & Jackson (1981)	09	.92	Emp
OCBO & OCBI	Williams & Anderson (1991)	14	.88	Sup
Creativity	George & Zhou (2001)	13	.96	Sup

- Approximation of Serial Multiple Mediation Model involves leader-member exchange, agreeableness, facades of conformity, emotional exhaustion, organizational citizenship behaviour towards organization, organizational citizenship behaviour towards individuals and creativity.



- Estimation of moderated effects of trust in management and emotional stability.
- For analysing moderation effects in the model, OLS regression with PROCESS Macro of Hayes (2013) was used i.e. estimation of moderation analysis in the conceptual model involved conditional effects of LMX on facade

of conformity at values of trust in management. Additionally, estimation of moderation analysis includes conditional effects of facade of conformity on emotional exhaustion at various values of emotional stability.

Structural Equation Modelling (SEM) was used to examine the serial multiple mediation model with analysis of moment structures (AMOS-20) (Arbuckle, 2011). In order to examine serial multiple mediation model utilization of SEM is a good option as SEM permits examining of a complex model with two antecedents and two outcome variables at the same time. Moreover, it allows testing of alternative models in addition to give multiple indices for adjudging the model fit. We followed recommendations of (Anderson & Gerbing, 1988) for the analysis in steps. In the first step, measurement models of all the constructs were tested then in the second step structural model involving serial multiple mediation were tested. Correlations between the factors are allowed and error terms associated with the items of the same factor are allowed to covary. Since co-variation was allowed only for the error terms of same factor, this had no effect on theoretical arguments being tested. Such practice is permitted in social psychological research (Anderson & Gerbing, 1988; Blader & Tyler, 2003; Byrne, 2016). We used path-analysis conventions to describe the hypothesized relationship in terms of direct, indirect and total effects. In order to know confidence intervals for both direct and indirect effects we used more widely accepted Bias Corrected Bootstrap method. Keeping in view the known shortcomings in the traditional inferential tests, for statistical inference of serial multiple mediation, we employed Bias Corrected Bootstrap confidence interval method. This method is more widely recommended method for inferring the results of indirect effects for mediation models. As discussed in Hayes (2013; p116), for inference about indirect effects, the bootstrap confidence intervals are more desirable than the traditional Normal theory-based test i.e. SOBEL test due to its unrealistic assumption regarding the shape of sampling distribution. For explanation please refer to Hayes (2013; p116). For serial multiple mediation model, we have implemented this using AMOS software in accordance with the 3-step procedure recommended by Cheung & Lau (2008). We generated 10,000 bootstrap confidence intervals using the AMOS software.

The macro generates bias corrected bootstrap confidence intervals for inferential statistics of interaction effects. It generates flawless data for plotting of interaction effect for pick a point approach based on mean  $\pm$  SD as well as for 10<sup>th</sup>, 25<sup>th</sup>, 50<sup>th</sup>, 75<sup>th</sup> and 90<sup>th</sup> Percentiles of the moderator. Regarding hierarchical versus simultaneous (hierarchical) regression for the moderator using Aiken & West (1991) technique. It is stated that the hierarchical method is neither necessary nor preferred method for adjudging interactions as PROCESS macro, in addition to catering all formalities of the traditional hierarchical (step by step) approach, also gives additional information. For instance, it readily gives you change in R2 value due to interaction effect without any cumbersome manual computations for a range of moderation cases. Hierarchical approach has therefore been referred to as a “widely believed myth” by Hayes (2013). For inferential statistics of moderation effect, we again used Bias Corrected Bootstrap method. Again, PROCESS macro (Hayes, 2013) was used for the purpose. Accordingly, we generated 10,000 bootstrap samples to establish Bias Corrected bootstrap confidence intervals for moderation effects.

Model goodness of fit was determined through Comparative Fit Index (CFI), Tucker Lewis Index (TLI) and Root Means Square Error Approximation (RMSEA). For model comparisons, we used Expected Cross Validation Index (ECVI). The ECVI value is calculated for each factor model and subsequently all the calculated values are placed in ascending order for comparison. The model with the lowest ECVI value determines the best fitting model (Byrne, 2010; p 82). CFI and TLI values greater than .90 and values of RMSEA less than .08 show relatively good fitting model (Hu & Bentler, 1999).

For analysing moderation effects in the conceptual model, we used OLS regression analysis using PROCESS Macro (Hayes, 2013). Item’s scores were averaged to get values of latent variables. The independent and moderator variables were mean centred for moderation analysis. We plotted the interactions for high and low (Mean  $\pm$  SD) values of the moderator using the guidelines of Hayes (2013). In order to know confidence intervals for moderation effects we have again used more widely accepted Bias Corrected Bootstrap method with PROCESS Macro (Hayes, 2013).

Accordingly, we generated 10,000 bootstrap samples to establish Bias Corrected bootstrap confidence intervals for moderation effects.

It is to mention that reverse coded questions in the questionnaire were decoded to get the actual results. Mean of items of each latent variable LMX, agreeableness, trust in management, facade of conformity, emotional stability, emotional exhaustion, OCBO, OCBI and creativity were taken to get a single measure against each. Standard deviation and correlations among variables were also measured. Cronbach's alpha reliability was used to measure reliability of each variable.

### **3.7 Summary**

The chapter has described research design, population, sample and data collection instruments of proposed variables. Data collection procedure and data analysis techniques have also been elaborated in the chapter. Reviewing of research methods of the study leads to the data analysis and its description in the next chapter.

# Chapter 4

## Data Analysis and Results

This chapter presents results of the study, which includes results regarding confirmatory factor analysis, means, standard deviations, correlation matrix. The chapter also includes results of hypothesis related to direct and indirect effects along-with results of moderation analysis. The final part of the chapter contains summary for smooth transition to the next chapter of the research, which presents discussion on the results, its managerial implications and finally limitations and future directions of the study.

### 4.1 Results of Confirmatory Factor Analysis

In order to validate all constructs in the conceptual model, First Order Confirmatory Factor Analysis (CFA) models were used for all the variables using SEM with AMOS software. Each item was loaded against its corresponding latent variable (Anderson & Gerbing, 1988). Outcome of model fit indices is mentioned in Table 4.1. Results of the CFA model depict that the data fit the models quite well. Moreover, all items are loaded against their corresponding construct significantly. Model goodness of fit has been determined through Comparative Fit Index (CFI), Tucker Lewis Index (TLI) and Root Means Square Error Approximation (RMSEA). CFI and TLI values greater than .90 and values of RMSEA less than .08

show relatively good fitting model (Hu & Bentler, 1999). CFI seems to be appropriate in more exploratory contexts, whereas RMSEA is appropriate in more confirmatory contexts (Rigdon, 1996). According to Williams, Vandenberg, & Edwards (2009), model is considered favourable, if the CFI value exceeds 0.95 and/or the RMSEA is below 0.08.

Result of confirmatory factor analysis is given as under:

- Leader-member exchange relationship depicts value of CFI (.988), TLI (.983) and RMSEA (.066).
- Agreeableness shows value of CFI (.989), TLI (.982) and RMSEA (.064).
- Facades of conformity relationship portrays value of CFI (.996), TLI (.991) and RMSEA (.051).
- Emotional exhaustion depicts value of CFI (.985), TLI (.974) and RMSEA (.070).
- Trust in management reveals value of CFI (.998), TLI (.992) and RMSEA (.063).
- Emotional stability shows value of CFI (.996), TLI (.995) and RMSEA (.039).
- Organizational citizenship behavior towards organization portrays value of CFI (.999), TLI (.996) and RMSEA (.032).
- Organizational citizenship behavior towards individuals reveals value of CFI (.999), TLI (.997) and RMSEA (.034).
- Creativity shows value of CFI (.995), TLI (.992) and RMSEA (.037).

Forgoing in view, results of confirmatory factor analysis of all variables show values of CFI and TLI greater than .90 and RMSEA values less than .08, which represents good fitting of the model.

TABLE 4.1: Results of First Order Confirmatory Factor Analysis

Variables	No. of Items	$\chi^2$	Degree of Freedom	Comparative Fit Index	Tuker Lewis Index	RMS Error Approx.
LMX	12	106.1	46	.988	.983	.066
Agreeableness	10	62.75	28	.989	.982	.064
FOC	6	12.43	7	.996	.991	.051
Emotional Exhaustion	9	51.79	21	.985	.974	.070
Trust in Management	6	8.74	4	.998	.992	.063
Emotional Stability	10	51.43	35	.996	.995	.039
OCBO	7	6.58	5	.999	.996	.032
OCBI	7	12.20	9	.999	.997	.034
Creativity	13	76.19	54	.995	.992	.037

*LMX: Leader-Member Exchange, FOC: Facades of Conformity, OCBO: Organizational Citizenship Behavior towards organization, OCBI: Organizational Citizenship Behavior towards individuals*

Our hypothesized model consists of nine latent variables (LMX, Agreeableness, Trust in Management, Facade of Conformity, Emotional Stability, Emotional Exhaustion, OCBO, OCBI and creativity). In order to establish distinction of nine variables used in conceptual model from each other, we used confirmatory factor analyses (CFAs) for testing factorial validity of scores from the measuring instruments on the hypothesized nine variables and different alternative measuring model. Since all the constructs are uni-dimensional, respective scale items were used as indicators. Model goodness of fit was determined through TLI and CFI/RMSEA. For comparison of model, we used Expected Cross Validation Index (ECVI). The ECVI value is calculated for each factor model and subsequently all the calculated values are placed in ascending order for comparison. The model having lowest ECVI value determines the best fitting model (Byrne, 2010; p 82).



Findings of CFAs are depicted in Appendix-B. Findings of CFA shows that our nine variables measurement model best fits the data as compared to other alternate models (TLI: .939; CFI: .942; RMSEA: .043; ECVI: 17.05). Moreover, ECVI value of 17.05 was found lowest as compared to alternate models, which also shows that the hypothesized nine factors model best fits the data among all alternate models. Hence, the series of CFAs support the discriminant validity of the measures. Graphical Representation of CFA is shown in Appendix-C.

## 4.2 Reliability Analysis

Alpha reliability for the leader-member exchange scale is found as .90. Alpha reliability for agreeableness scale is found as .95. Alpha reliability for trust in management scale is found as .96. Alpha reliability for facade of conformity scale is observed as .91. Alpha reliability for emotional exhaustion and emotional stability scales is found as .93 and .98 respectively. Alpha reliability for organizational citizenship behavior towards organization, organizational citizenship behavior towards individuals and creativity scales is found as .92, .96 and .97 respectively. Results of reliability analysis are given in Table 4.2.

## 4.3 Means, Standard Deviation and Correlation

Results of Means, standard deviations and correlations pertaining to conceptual model are depicted in Table 4.3. Male employees were 78% of the sampled employees, 85% were aged between 20 and 40 years. Average experience with the respective organizations was about 5 years. 62% respondents were graduates and 33% were Masters. According to the findings, a significant negative correlation was found in quality of LMX relationship and FOC ( $r = -.47$ ,  $p < .001$ ), which shows that leader-member exchange relationship and facade of conformity exert strong influence on each other. The result shows that an increase of one unit in quality of LMX relationship decreases facade of conformity by .47 unit. While agreeableness has positive and significant correlation with facade creation ( $r =$

TABLE 4.2: Reliability Analysis

Variables	Reliability
LMX	.90
Agreeableness	.95
FOC	.91
Emotional Exhaustion	.93
Trust in Management	.96
Emotional Stability	.98
OCBO	.92
OCBI	.96
Creativity	.97

*LMX: Leader-Member Exchange, FOC: Facade of Conformity, OCBO: Organizational Citizenship Behavior towards organization, OCBI: Organizational Citizenship Behavior towards individuals*

.59,  $p < .001$ ). The result shows that agreeableness has a strong linkage with facade of conformity. The result shows that an increase of one unit in agreeableness increases facade of conformity by .59 unit. The results depict that quality of LMX relationship has a significant negative correlation with emotional exhaustion ( $r = -.26$ ,  $p < .001$ ), which shows that one unit increase in quality of LMX relationship decreases emotional exhaustion by .26 unit. Similarly, results shows that agreeableness and emotional exhaustion has strong correlation ( $r = .39$ ,  $p < .001$ ), which shows that one unit increase in agreeableness, increases .39 unit of emotional exhaustion. Moreover, facade creation has positive and significant relationship with emotional exhaustion ( $r = .59$ ,  $p < .001$ ). The result shows that an increase of one unit in facade of conformity increases emotional exhaustion by .59 unit. Trust in management is positively and significantly correlated with leader-member exchange relationship ( $r = .27$ ,  $p < .001$ ) and has negative and significant relationship with facade of conformity ( $r = -.42$ ,  $p < .001$ ). However, emotional stability has positive and significant relationship with facade of conformity ( $r = .27$ ,  $p < .001$ ) and has negative and significant relationship with emotional exhaustion ( $r = -.64$ ,  $p < .001$ ). The result shows that an increase of one unit in

emotional stability decreases emotional exhaustion by .64 unit. Correlation matrix shows that emotional exhaustion has negative and significant relationship with organizational citizenship behavior towards organization, organizational citizenship behavior towards individuals and creativity ( $r = -.65, -.56, -.63$  respectively,  $p < .001$ ). While correlation matrix shows that facade creation has negative and significant relationship with organizational citizenship behavior towards organization, organizational citizenship behavior towards individuals and creativity ( $r = -.56, -.48, -.43$  respectively,  $p < .001$ ). Results of correlation has shown that LMX is positively and significantly related with organizational citizenship behavior towards organization, organizational citizenship behavior towards individuals and creativity ( $r = .26, .23, .15$  respectively,  $p < .001$ ). Moreover, agreeableness has negative significant association with organizational citizenship behavior towards organization, organizational citizenship behavior towards individuals and creativity ( $r = -.29, -.31, -.26$  respectively,  $p < .001$ ).

After describing reliability analysis, means, standard deviation and correlation, it is imperative to explain outcomes of direct and indirect effects. Estimation of serial multiple mediation model involves estimation of direct and indirect effects along with the Structural Equation Modelling (SEM) with analysis of moment structures (AMOS-20). Control variables include organization, income, education, experience and age. Outcomes of direct, indirect and conditional effects are shown in Tables 4.4, 4.5, 4.8 and 4.9 respectively.

TABLE 4.3: Means, Standard Deviations and Zero-Order Correlations

	Mean	S.D	1	2	3	4	5	6	7	8	9	10	11	12	13	14
1. Edu	1.43	.587														
2. Exp	2.37	1.13	.15**													
3. Age	33.7	7.49	.19**	.69**												
4. Income	4.95	2.68	.69**	.31**	.41**											
5. Gender	1.21	.406	-.01	-.16**	-.20**	-.14*										
6. LMX	4.28	1.72	.06	-.01	.06	.001	-.02	(.90)								
7. FOC	4.18	1.44	-.01	.17**	.04	.18*	.08	-.47**	(.91)							
8. EStab	4.52	1.44	.15**	.17**	.18**	.07	-.07	-.10	.27**	(.98)						
9. EExhau	3.44	1.38	-.12*	.01	-.05	-.15**	.05	-.26**	.59**	-.64**	(.93)					
10. Trust	4.51	1.41	.15**	.13*	.12*	.04	-.10	.27**	-.42**	.15**	-.46**	(.96)				
11. Agree	3.83	1.40	-.003	.15**	.09	-.005	-.01	-.19**	.59**	.06	.39**	-.28**	(.95)			
12. OCBO	4.10	1.24	.073	.01	.01	.15**	-.08	.26**	-.56**	.13*	-.65**	.33**	-.29**	(.92)		
13. OCBI	4.34	1.32	.137*	.015	.07	.07	-.02	.23**	-.48**	.10	-.56**	.32**	-.31**	.47**	(.96)	
14. Create	4.04	1.24	.14**	.00	.03	.10	-.04	.15**	-.43**	.24**	-.63**	.32**	-.26**	.67**	.41**	(.97)

<sup>a</sup>  $n = 322$ . Coefficient alphas are on the diagonal.

\*  $p < .05$ , \*\*  $p < .001$

LMX: Leader-Member Exchange, Agree: Agreeableness, Trust: Trust in Management, FOC: Facade of Conformity, EStab: Emotional Stability, EExhau: Emotional Exhaustion, OCBO: Organizational Citizenship Behavior towards organization

OCBI: Organizational Citizenship Behavior towards individuals: Create: Creativity

## 4.4 Results of Hypotheses Related to Direct Effects

Results in Table 4.4 show direct effects of quality of leader-member exchange relationship and agreeableness on outcomes. Results show that quality of leader-member exchange relationship has significant and direct negative effect on facade of conformity ( $\beta = -.36^{**}$ ). Individuals who have established higher quality leader-member exchange relationship with their supervisors create lower levels of facade of conformity than those who create lower degree of leader-member exchange relationship. BC bootstrap confidence interval for the effect does not straddle zero value (95% CI: -.455 to -.277), which shows evidence of significant relationship between quality of leader-member exchange relationship and facade of conformity.  $\beta$ value of -.36 shows that one unit increases in quality of leader-member exchange relationship decreases .36 unit of facade of conformity, which supports our Hypothesis 1 (quality of leader-member exchange relationship is negatively related to facade of conformity). Thus in high quality leader-member exchange relationship, employees have favorable environment to openly practice their personal core values even when their personal core values are in conflict with the overriding values of the organization and thus are less likely to engage in facade creation.

Results also indicate that quality of leader-member exchange relationship ( $\beta = -.006$ ) and agreeableness ( $\beta = .038$ ) have no significant direct effect on an individual's emotional exhaustion in our hypothetical model. BC bootstrap confidence interval for the effects straddle zero values i.e. quality of leader-member exchange relationship (95% CI: -.128 to .125) and agreeableness (95% CI: -.116 to .196), which shows that quality of leader-member exchange relationship and agreeableness have no significant relationship with emotional exhaustion. Hence, Hypothesis 2 (quality of leader-member exchange relationship is negatively related to emotional exhaustion) and Hypothesis 4 (agreeableness is negatively related to emotional exhaustion) are thus not supported. Results of the study also not support the result of Grandey et al., (2007), who found direct negative effect of quality

of leader-member exchange relationship on psychological, emotional and attitudinal outcomes including emotional exhaustion and research results of Piedmont (1993), who found negative relationship between agreeableness and emotional exhaustion.

Moreover, results indicate that agreeableness has significant and positive direct effect on facade of conformity ( $\beta = .53^{**}$ ). Individuals having high in agreeableness personality traits create higher levels of facade of conformity than those individuals who have low agreeableness characteristics in their personality. BC bootstrap confidence interval for the effect does not straddle zero value (95% CI: .445 to .618), which shows evidence of significant relationship between agreeableness and facade of conformity.  $\beta$  value of .53 shows that one unit increases in agreeableness will increase .53 unit of facade of conformity, which supports our Hypothesis 3 (agreeableness is positively related to facade of conformity). Thus, results support that ability of individuals having agreeableness personality traits to conceal their true self during social interactions for avoiding conflict and to portray cooperation among employees leads them to creation of facades of conformity when they confront values incongruity between their personal core values and organizational overriding values.

Results also reveal significant and positive direct effect of facade creation on individual's emotional exhaustion ( $\beta = .56^{**}$ ). Employees involve in higher degree of facades creation face greater level of emotional exhaustion as compared to those who create lesser level of facades of conformity. BC bootstrap confidence interval for the effect does not straddle zero value (95% CI: .372 to .754), which shows evidence of significant relationship between facade of conformity and emotional exhaustion.  $\beta$  value of .56 shows that one unit increases in facade of conformity increases .56 unit of one's emotional exhaustion, which supports our Hypothesis 5 (facade of conformity is positively related to emotional exhaustion). The result supports research studies of Hewlin (2003, 2009) and Anjum & Shah (2017), who also found facades creation has positive effects on employee's emotional exhaustion.

TABLE 4.4: Direct Effects of LMX, Agreeableness, FOC, Emotional Exhaustion on FOC, Emotional Exhaustion, OCBO, OCBI and Creativity

Antecedents	Outcomes														
	FOC			Emotional Exhaustion			OCOB			OCBI			Creativity		
	$\beta$	SE	95% CI	$\beta$	SE	95% CI	$\beta$	SE	95% CI	$\beta$	SE	95% CI	$\beta$	SE	95% CI
LMX	-.36**	.04	-.455 to -.27	-.006	.06	-.128 to .125	-	-	-	-	-	-	-	-	-
Agree	.53**	.04	.445 to .618	.038	.08	-.116 to .196	-	-	-	-	-	-	-	-	-
FOC	-	-	-	.56**	.09	.372 to .754	-.29**	.07	-.446 to -.133	-.28**	.08	-.437 to -.122	-.13	.08	-.285 to .029
EEx	-	-	-	-	-	-	-.50**	.07	-.648 to -.342	-.43**	.07	-.584 to -.285	-.60**	.07	-.742 to -.459
Org	-.02	.04	-.109 to .062	.13**	.05	.042 to .239	.06	.04	-.029 to .153	.01	.04	-.075 to .112	.07	.04	-.020 to .164
Edu	.15**	.05	.047 to .273	-.13	.07	-.285 to .013	-.006	.06	-.137 to .134	.18*	.07	.045 to .318	.12	.06	-.007 to .252
Exp	.17*	.06	.040 to .296	-.09	.07	-.239 to .047	.21**	.07	-.083 to .361	.05	.06	-.084 to .186	.04	.06	-.086 to .178
Age	-.002	.06	-.137 to .132	-.01	.07	-.165 to .129	-.13*	.06	-.275 to -.003	.06	.06	-.052 to .181	-.009	.06	-.150 to .114
Inc	-.24**	.06	-.368 to -.133	.05	.08	-.114 to .217	.01	.06	-.126 to .150	-.17*	.07	-.334 to -.026	-.07	.06	-.216 to .054
Gen	.06	.04	-.017 to .150	-.002	.05	-.099 to .095	-.05	.04	-.154 to .033	.02	.05	-.073 to .123	-.006	.04	-.096 to .089

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

LMX: Leader-Member Exchange, Agree: Agreeableness, Trust: Trust in Management, FOC: Facade of Conformity, EStab: Emotional Stability, EExhau: Emotional Exhaustion, OCBO: Organizational Citizenship Behavior towards organization, OCBI: Organizational Citizenship Behavior towards individuals: Create: Creativity

Results also apprise direct effect of facade of conformity and emotional exhaustion on outcomes i.e. organizational citizenship behavior towards organization, organizational citizenship behavior towards individuals and employee's creativity. Facade of conformity has significant and negative direct effect on individual's organizational citizenship behavior towards organization ( $\beta = -.29^{**}$ ). Employees involve in greater degree of facades of conformity display lower level of organizational citizenship behavior towards organization as compared to those who create lesser level of facade of conformity. BC bootstrap confidence interval for the effect does not straddle zero value (95% CI: -.446 to -.133), which shows evidence of significant relationship between facade of conformity and employee's extra role behavior i.e. organizational citizenship behavior towards organization.  $\beta$  value of -.29 shows that one unit increases in facade of conformity decreases .29 unit of one's organizational citizenship behavior towards organization, which supports our Hypothesis 10 (facade of conformity is negatively related to OCBO). Results further show that facade of conformity has significant and negative direct effect on individual's organizational citizenship behavior towards individual ( $\beta = -.28^{**}$ ). Employees involve in higher degree of facade of conformity display lower level of organizational citizenship behavior towards individual as compared to those who create lower degree of facades of conformity. BC bootstrap confidence interval for the effect does not straddle zero value (95% CI: -.437 to -.122), which shows significant relationship between facade of conformity and employee's discretionary behavior i.e. organizational citizenship behavior towards individual.  $\beta$  value of -.28 shows that one unit increases in facade of conformity decreases .28 unit of one's organizational citizenship behavior towards organization, which supports our Hypothesis 13 (facade of conformity is negatively related to OCBI). Thus results show that an individual who involve in creation of facades of conformity forego his personal values. Loss of personal values is an important resource loss, which disturbs individual's output-input ratio. In order to restore output-input ratio, an individual with draw his discretionary behaviors and display lower degree of OCBO and OCBI.

Additionally, results indicate that facade of conformity has no significant direct



effect on an individual's ability of creativity ( $\beta = -.13$ ). BC bootstrap confidence interval for the effects straddle zero value (95% CI:  $-.285$  to  $.029$ ), which shows that there is no significant relationship between facade of conformity and employee's creativity. Hence, Hypothesis 16 (facades of conformity is negatively related to creativity) is thus not supported. The result shows that involvement of an individual in creation of facades of conformity does not impede one's ability of creativity.

Results of the research have explained effects of emotional exhaustion on organizational citizenship behavior towards organization and individuals. Emotional exhaustion has significant and negative direct effect on individual's organizational citizenship behavior towards organization ( $\beta = -.50^{**}$ ) and organizational citizenship behavior towards individual ( $\beta = -.43^{**}$ ). Individuals who experience high degree of emotional exhaustion display lower level of organizational citizenship behavior towards organization and individuals than those who create lower degree of emotional exhaustion. BC bootstrap confidence interval for the effect does not straddle zero value i.e. organizational citizenship behavior towards organization (95% CI:  $-.648$  to  $-.342$ ) and organizational citizenship behavior towards individuals (95% CI:  $-.584$  to  $-.285$ ), which indicates significant relationship between emotional exhaustion and employee's discretionary behaviors i.e. organizational citizenship behavior towards organization and individuals.  $\beta$  value of  $-.50$  shows that one unit increases in emotional exhaustion decreases  $.50$  unit of one's organizational citizenship behavior towards organization, which supports our Hypothesis 11 (emotional exhaustion is negatively related to OCBO).  $\beta$  value of  $-.43$  shows that one unit increases in emotional exhaustion decreases  $.43$  unit of one's organizational citizenship behavior towards individuals, which supports Hypothesis 14 (emotional exhaustion is negatively related to OCBI). Thus results depict that high degree of one's emotional exhaustion exerts higher level of negative effect on one's discretionary behavior towards organization as compared to discretionary behavior towards individuals.

Results also show that emotional exhaustion has significant and negative direct effect on employee's ability of creativity ( $\beta = -.60^{**}$ ). Employees involve in higher degree of emotional exhaustion display lower level of creativity than those who

experience lower degree of emotional exhaustion. BC bootstrap confidence interval for the effect does not straddle zero value (95% CI: -.742 to -.459), which shows significant relationship between emotional exhaustion and employee's creativity.  $\beta$  value of -.60 shows that one unit increases in emotional exhaustion decreases .60 unit of one's ability of creativity, which supports our Hypothesis 17 (Emotional exhaustion is negatively related to creativity). Thus, results show that emotional exhaustion of an employee not only negatively effects OCBO and OCBI but also has negative direct effect on one's ability of creativity.

Presentation of results related to direct effects of LMX, agreeableness, facade of conformity, emotional exhaustion on facade of conformity, emotional exhaustion, OCBO, OCBI and creativity lead to the explanation of results of hypothesis related to indirect effects in the next section.

## 4.5 Results of Hypotheses Related to Indirect Effects

Results in Table 4.5 indicate indirect effects of leader-member exchange relationship and agreeableness on emotional exhaustion through facade of conformity and indirect effects of facade of conformity on outcomes i.e. organizational citizenship behavior towards organization, organizational citizenship behavior towards individuals and creativity through employee's emotional exhaustion as mentioned below:

- Quality of LMX relationship → Facades of conformity → Emotional Exhaustion
- Agreeableness → Facades of conformity → Emotional Exhaustion
- Facades of conformity → Emotional Exhaustion → OCBO, OCBI and Creativity

Results reveal that quality of leader-member exchange relationship and agreeableness personality trait of an individual have indirect effect on emotional exhaustion

through employee's facade creation. Quality of leader-member exchange relationship has significant negative indirect effect on employee's emotional exhaustion ( $\beta = -.208^{**}$ ). As evident from Table 4.5, BC bootstrap confidence intervals for the indirect effect between leader-member exchange relationship and emotional exhaustion through facade of conformity based on 10,000 bootstrap samples does not straddle zero (95% CI: -.315 to -.126), which shows evidence for the relationship between the two variables through facade of conformity. As evident from the results of direct effects shown in Table 4.4 that quality of leader-member exchange relationship has no significant direct relationship with one's emotional exhaustion ( $\beta = -.006$ ) without their effects through one's degree of facade of conformity. This depicts that facade creation fully mediates the relationship between quality of leader-member exchange relationship and emotional exhaustion there by supports our Hypothesis 6 (Facade of conformity mediates the relationship between LMX and emotional exhaustion).

Results further reveal that agreeableness has significant positive indirect influence on one's emotional exhaustion ( $\beta = .300^{**}$ ). As shown in Table 4.6, BC bootstrap confidence intervals for the indirect effect between agreeableness and emotional exhaustion through facade of conformity based on 10,000 bootstrap samples does not straddle zero (95% CI: .199 to .425), which shows indication for the relationship between the two variables through facade of conformity. However, results of direct effects shown in Table 4.4 depicts that agreeableness has no significant direct relationship with one's emotional exhaustion ( $\beta = .038$ ) without their effects through one's degree of facades of conformity. This shows that facade creation fully mediates the relationship between agreeableness and emotional exhaustion there by supports our Hypothesis 7 (Facade of conformity mediates the relationship between agreeableness and emotional exhaustion).

TABLE 4.5: Indirect Effects of LMX, Agreeableness, FOC on Emotional Exhaustion, OCBO, OCBI and Creativity

Antecedents	Outcomes											
	Emotional Exhaustion			OCBO			OCBI			Creativity		
	$\beta$	SE	95% CI	$\beta$	SE	95% CI	$\beta$	SE	95% CI	$\beta$	SE	95% CI
LMX	-.208**	.047	-.315 to -.126	.215**	.039	.141 to .292	.197**	.037	.125 to .269	.177**	.041	.094 to .255
Agree	.300**	.057	.199 to .425	-.326**	.046	-.417 to -.234	-.297**	.042	-.382 to -.216	-.274**	.047	-.365 to -.181
FOC	-	-	-	-.285**	.072	-.447 to -.161	-.248**	.064	-.395 to -.144	-.342**	.085	-.530 to -.197

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

LMX: Leader-Member Exchange, Agree: Agreeableness, FOC: Facades of Conformity, OCBO: Organizational Citizenship Behavior towards organization, OCBI: Organizational Citizenship Behavior towards individuals

Table 4.5 also shows indirect effects of facade of conformity on outcomes i.e. OCBO, OCBI and creativity through employee's emotional exhaustion. Facade of conformity has significant negative indirect effect on the outcomes through employee's emotional exhaustion i.e. organizational citizenship behavior towards organization ( $\beta = -.285^{**}$ ), organizational citizenship behavior towards individuals ( $\beta = -.248^{**}$ ) and creativity ( $\beta = -.342^{**}$ ). As shown in Table 4.5, BC bootstrap confidence intervals for the indirect effect between facade of conformity and outcomes based on 10,000 bootstrap samples does not straddle zero, which shows indication for the relationship between the variables through emotional exhaustion. Confidence intervals values of organizational citizenship behavior towards organization is between -.447 to -.161, organizational citizenship behavior towards individuals is between -.395 to -.144 and creativity is ranging from -.530 to -.197. However, recalling results of direct effects shown in Table 4.4 reveals that facade of conformity has significant positive direct relationship with one's emotional exhaustion ( $\beta = .56^{**}$ ) and emotional exhaustion has significant negative direct effect on organizational citizenship behavior towards organization ( $\beta = -.50^{**}$ ), organizational citizenship behavior towards individuals ( $\beta = -.43^{**}$ ) and creativity ( $\beta = -.60^{**}$ ). While facade of conformity has also direct negative relationship with organizational citizenship behavior towards organization ( $\beta = -.29^{**}$ ), organizational citizenship behavior towards individuals ( $\beta = -.28^{**}$ ), however, no direct relationship between facade of conformity and employee's creativity ( $\beta = -.13$ ) has found as based on 10,000 bootstrap samples straddle zero value (95% CI: -.285 to .029).

So, keeping in view the direct and indirect effects among facade of conformity, emotional exhaustion and organizational citizenship behavior towards organization/organizational citizenship behavior towards individuals, it reveals that emotional exhaustion partially mediates the association between facade of conformity and individual level outcomes i.e. organizational citizenship behavior towards organization, organizational citizenship behavior towards individuals. While as facade of conformity has no significant direct effect on employee's creativity without

its effect on emotional exhaustion. Therefore, it reveals that emotional exhaustion fully mediates the relationship between facade of conformity and creativity. Hence, supporting our Hypothesis 12 (Emotional exhaustion mediates the relationship between facades of conformity and organizational citizenship behavior towards organization), Hypothesis 15 (Emotional exhaustion mediates the relationship between facades of conformity and organizational citizenship behavior towards individuals) and Hypothesis 18 (Emotional exhaustion mediates the relationship between facades of conformity and creativity).

Results of current study have shown that facade creation fully mediates the relationship between quality of leader-member exchange relationship and emotional exhaustion. Similarly, facade creation fully mediates the relationship between agreeableness and emotional exhaustion. Results also indicate that quality of leader-member exchange relationship has significant positive indirect effect on OCBO ( $\beta = .215^{**}$ ), OCBI ( $\beta = .197^{**}$ ) and creativity ( $\beta = .177^{**}$ ) through facades of conformity and emotional exhaustion. Similarly, agreeableness has significant negative effect on OCBO ( $\beta = -.326^{**}$ ), OCBI ( $\beta = -.297^{**}$ ) and creativity ( $\beta = -.274^{**}$ ) through facades of conformity and emotional exhaustion.

After describing results of direct effects and indirect effects of quality of leader-member exchange relationship, agreeableness, facades of conformity on emotional exhaustion, organizational citizenship behavior towards organization, organizational citizenship behavior towards individuals and creativity, it is appropriate to present moderation results in the next section. Moderation results will present results of trust in management on the relationship between leader-member exchange and facade of conformity and results of emotional stability on the relationship between facade of conformity and emotional exhaustion.

TABLE 4.6: AMOS Output of Standardized Total Effects of Determinants on Consequents of Serial Mediation Model

Antecedents	Outcomes														
	FOC			Emotional Exhaustion			OCOB			OCBI			Creativity		
	$\beta$	SE	95% CI	$\beta$	SE	95% CI	$\beta$	SE	95% CI	$\beta$	SE	95% CI	$\beta$	SE	95% CI
LMX	-.36**	.04	-.455 to -.277	-.21**	.05	-.320 to -.100	.21**	.03	.141 to .292	.19**	.03	.125 to .269	.17**	.04	.094 to .255
Agre	.53**	.04	.445 to .618	.33**	.06	.220 to .453	-.32**	.04	-.417 to -.234	-.29**	.04	-.382 to -.216	-.27**	.04	-.365 to -.181
FOC	-	-	-	.56**	.09	.372 to .754	-.57**	.06	-.692 to -.453	-.52**	.06	-.648 to -.398	-.47**	.06	-.595 to -.337
EEx	-	-	-	-	-	-	-.50**	.07	-.648 to -.342	-.43**	.07	-.584 to -.285	-.60**	.07	-.742 to -.459

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

LMX: Leader-Member Exchange, Agree: Agreeableness, FOC: Facade of Conformity, EEx: Emotional Exhaustion, OCBO: Organizational Citizenship Behavior towards organization, OCBI: Organizational Citizenship Behavior towards individuals

## 4.6 Results of Moderation Analysis

TABLE 4.7: Results - Moderating Effect of Trust in Management on the Relationship of LMX to Facades of Conformity.

Model	Coeff	SE	t	P	95% CI
Constant	1.837	.410	4.473	<.001	1.029 to 2.645
Org	-.054	.063	-.856	.392	-.179 to .070
Edu	.466	.135	3.43	<.001	.199 to .733
Exp	.234	.068	3.43	<.001	.100 to .369
Age	-.001	.010	-.174	.861	-.023 to .019
Income	.001	.001	-4.386	<.001	.001 to .001
Gender	.203	.138	1.465	.143	-.069 to .475
Trust	-.236	.044	-5.373	<.001	-.323 to -.150
LMX	-.282	.033	-8.389	<.001	-.348 to -.216
LMX $\times$ Trust	.072	.0245	2.945	<.001	.024 to .120

**Outcome: Facades of Conformity**

$\Delta R^2$  due to interaction = .012,  $p < .001$  (LMX  $\times$  Trust)

Org: Organization, Edu: Education, Exp: Experience, Trust: Trust in Management, LMX: Quality of leader-member exchange Relationship

Table 4.7 has depicted results of moderated regression analysis, which shows that the interaction variable i.e. leader-member exchange  $\times$  trust in management is a significant predictor of facade of conformity ( $\beta = .072$ ,  $p < .001$ ). For investigating the moderation effect of trust in management on the relationship between quality of leader-member exchange relationship and facade of conformity, we plotted slopes of association at the values of trust in management against one standard deviation above and below the mean. It is evident from the Figure 4.1, the effect of quality of leader-member exchange relationship on creation of facade of conformity is consistently negative irrespective of the level of trust in management. However, the slope of leader-member exchange relationship and facade of conformity is steeper for one's having lower level of trust in management. The impact of facade creation thus appears to be higher among those having low degree of trust in management while impact of facade creation seems to be lower among the individuals who have higher levels of trust in management. Further explanation of the Figure 4.1



depicts that leader-member exchange relationship at point “00” shows that level of facades creation is at point “4.2” irrespective of considering effect of trust in management. However, after introducing trust in management in the relationship of leader-member exchange relationship and facades creation then at same level of leader-member exchange relationship i.e. at point “00” the level of facades of conformity increases from point “4.2” to “4.6” due to low level of trust in management. However, when the level of trust in management is high then at same level of leader-member exchange relationship i.e. at point “00”, the level of facades of conformity decreases from “4.2” to “3.9”. Hence supporting Hypothesis 8 (Trust in management moderates the negative relationship between quality of leader-member exchange relationship and facade of conformity).

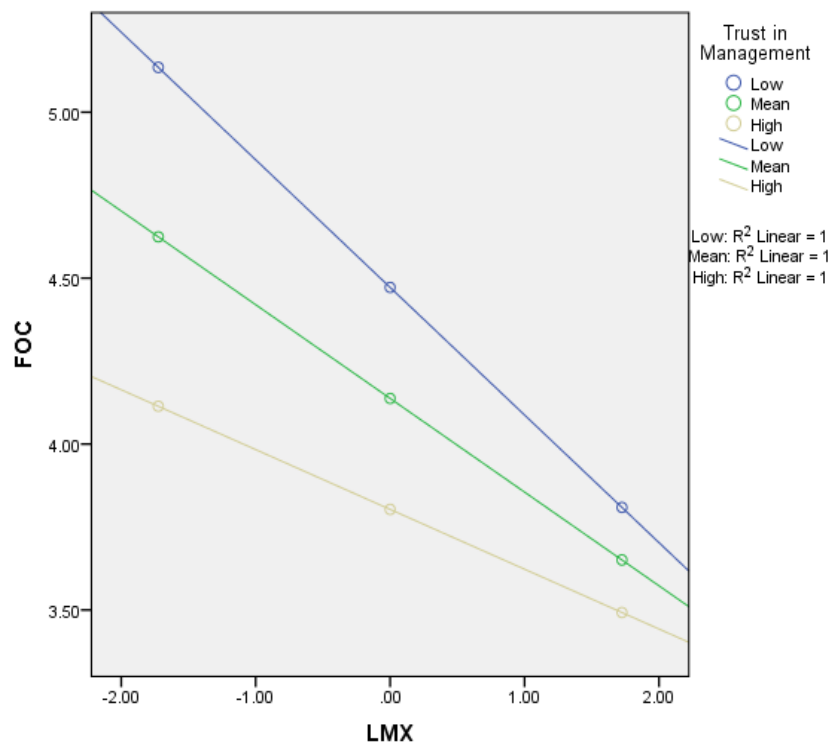


FIGURE 4.1: Graphical View-Moderation of Trust in Management on the Relationship of LMX with FOC.

Table 4.8 has shown conditional effects of quality of leader-member exchange relationship on facade of conformity at values of moderator i.e. Trust in Management. Corresponding to one standard deviation above and below the mean i.e. -1.41 and 1.41, the effect of quality of leader-member exchange relationship on facade

TABLE 4.8: Conditional Effects of LMX on FOC at Various Values of Trust in Management

	Facade of Conformity	
Trust in Management	Effect	95% BC Bootstrap CI
-1.4132	-.384	-.485 to -.283
.0000	-.282	-.348 to -.216
1.4132	-.180	-.269 to -.090

of conformity comes from -.384 to -.180 respectively, which also depicts that effect of quality of leader-member exchange relationship on facade of conformity is moderated by Trust in Management. Hence, Hypothesis 8 (Trust in management moderates the negative relationship between quality of leader-member exchange relationship and facade of conformity) is supported.

TABLE 4.9: Results-Moderating Effect of Emotional Stability on the Relationship of Facades of Conformity to Emotional Exhaustion

Model	Coeff	SE	t	P	95% CI
Constant	3.812	.418	9.116	<.001	2.989 to 4.636
Org	.025	.056	.443	.657	-.086 to .136
Edu	.144	.123	1.169	.243	-.098 to .387
Exp	-.036	.061	-.601	.548	-.157 to .083
Age	.015	.009	1.626	.105	-.003 to .034
Income	.001	.010	-2.229	.026	.000 to .000
Gender	-.188	.122	-1.530	.127	-.430 to .053
Estab	-.517	.037	-13.764	<.001	-.591 to -.443
FOC	.708	.053	13.152	<.001	.602 to .814
FOC × Estab	-.059	.021	-2.732	<.001	-.102 to -.016

**Outcome: Emotional Exhaustion**

$\Delta R^2$  due to interaction = .008,  $p < .001$  (FOC × Emotional Stability)

Org: Organization, Edu: Education, Exp: Experience, Estab: Emotional stability, FOC: Facades of conformity

Results of interaction variable i.e. facade of conformity × emotional stability are also depicted in Table 4.9 explaining moderated regression analysis. Results show that the facade of conformity × emotional stability was a significant determinant of

emotional exhaustion ( $\beta = -.059$ ,  $p < .001$ ). For further explaining the interaction, we plotted the slopes of interaction at the values of emotional stability against one standard deviation above and below the mean, while setting the covariates to their sample means. As can be seen from Figure 4.2, the effect of creation of facade of conformity on emotional exhaustion is consistently positive regardless of the degree of emotional stability. However, the slope of facade of conformity and emotional exhaustion is steeper for individuals having lower level of emotional stability. Graphical representation has shown that at the same degree of facade of conformity, the effect of emotional exhaustion appears to be higher among those having low degree of emotional stability, while effect of emotional exhaustion seems to be lower among those who have higher levels of emotional stability. Further explanation of the Figure 4.2 depicts that facades of conformity at point “00” shows that level of emotional exhaustion is at point “3.2” irrespective of considering effect of emotional stability. However, after introducing emotional stability in the relationship of facades creation and emotional exhaustion then at same level of facades of conformity i.e. at point “00” the level of emotional exhaustion increases from point “3.2” to “4.1” due to low level of emotional stability. However, when the level of emotional stability is high then at same level of facades of conformity i.e. at point “00”, the level of emotional exhaustion decreases from “3.2” to “2.5”. There by supporting Hypothesis No 9 (i.e. Emotional stability moderates the positive relationship between facade of conformity and emotional exhaustion).

TABLE 4.10: Conditional Effects of Facades of Conformity on Emotional Exhaustion at Values of Emotional Stability

Emotional Stability	Emotional Exhaustion	
	Effect	95% BC Bootstrap CI
-1.4425	.794	.670 to .918
.0000	.708	.602 to .814
1.4425	.622	.500 to .744

Table 4.10 has shown conditional effects of facade of conformity on emotional exhaustion at values of moderator i.e. emotional stability. Corresponding to one standard deviation above and below the mean i.e. -1.44 and 1.44, the effect of

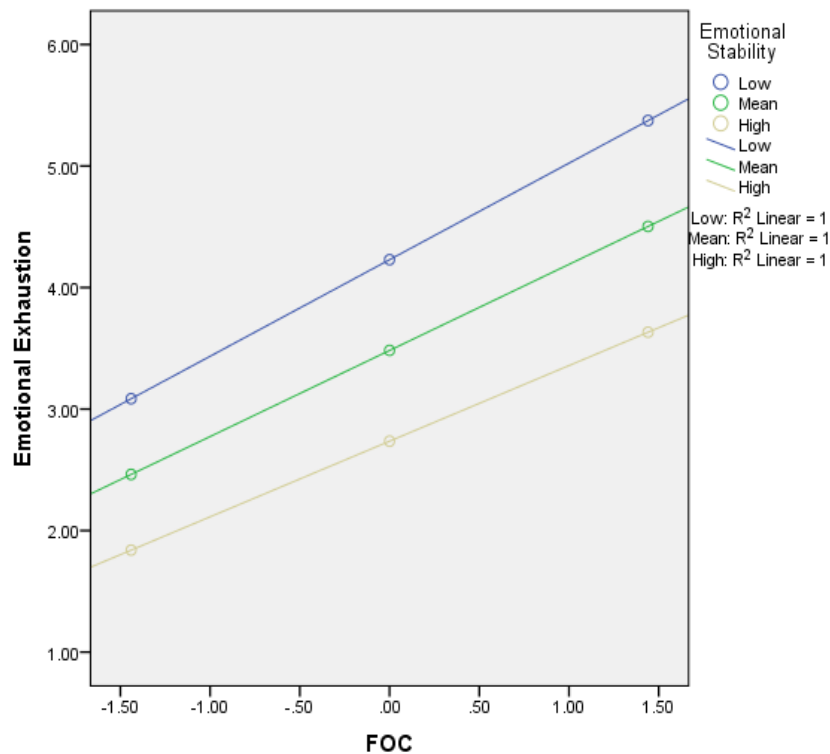


FIGURE 4.2: Graphical View - Moderation of Emotional Stability on the Relationship of FOC with Emotional Exhaustion.

facade of conformity on emotional exhaustion comes from .794 to .622 respectively, which also depicts that effect of facade of conformity on emotional exhaustion is moderated by emotional stability. Hence, Hypothesis 9 (Emotional stability moderates the positive relationship between facade of conformity and emotional exhaustion) is supported.

## 4.7 Summary

This chapter has presented results of the study, which includes results regarding confirmatory factor analysis, reliability of scales, means, standard deviations and correlation matrix. The chapter has also presented results of hypothesis related to direct and indirect effects along-with results of moderation analysis. Results of direct, indirect and moderation analysis have supported following hypothesis of the study:

- Hypothesis 1 Quality of LMX relationship has negative effect on facade of conformity.
- Hypothesis 3 Agreeableness has positive effect on facade of conformity.
- Hypothesis 5 Facade of conformity has positive effect on emotional exhaustion.
- Hypothesis 6 Facade of conformity mediates the relationship between LMX and emotional exhaustion.
- Hypothesis 7 Facade of conformity mediates the relationship between agreeableness and emotional exhaustion.
- Hypothesis 8 Trust in management moderates the negative relationship between quality of leader-member exchange relationship and facade of conformity.
- Hypothesis 9 Emotional stability moderates the positive relationship between facade of conformity and emotional exhaustion.
- Hypothesis 10 Facade of conformity has negative effect on OCBO.
- Hypothesis 11 Emotional exhaustion has negative effect on OCBO.
- Hypothesis 12 Emotional exhaustion mediates the relationship between facades of conformity and OCBO.
- Hypothesis 13 Facade of conformity has negative effect on OCBI.
- Hypothesis 14 Emotional exhaustion has negative effect on OCBI.
- Hypothesis 15 Emotional exhaustion mediates the relationship between facades of conformity and OCBI.
- Hypothesis 17 Emotional exhaustion has negative effect on creativity.
- Hypothesis 18 Emotional exhaustion mediates the relationship between facades of conformity and creativity.

However, results of direct effects have not supported following hypothesis of the study:

- Hypothesis 2 Quality of leader-member exchange relationship is negatively related to emotional exhaustion.
- Hypothesis 4 Agreeableness has negative effect on emotional exhaustion.
- Hypothesis 16 Facades of conformity has negative effect on to creativity.

After description of results of data analysis, it is rational to present discussion on the results with managerial implications, limitations and future direction in the next chapter.

# Chapter 5

## Discussion and Conclusion

This chapter presents discussion on the results, the theoretical and managerial implications of the study and finally limitations of the study and future directions.

### 5.1 Discussion

The purpose of the study was to examine that whether quality of leader-member exchange relationship and agreeableness incite an employee to create facade of conformity. Does creation of facade of conformity affect employee's emotional exhaustion considering whether the determinant of creation of facade of conformity (i.e. leader-member exchange) and effects of its outcome (i.e. emotional exhaustion) moderate through trust in management and employee's emotional stability respectively. Moreover, whether employee's emotional exhaustion effects individual level outcomes including organizational citizenship behavior towards organization, organizational citizenship behavior towards individuals and one's ability of creativity.

### 5.1.1 Quality of Leader-Member Exchange Relationship is Negatively Related to Facade of Conformity (Hypothesis 1)

The results of the study supported our hypothesis that quality of leader-member exchange relationship is a determinant of facade creation among employees at workplace. Results indicate that quality of leader-member exchange relationship is significantly and negatively related to creation of facade of conformity ( $\beta = -.36$ ,  $p < .001$ ). Value of  $\beta = -.36$  shows that one unit increase in quality of leader-member exchange relationship causes facades of conformity to decrease by .36 unit.

Findings of the study theoretically contribute in the construct of facades of conformity through introducing quality of leader-member exchange relationship as a new antecedent of facades creation emerged from the organization and has theoretical foundation on social influence theory. Quality of leader-member exchange relationship induces an employee to involve or avoid creation of facades of conformity at workplace. Negative relationship between the two variable ( $\beta = -.36$ ,  $p < .001$ ) depicts that in high quality leader-member exchange relationship an employee creates low degree of facades of conformity as compared to low quality leader-member exchange relationship. Low quality exchange relationship of an employee with his leader prevent him to openly express his true self. In such exchange relationship an employee is reluctant to disclose his value incongruity and thus create facades of conformity, which provoke him to give false representation of conforming acceptable values of his workplace. While high quality exchange relationship of an employee with his leader provides favorable environment to share risky opinion, views and information and accordingly in case of value incongruity between personal core values and organizational values, an employee express his true self and avoid facades creation.

The result is in accordance with the previous research on leader-member exchange relationship that employees with high quality leader-member exchange relationships have more favorable environment available to openly disclose their true selves



(Botero & Van Dyne, 2009; Krone, 1991) and have more opportunities to openly express their views or dissent at their workplace with other employees (Kassing, 2000). According to Aryee & Chen, (2006); Chen & Klimoski, (2003); Wat & Shaffer, (2005), employees who establish high quality exchange relationships with their seniors (higher leader-member exchange) and with their teammates (higher team-member exchange) can have better opportunities or comfort in displaying their views and feelings. Employees having more favorable environment to portray themselves feel comfortable to openly practice their core personal values even when their personal core values are in conflict with the overriding values of the organization and thus are less likely to engage in facade creation.

Previous research work in LMX leadership theory revealed that low quality exchange relationships between supervisor and subordinate related to negative psychological, emotional and attitudinal outcomes including emotional exhaustion (Duffy et al., 2002; Grandey et al., 2007). The results of the study contributed in LMX theory of leadership that low quality of exchange relationships between supervisor and subordinates also leads an employee to behavioral stress i.e. creation of facades of conformity.

### **5.1.2 Trust in Management Moderates the Negative Relationship Between Quality of Leader-Member Exchange Relationship and Facade of Conformity (Hypothesis 8)**

Conditional effects of moderation analysis depicts that effect of quality of leader-member exchange relationship on facade creation comes from  $-.384$  to  $-.180$  against the values of trust in management one standard deviation above and below the mean i.e.  $-1.41$  and  $1.41$ . This result shows that trust in management moderates the effect of quality of leader-member exchange relationship on creation of facade of conformity. Moderated-Mediation results of the study reveal that employees low in leader-member exchange quality but have higher levels of trust in management experience less degree of facade creation as compared to the employees who have

lower level of trust in management or independent of the effects of trust in management. Similarly, employees high in leader-member exchange relationship with their supervisors but having lower level of trust in management create relatively high degree of facade of conformity as compared to the employees who have higher trust in management or independent of the effects of trust in management. Hence, the negative effect of low degree of leader-member exchange relationship on facade creation is not remained identical for all employees rather it neutralizes with the employee's level of trust in management. The result of the study is consistent with the results of Cook & Wall, (1980), who defines trust as a basis for positive organizational outcome.

The result of the study contributes in the literature of Person-Person fit theory (Kristof, 1996). The theory tenets that incongruence between person and environment causes psychological, physical and behavioral stress (Caplan et. al., 1980; Harrison, 1978, Kristof, 1996). The theory does not differentiate effects of poor person-person fit among employees rather posits that poor person-person fit uniformly effect psychological, physical and behavioral stress among all employees. According to Hewlin (2003, 2009), creation of facades of conformity is a behavioral stress. The results of the study indicates that in case of poor Person-Person fit between an employee and his supervisor, effects of behavioral stress on an employee can be attenuated by introducing moderator i.e. trust in management. Thus, it is found that poor Person-Person fit does not uniformly effect psychological, physical and behavioral stress among all employees rather it would differentially effect facades creation i.e. behavioral stress keeping in view trust in management of the exhibiter.

### **5.1.3 Quality of Leader-Member Exchange Relationship is Negatively Related to Emotional Exhaustion (Hypothesis 2)**

Results of the study also reveal that quality of leader-member exchange relationship is significantly correlated with emotional exhaustion ( $r = -.26, p < .001$ )

but no direct relationship was found between the two variables in our conceptual model. This indicates that quality of leader-member exchange relationship has no direct impact on employee's emotional exhaustion ( $\beta = -.006$ , 95% CI:  $-.128$  to  $.125$  as 10,000 bootstrap samples straddle zero value). Results of the research has not supported previous researches conducted by Duffy et al., (2002) and Grandey et al., (2007), who found that low quality exchange relationships between supervisor and subordinate have a negative linkage psychological, emotional and attitudinal outcomes including emotional exhaustion.

However, relationship of leader-member exchange quality with emotional exhaustion through creation of facade of conformity is discussed under the next heading.

#### **5.1.4 Facade of Conformity Mediates the Relationship Between LMX and Emotional Exhaustion (Hypothesis 6)**

Results of the study found that quality of leader-member exchange relationship has indirect effect on individual's emotional exhaustion though its effect on facade of conformity ( $\beta = -.208$ ,  $p < .001$ , 95% CI:  $-.315$  to  $-.126$  as 10,000 bootstrap samples do not straddle zero value). The result indicates that quality of leader-member exchange relationship has no direct effect on employee's emotional exhaustion independent of its effect of facade of conformity. Facade of conformity fully mediates the relationship between quality of leader-member exchange relationships and emotional exhaustion.

In reference to above results, it is worth mentioning that LMX theory of leadership posits that quality of leader-member exchange relationship has negative association with emotional exhaustion (Duffy et al., 2002; Grandey et al., 2007). The results of the study therefore theoretical contributes in the LMX theory of leadership and tenets that quality of leader-member exchange relationship has no direct effect on one's emotional exhaustion rather quality of leader-member exchange relationship has indirect effect on one's emotional exhaustion through its effect on creation of facades of conformity. Hence, facades of conformity is an

intervening mechanism between quality of leader-member exchange relationship and one's emotional exhaustion.

Limited research studies have found on the relationship between quality of leader-member exchange relationship and emotional exhaustion (Halbesleben & Bowler, 2007). The mediating effect of creation of facade of conformity on the relationship between quality of leader-member exchange relationship and emotional exhaustion was thus unexamined in previous studies of LMX theory of leadership. The result of the study revealed that low quality of leader-member exchange relationship causes behavioral stress in an employee i.e. facades creation and prolong or continuous behavioral stress causes an employee to involve in emotional exhaustion (Schaufeli & Enzmann, 1998). Thus, low quality leader-member exchange relationship does not instantly lead an employee to emotional exhaustion rather continuous display of facades of conformity causes emotional exhaustion in an employee.

### **5.1.5 Agreeableness is Positively Related to Facade of Conformity (Hypothesis 3)**

The relationship between agreeableness and facade of conformity has been depicted from our results of the study, which shows that agreeableness is significantly and positively related to creation of facade of conformity ( $\beta = .53$ ,  $p < .001$ , 95% CI: .445 to .618 as 10,000 bootstrap samples do not straddle zero value). Results indicate that agreeableness is significantly and positively related to creation of facade of conformity ( $\beta = .53$ ,  $p < .001$ ). Value of  $\beta = .53$  shows that one unit increase in agreeableness causes facades of conformity to increase by .53 unit.

Thus, employees high in agreeableness have high tendency to create facade of conformity as compared to those employees who have low degree of agreeableness trait in their personality. As employees with agreeableness personality trait tend to avoid conflict in the workplace because they intend to cooperate with their colleagues for receiving their support (Zellars & Perrewe, 2001). This ability of agreeableness to shape behaviors at workplace during social interactions to avoid

conflict leads to facade creation because such employees conceal their value incongruity to avoid conflict at workplace.

Result of the study also gets support from Goffman's (1959) theory of "Presentation of Self in Every Day Life". Goffman's (1959) found that individuals change their behaviors and manners during their social interactions, so that they can impart their better image to other people. According to Braiker (2002), the individuals who want to please others always say "Yes" even when they are required to say "No". Accordingly, employees with agreeableness personality trait tend to conceal their value incongruity either to impart an impression that they have accepted the overriding values of the organization or to please others to avoid conflict at ;workplace, so that they can get acceptance in the organization. During concealing their true selves such employees are likely to create facade of conformity at their workplace.

The findings of the study reveals that individual's changing behaviors to avoid conflicts, to cooperate with others or to please others during their social interactions is an important factor to effect level of one's facade creation. An individual who outwardly display organizational acceptable values to avoid conflict or please others involve himself in creation of facades of conformity. The self-presentation theories have not examined this aspect that when individuals change their behaviors during social interactions to impart their better image to other people (Goffman, 1959) actually involve them-selves in creation of facades of conformity. The involvement in facades creations leads an individual to its deleterious effects including psychological and emotional exhaustion, high intentions to leave, low affective commitment, low productivity, low creativity (Hewlin, 2003, 2009; Hewlin et al., 2016; Sharma & Sharma, 2014, 2015). Thus, the study has integrated literature of value congruence and self-presentation theories.

### **5.1.6 Agreeableness is Negatively Related to Emotional Exhaustion (Hypothesis 4)**

Results of the study also depict that agreeableness is significantly correlated with emotional exhaustion ( $r = .39$ ,  $p < .001$ ) but no direct relationship was found between the two variables in our conceptual model ( $\beta = .038$ , 95% CI  $-.116$  to  $.196$ ) as 10,000 bootstrap samples straddle zero value), which indicates that agreeableness has no direct impact on employee's emotional exhaustion.

However, relationship of agreeableness with emotional exhaustion through creation of facade of conformity is discussed under the next heading.

### **5.1.7 Facade of Conformity Mediates the Relationship Between Agreeableness and Emotional Exhaustion (Hypothesis 7)**

Findings, however, suggest that agreeableness has significant indirect positive effects on employee's emotional exhaustion through its effect on facade creation ( $\beta = .300$ ,  $p \leq .001$ , 95% CI  $.199$  to  $.425$  as 10,000 bootstrap samples do not straddle zero value). The results show that agreeableness personality trait has no direct effect on employee's emotional exhaustion independent of its effect on facade of conformity. Facade creation fully mediates the association between agreeableness and emotional exhaustion. As explained earlier, individuals with agreeableness personality trait shape their behaviors by concealing their true selves to avoid conflict at workplace, which lead them to concealing of value incongruity. Such individuals create facade of conformity at their workplace. According to Hewlin (2009), facade of conformity is a behavioral stressor and emotional exhaustion is an outcome of prolonged stress reaction (Schaufeli & Enzmann, 1998). Thus, agreeableness trait leads an individual to create facade of conformity and facade creation gives continuous stress to the individual, which leads him to emotional exhaustion.

The results of the study infer no direct relationship between agreeableness and emotional exhaustion, however, indirect positive relationship between agreeableness and emotional exhaustion through facade of conformity has been found in the study. The results differs from previous studies conducted by various researchers including Piedmont (1993) who found negative association between agreeableness and emotional exhaustion. According to Mills (1995), low in agreeableness have the propensity to have higher degree of burnout. Storm & Rothmann, (2003) also found negative relationship between agreeableness and burnout. Ghorpade et al., (2007) also observed similar results in their study, which stated negative correlation of emotional exhaustion with extroversion, agreeableness and emotional stability.

The mediating effect of creation of facade of conformity on the relationship between agreeableness and emotional exhaustion was thus unexamined in previous studies. The result of the study revealed that agreeableness causes behavioral stress in an employee i.e. facades creation and prolong or continuous behavioral stress causes an employee to involve in emotional exhaustion (Schaufeli & Enzmann, 1998). Thus, agreeableness does not instantly lead an employee to emotional exhaustion rather continuous display of facades of conformity causes emotional exhaustion in an employee. Hence, facades of conformity is an intervening mechanism between agreeableness and one's emotional exhaustion. Moreover, findings suggest positive relationship between agreeableness and emotional exhaustion through creating of facades of conformity.

The difference in results between previous studies and the current study is mainly due to the cultural differences. As according to Hofstede (1983), the development and validation of theories in western cultures and their validity and applicability in Eastern region are questionable mainly due to cultural differences. Accordingly, results of the study differs from the previous studies validated in western region mainly due to the cultural difference. Focusing on Pakistani environment employees apparently agree with others due to variety of reasons, as mentioned below, which leads them to create higher degree of facade creation and ultimately to higher level of emotional exhaustion.

Firstly, economic condition in the country is a potential reason as unemployment rate in the country is high and individuals do not find considerable opportunities of employment. Once an individual gets an opportunity of employment in any organization, he tries to be part of the organization for a longer period even at the cost of not expressing his true self. Intention to stay in the organization is mainly due to less employment opportunities and his own economic constraints. By concealing his true self and displaying agreeable behavior at workplace, he gets acceptance in the organization to stay or excel in his career. Thus, an individual may involve himself in creation of facades of conformity by concealing his true self with the intention to stay in the organization and not to lose the job. According to Hewlin (2009), facade of conformity is a behavioral stressor and emotional exhaustion is an outcome of prolonged stress reaction (Schaufeli & Enzmann, 1998). Thus, an individual high in agreeableness trait with less job opportunities in the market leads him to create high degree of facade of conformity and facade creation gives continuous stress to the individual, which leads him to higher level of emotional exhaustion.

Secondly, fear of negative evaluation compels an individual to apparently agree with seniors for obtaining good ratings or evaluations in annual assessments. As annual assessments ultimately play a vital role in an individual's career growth. An individual already facing economic constraints finds it a better option to agree with seniors without expressing his true self, so that not only he can retain the job but also get an opportunity to excel in career by getting good evaluation reports. However, in an effort to obtain better evaluation and to excel in career, an individual may involve in facade creation due to concealing of his true self. Thus, displaying agreeable behavior leads an employee to higher degree of facade creation and finally to higher level of emotional exhaustion.

Thirdly, bureaucratic environment in an organization is a reason to compel an individual to apparently agree with seniors. Bureaucratic environment in an organization does not allow individuals to openly express their true selves rather obeying orders is encouraged. Therefore, individuals in bureaucratic organizations



adopt agreeable behavior and always say “Yes” to their seniors. Accordingly, individuals with agreeableness trait do not get opportunities to openly express their value incongruity and thus involve in facade of conformity, which leads them to emotional exhaustion.

Fourthly, paying respect to seniors is one of the characteristics of Pakistani environment. Individuals with agreeableness trait apparently agree with seniors to pay them respect but this apparent congruence lead them to create facade of conformity, which through continuous behavioral stress lead them to emotional exhaustion.

Fifthly, in order to get acceptance in majority group for getting various benefits in the organization individuals do not practice their true Fifthly, in order to get acceptance in majority group for getting various benefits in the organization individuals do not practice their true selves and apparently agree with majority group to impart an impression that they are part of the group. This apparent congruence lead agreeableness individuals to create facade of conformity, which through continuous behavioral stress lead them to emotional exhaustion.

Sixthly, in order to display niceness among people, individuals may display agreeable behavior so to get support and acceptance in the organization, However, according to Braiker (2002), niceness all the time prevents an individual to show displeasure even it is justified. Moreover, the individuals who want to please others always say “Yes” even when they are required to say “No”. Such individuals when confront with value dissimilarity between their personal values and organizational values, they start to conceal their value incongruity just because of looking nice among other employees at workplace and to always say “Yes” to others. This agreeable behavior leads them to facade creation and ultimately to emotional exhaustion.

Thus, employees high in agreeableness exhibit higher degree of facade of conformity and then display higher level of emotional exhaustion. The relationship between agreeableness and emotional exhaustion is through creation of facade of conformity. So, findings of our study have theoretical contribution in the literature

i.e. positive indirect relationship between agreeableness and emotional exhaustion through facade of conformity in Pakistani context.

### **5.1.8 Facade of Conformity is Positively Related to Emotional Exhaustion (Hypothesis 5)**

Results also found significant positive relationship between facade of conformity and emotional exhaustion ( $\beta = .565$ ,  $p \leq .001$ , 95% CI .372 to .754 as 10,000 bootstrap samples do not straddle zero value), which is supported by previous studies conducted on the relationship between the two variables. Hewlin (2009) in her empirical study also found positive relationship between facade of conformity and emotional exhaustion. Sharma & Sharma, (2015) also found significant positive relationship between facade of conformity and emotional exhaustion.

The results of the study also get support from Person-Organization fit theory, which posits that incongruence between person and organization causes behavioral stress (Caplan et. al., 1980; Harrison, 1978, Kristof, 1996). Hewlin (2003, 2009) termed creation of facades of conformity as behavioral stress and continuous display of stress i.e. facades of conformity causes emotional exhaustion to its exhibiter (Schaufeli & Enzmann, 1998).

### **5.1.9 Emotional Stability Moderates the Positive Relationship Between Facade of Conformity and Emotional Exhaustion (Hypothesis 9)**

Conditional effects of moderation analysis depicts that effect of facade creation on emotional exhaustion comes from .794 to .622 against the values of emotional stability one standard deviation above and below the mean i.e. -1.41 and 1.41, which shows that emotional stability moderates the effect of creation of facade of conformity on one's emotional exhaustion. The results reveal that positive effect of facade of conformity on emotional exhaustion will not remain identical for every employee rather it varies with the employee's level of emotional stability. Our

findings suggest that employees who create higher degree of facade of conformity but have higher levels of emotional stability experience less emotional exhaustion as compared to the employees who have lower level of emotional stability or independent of the effects of emotional stability. Similarly, employees who create higher degree of facade of conformity and have lower level of emotional stability experience relatively high level of emotional exhaustion as compared to the employees who have higher level of emotional stability or independent of the effects of emotional stability. Thus, Emotional stability moderates the relationship between facades of conformity and emotional exhaustion. Hence, the positive relationship between facade creation and emotional exhaustion is neutralized by emotional stability to some degree. The result is consistent with the previous studies of Teng et al., (2009) who found that a person high in emotional stability is less likely to show strong emotional reactions (emotional exhaustion) to stressful (facade of conformity) situations. Kokkinos (2007) also found in his study that emotional stability has negative association with emotional exhaustion and emotionally stable individual faces less emotional exhaustion. Piedmont (1993) also found that less in emotional stability leads to high degree of individual's emotional exhaustion. Alarcon et al., (2009) also observed in meta-analysis that emotional stability has strong and unique correlation with individual's emotional exhaustion.

The result of the study contributes in the literature of Person-Organization fit theory (Kristof, 1996). The theory tenets that incongruence between person and environment causes psychological, physical and behavioral stress (Caplan et. al., 1980; Harrison, 1978, Kristof, 1996) and prolong stress leads to one's emotional exhaustion (Schaufeli & Enzmann, 1998). The result of the study indicates that level of one's emotional exhaustion does not remain identical in all employees rather the degree of emotional exhaustion can be attenuated through introducing a moderator i.e. emotional stability.

### **5.1.10 Emotional Exhaustion is Negatively Related to OCBO (Hypothesis 11)**

Results of the study have found emotional exhaustion has significant direct negative effect on organizational citizenship behavior towards organization ( $\beta = -.50$ ,  $p \leq .001$ , 95% CI  $-.648$  to  $-.342$  as 10,000 bootstrap samples do not straddle zero value), which indicates that employee's emotional exhaustion has direct impact on employee's organizational citizenship behavior towards organization. The result shows that employees confronting with emotional exhaustion at workplace withdraw their discretion behavior towards organization. Value of  $\beta = -.50$  shows that one unit increase in emotional exhaustion causes organizational citizenship behavior towards organization to decrease by .50 unit.

### **5.1.11 Emotional Exhaustion is Negatively Related to OCBI (Hypothesis 14)**

Results of the study depict that emotional exhaustion has significant direct negative effect on organizational citizenship behavior towards individuals ( $\beta = -.43$ ,  $p \leq .001$ , 95% CI  $-.584$  to  $-.285$  as 10,000 bootstrap samples do not straddle zero value), which indicates that employee's emotional exhaustion has also direct impact on employee's organizational citizenship behavior towards individuals. The result shows that employees confronting with emotional exhaustion at workplace also withdraw their discretion behavior towards individuals.

Results of the study on the relationship between employee's emotional exhaustion and employee's organizational citizenship behavior towards organization/individuals also gets support from previous study of Cropanzano et al., (2003), who found a stronger and reverse association between emotional exhaustion and organizational citizenship behavior towards organization/individuals. However, results of the study have shown that effect of employee's emotional exhaustion is greater on OCB towards organization ( $\beta = -.505$ ) as compared to OCB towards individuals ( $\beta = -.438$ ). Explanation of the result reveals that one unit increases in emotional

exhaustion decreases .50 unit of OCB towards organization and decreases .438 unit of OCB towards individuals. An emotionally exhausted employee will withdraw his extra role behaviors towards organization to a higher degree as compared to extra role behaviors towards individuals.

### **5.1.12 Facade of Conformity is Negatively Related to OCBO (Hypothesis 10)**

Results of the study have also found significant direct negative effect of facade of conformity on organizational citizenship behavior towards organization ( $\beta = -.29$ ,  $p \leq .001$ , 95% CI -.446 to -.133 as 10,000 bootstrap samples do not straddle zero value), which indicates that facade of conformity has direct impact on employee's organizational citizenship behavior towards organization. The result also shows that employees confronting with facade of conformity at workplace withdraw their discretion behavior towards organization.

Value of  $\beta = -.29$  shows that one unit increase in facades creation causes organizational citizenship behavior towards organization to decrease by .29 unit.

### **5.1.13 Facade of Conformity is Negatively Related to OCBI (Hypothesis 13)**

Results of the study portray that facade of conformity has significant direct negative effect on organizational citizenship behavior towards individuals ( $\beta = -.280$ ,  $p \leq .001$ , 95% CI -.437 to -.122 as 10,000 bootstrap samples do not straddle zero value), which indicates that facade of conformity has also direct impact on employee's organizational citizenship behavior towards individuals. The result shows that employees confronting with facade of conformity at workplace also withdraw their discretion behavior i.e. organizational citizenship behavior towards individuals. Value of  $-.280$  shows that one unit increases in facade of conformity decreases .280 unit of organizational citizenship behavior towards individuals.

Results of the study gets support from equity theory (Adams, 1963). As per Conservation of Resource theory personal core values that an individual holds is an important resource because values act as a guide for individual's behaviors (Bandura et al., 2001). The depletion of valuable resource leads to facade of conformity, which results in disturbing balance of output-input ratio. In order to re-achieve the balance output-input ratio, it is quite possible that an employee may diminish display of his discretionary behaviors i.e. organizational citizenship behavior towards organization and organizational citizenship behavior towards individuals, which are favorable for the effective working of an organization and individuals.

The result of the study supports Person-Organization fit theory, which postulates that high person-organization fit increases the possibility of exhibiting extra-role behaviors (Morse, 1975; Swann, 1983). O'Reilly & Chatman (1986) established that Person-Organization fit has a strong association with extra-role behaviors i.e. organizational citizenship behavior towards organization and organizational citizenship behavior towards individuals. The Person-Organization fit theory describes direct relation of value (in) congruence with extra-role behaviors, however, the result of the study has contributed in the existing literature of Person-Organization fit theory that value incongruence does not directly relates with extra-role behavior. Facades of conformity and emotional exhaustion are the intervening mechanism in the relationship of values incongruence and extra-role behavior i.e. organizational citizenship behavior towards organization and organizational citizenship behavior towards individuals.

#### **5.1.14 Emotional Exhaustion Mediates the Relationship Between Facades of Conformity and OCBO (Hypothesis 12)**

#### **Emotional Exhaustion Mediates the Relationship Between Facades of Conformity and OCBI (Hypothesis 15)**

Results of the study have also depicted that in addition to direct effect of facade of conformity on OCB towards organization/individuals, facade of conformity has also indirect effect on OCB towards organization/individuals through its effect on employee's emotional exhaustion. Indirect effect of facade of conformity on OCB towards organization has significant negative effect ( $\beta = -.285$ ,  $p \leq .001$ , 95% CI -.447 to -.161 as 10,000 bootstrap samples do not straddle zero value). Similarly, indirect effect of facade of conformity on OCB towards individuals has significant negative effect ( $\beta = -.248$ ,  $p \leq .001$ , 95% CI -.395 to -.144 as 10,000 bootstrap samples do not straddle zero value). Maslach et al., (2001) also found similar results that incongruity between personal and organizational values significantly correlates with emotional exhaustion. Moreover, Cropanzano et al., (2003) found a stronger and negative association between emotional exhaustion and OCBs.

Keeping in view the direct effect of emotional exhaustion on OCB towards organization/individuals and direct effect of creation of facades of conformity on OCB towards organization/individuals, it is evident that emotional exhaustion partially mediates between the relationship of facades of conformity on OCB towards organization/individuals.

#### **5.1.15 Emotional Exhaustion is Negatively Related to Creativity (Hypothesis 17)**

Relationship between emotional exhaustion and creativity is explained in the result of the study. Emotional exhaustion has significant direct negative effect on

employee's ability of creativity ( $\beta = -.60$ ,  $p < .001$ , 95% CI  $-.742$  to  $-.459$  as 10,000 bootstrap samples do not straddle zero value), which confirms significant negative relationship between the variables. Value of  $\beta = -.60$  shows that one unit increase in emotional exhaustion causes one's ability of creativity to decrease by .60 unit.

The result also gets support from the empirical study conducted by Schaufeli et al., (1996), who found evidence of a negative correlation between burnout and creativity. In another empirical study a weak relationship was observed between creativity and emotional exhaustion (Behzad & Ali, 2012). However, the present study found strong negative relationship between employee's emotional exhaustion and employee's ability of creativity.

The results of the study revealed that one's emotional exhaustion negatively affects extra-role behaviors including organizational citizenship behavior towards organization, organizational citizenship behavior towards individuals and one's ability of creativity. Review of results suggests that one's emotional exhaustion has maximum negative effects on one's ability of creativity ( $\beta = -.60$ ) as compared to organizational citizenship behavior towards organization ( $\beta = -.50$ ) and organizational citizenship behavior towards individual ( $\beta = -.43$ ).

### **5.1.16 Facades of Conformity is Negatively Related to Creativity (Hypothesis 16)**

Results have shown that facade of conformity has no significant direct effect on employee's creativity in our conceptual model ( $\beta = -.131$ ,  $p \leq .001$ , 95% CI  $-.285$  to  $.029$  as 10,000 bootstrap samples straddle zero value), which shows no significant relationship between the two variables. Previous studies on the relationship between facade of conformity and creativity is limited. However, empirical study conducted by Sharma & Sharma, (2014) also found that facade of conformity have negative impact on creativity and productivity. The result of the study is against the findings of Sharma & Sharma, (2014), which found no significant direct relationship between facade of conformity and employee's creativity. However,



relationship between creation of facade of conformity and creativity through its effect on emotional exhaustion is explained under the next heading.

### **5.1.17 Emotional Exhaustion Mediates the Relationship Between Facades of Conformity and Creativity (Hypothesis 18)**

Facade of conformity has significant indirect negative effect on employee's creativity through its effect on emotional exhaustion ( $\beta = -.342$ ,  $p \leq .001$ , 95% CI  $-.530$  to  $-.197$  as 10,000 bootstrap samples do not straddle zero value). Employee involves in creation of facade of conformity does not withdraw his creativity until and unless he gets emotionally exhausted. According to Hewlin (2009), creation of facade of conformity leads an employee to emotional exhaustion and psychological distress at workplace. Emotional exhaustion is significantly associated with fatigue, job-related depressions, psychosomatic complaints and anxiety (De Jonge et al., 1998). Thus facade creation relates to emotional exhaustion and it is likely that emotional exhaustion diminishes individual's intrinsic motivation by making job less interesting, less challenging and less meaningful. According to componential theory of creativity, individual's degree of creativity is affected by low level of individual's intrinsic motivation. Thus, it is likely that creation of facade of conformity lowers individual's creativity through its effect on emotional exhaustion.

Literature on Person-Organization fit theory found that individual having creative trait shows high degree of creativity on P-O fit (Van Maanen & Schein, 1979). The study contributes in existing literature of Person-Organization fit theory that facades of conformity and emotional exhaustion acts as intervening mechanisms between value incongruence and creativity.

Schneider (1987) presented theory of Attraction-Selection-Attrition, which postulates that people are attracted to an organization, which have similar features, to become part of that organization through selection process. In selection process people observe that whether they have similar features to the organization or otherwise. In case of similar features, people stay in the organization because

of a good fit or leave the organization if they are not a good fit. The result of the study contributes to the existing knowledge of the theory that when employees confront with value incongruence in the organization then instead of leaving the organization they stay in the organization because of scarcity of job opportunities in the market. Accordingly, people conceal their incongruence with the organization by suppressing their true selves and pretend to embrace organizational acceptable features including values and thus involve in creation of facades of conformity (Hewlin, 2003). The results of the study reveals that involvement in creation of facades of conformity has direct negative effect on organizational citizenship behavior towards organization and organizational citizenship behavior towards individuals. Additionally, emotional exhaustion plays a role of intervening mechanism between the negative relationship of creation of facades of conformity and organizational citizenship behavior towards organization, organizational citizenship behavior towards individuals and one's ability of creativity. The negative effects of facades creation and emotional exhaustion on organizational citizenship behavior towards organization, organizational citizenship behavior towards individuals and one's ability of creativity deprives organizations from these discretionary behaviors of people, which are imperative for affective performance of organizations. Accordingly, the results of the study extends scope of Attraction-Selection-Attrition theory that in case of incongruence in features people may not leave an organization rather stay in an organization and contributes in negative attitudinal outcomes which ultimately may hamper performance of an organization. Therefore, it is imperative for an organization to put its emphasis to induction of such employees who have similar features relative to the organization.

Results of the study has identified two new determinants of facade of conformity i.e. quality of leader-member exchange relationship and agreeableness. Both the determinants have indirect effect on emotional exhaustion through their effect on facade of conformity, which is established in the present study. In the study, the positive indirect effect of agreeableness with emotional exhaustion through creation of facade of conformity is also established in Pakistani context. Facade of conformity has direct effect on emotional exhaustion, OCBO and OCBI while

direct effect of facade creation on employee's creativity has not been established in the study. Emotional exhaustion has direct effect on OCBO, OCBI and employee's creativity. Moreover, facade of conformity has indirect effect on OCBO, OCBI and creativity through its effect on emotional exhaustion. The indirect effect of facade of conformity on creativity through emotional exhaustion is established in the present study. Moderation of trust in management on the relationship between LMX and facade creation is found while moderation of emotional stability on the relationship between facade creation and emotional exhaustion is also established in the study.

Discussion on the results keeping in view the hypothesis of the empirical study now leads to the conclusion of the study.

## **5.2 Managerial Implications**

Keeping in view the detrimental effects of construct of facades of conformity on employees and organizational performance including psychological distress, emotional exhaustion high intentions to leave, low creativity, low productivity, low affective commitment and low work engagement (Hewlin, 2003, 2009; Sharma & Sharma, 2014; Hewlin et al., 2016; Hewlin et al., 2017), it is imperative for the managers and organizations to avoid creation of facades of conformity among employees at workplace. Accordingly, keeping results of the study in view, managers at first must inculcate such practices among supervisors and employees, which can help them to display high quality leader-member exchange relationship, low agreeableness and high degree of trust in management for avoiding employees to involve in facade creation. Secondly, our results have shown that emotional stability may play an essential role in curtailing negative effects of emotional exhaustion such as lower organizational citizenship behavior towards organization, lower organizational citizenship behavior towards individuals and lower creativity. Therefore, manager must implement such practices, which can bring emotional stability among employees, so that negative effects of emotional exhaustion can

be diminished for the employees as well for the organization after occurrence of facade of conformity.

In order to establish high quality leader-member exchange relationship, managers must concentrate on establishing strong interpersonal relationships between leaders and subordinates to bring perceived similarity. Through perceived similarity, leaders and subordinates may bring value similarity that can play a vital role in establishing high quality leader-member exchange relationship (Ashkanasy & O'Connor, 1997). High quality leader-member exchange relationship stimulate employees to express their true selves and share their ideas (Van Dyne et al., 2008) to avoid facade creation. To build employee's trust in management for curtailing negative effect of low leader-member exchange quality relationship, manager's may focus on socio-psychological, managerial and common factors for providing high-performance work system, employee participation, empowerment, propensity to trust, justice and perceived support to employees (Ozyilmaz, 2012). Keeping in view the result of the study, low agreeableness is desired in employees to curtail the negative effects of facade of conformity on emotional exhaustion. According to Braiker (2002), niceness all the time prevents an individual to show displeasure even it is justified. Moreover, the individuals who want to please others always say "Yes" even when they are required to say "No". Therefore, managers may provide participative work environment and perceived support to employees, so that they can easily present their true self besides performing agreeableness behavior for displaying their niceness or because of various fears like economic and evaluation fears etc.

Human Resource Development department in an organization may conduct trainings among employees to impart them such practices through which they can become emotionally stable. So that employees can build their capacity to remain calm when confront with stress or facade of conformity and can curtail detrimental effects of emotional exhaustion like low organizational citizenship behavior towards organization, low organizational citizenship behavior towards individuals and low creativity. As according to Stormer & Divine (2008), employee's behavior inconsistent with their personal values leads to symbolic convert conflict. In

symbolic convert conflict, employees adopt behaviors of non-compliance to organizational rules and norms, which may lead to organizational failure. Displaying of low organizational citizenship behavior towards organization, low organizational citizenship behavior towards individuals and low creativity as a result of creation of facades of conformity and emotional exhaustion may lead to organizational failure. Practices for employees to be emotionally stable may include change their perspective, control over thoughts, think positive, think flexible/accurate, build social connections, be around emotionally stable people, practice tolerance, do exercise and especially build their spiritual belief.

After avoiding creation of facades of conformity among employees at workplace, working managers and organizations can get benefits of Person-Organization fit. The benefits of Person-Organization fit includes employee's commitment, satisfaction and retention (Chatman, 1991; Meglino et al., 1989; O'Reilly et al., 1991; Sheridan, 1992), organizational performance (Govindarajan, 1989; Meglino et al., 1989) and individual health (Moos, 1987). Other benefits of Person-Organization fit includes low emotional exhaustion, display of extra-role behaviors (OCBO and OCBI) and creativity (Siegall & McDonald, 2004; O'Reilly & Chatman, 1986; Van Maanen & Schein, 1979). The benefits of Person-Organization fit are beneficial not only for employee's performance but also for organizational performance.

After describing managerial implications of the study, it is imperative to mention limitations of the study and future direction.

### **5.3 Limitations and Future Direction**

The study has vital theoretical and practical implications but there are certain limitations of the study that needs consideration. First, sample for the study was gathered from four service sector organizations based in Rawalpindi and Islamabad. Therefore generalizing results of the study on multiple sectors and on various cities and across countries is one of the limitation. To generalize the results, samples from various sectors, cities and cultures need to be examined. Secondly,

dyadic data was collected including employees and supervisors but data collection for six variables were employee rated therefore there is a possibility that our results may be get biased to some extent due to some common source variance. Hence, testing the hypotheses after collecting data of more variables from dual source may be additional aspect for conducting future research works. Thirdly, the design of the study was time-lag survey design. The data of emotional exhaustion, organizational citizenship behavior towards organization, organizational citizenship behavior towards individuals and creativity were collected after lapse of three months but still the study has not measured causal effect among variable, which is one of the limitation of the study. To study causal effects of variables, longitudinal research design is recommended for conducting future research studies on the construct of facades of conformity.

Research pertaining to the construct of facade creation is in embryonic stage. Hewlin (2003) proposed that creation of facades emerges from various facets of organization environment, one's status within the organization and the individual personality traits. Few of the antecedents and moderators are explored in the study but organizational behavior researchers yet have various important facets to study from which facade creation emerges. Research on procedural justice, performance evaluation system, empowerment, honesty-humility as antecedent of facade of conformity and job satisfaction, commitment, job performance and deviant behaviors as outcome of facade of conformity is a direction for future research studies, so that theoretical and practical contributions can be added in the construct for facilitating managers to avoid detrimental effects of facade of conformity.

After describing limitations and future direction of the study, it is imperative to mention conclusion of the study.

## **5.4 Conclusion**

A review of our results reveals that leader-member exchange relationship quality and agreeableness personality trait are the determinants of facade of conformity while trust in management acts as a moderator between leader-member exchange

and facade creation to curb negative effect between the two variables. Moreover, displaying of facade of conformity by organizational members lead to emotional exhaustion of employees due to suppression of their core values, which is detrimental for the employees as well as for the organization. This emotional exhaustion can prove detrimental for the organization because employees involve in emotional exhaustion lower their organizational citizenship behavior towards organization and their ability of creativity, which ultimately may lead to low productivity of the organization. Emotional exhaustion is also detrimental for employees because emotionally exhausted employees lower their organizational citizenship behavior towards other individuals in the organization, which forbid employees to extend their help towards other individuals in the organization. Emotional exhaustion also negatively effects employee's psychological and physical health, which may leads to higher absenteeism and medical expenditure for the organization. Findings of the study also reveals that negative effects of emotional exhaustion can be diluted through emotional stability as emotional stability acts as a moderator between the relationship of facade of conformity and emotional exhaustion. Thus, employees exhibiting facade creation but have high emotional stability display less degree of emotional exhaustion as compared to those who have less emotional stability.

## **5.5 Summary**

This chapter has covered discussion on the results of the study along with theoretical and managerial implications of the study, limitations and future direction and at the end conclusion. The chapter has explained working managers to adopt such practices at their workplace through which they can avoid creation of facade of conformity among employees. The chapter has also suggested practices to the managers through which they can curtail detrimental effects of creation of facade of conformity on its occurrence. The chapter has also apprised working managers that how they can get benefits of extra-role behaviors from their employee by avoiding facade of conformity. At the end, limitations of the study has

been described with future directions for the organizational behavior researchers for further exploring the construct of creation of facade of conformity.



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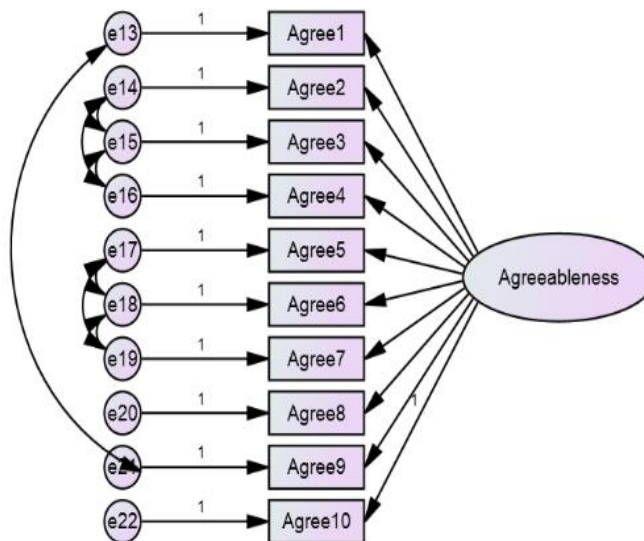
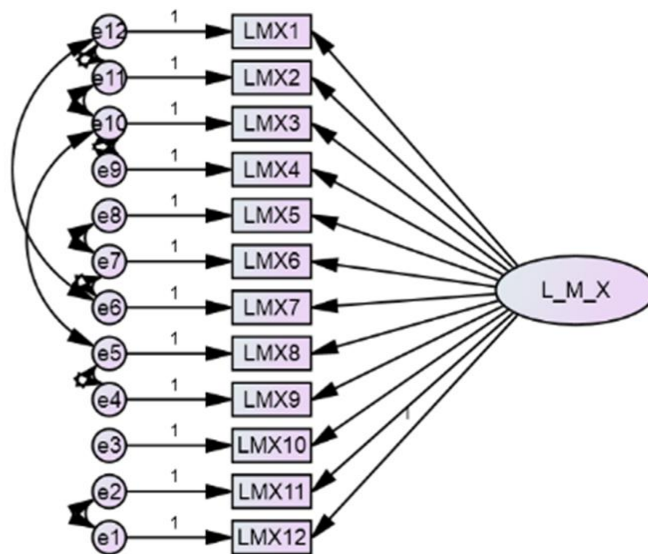
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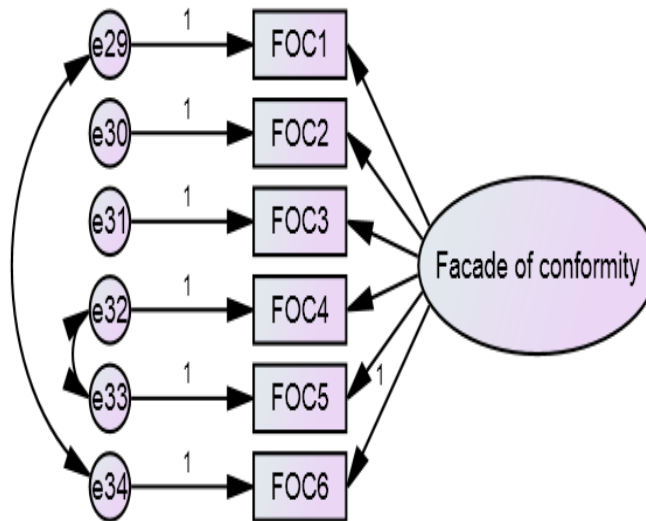
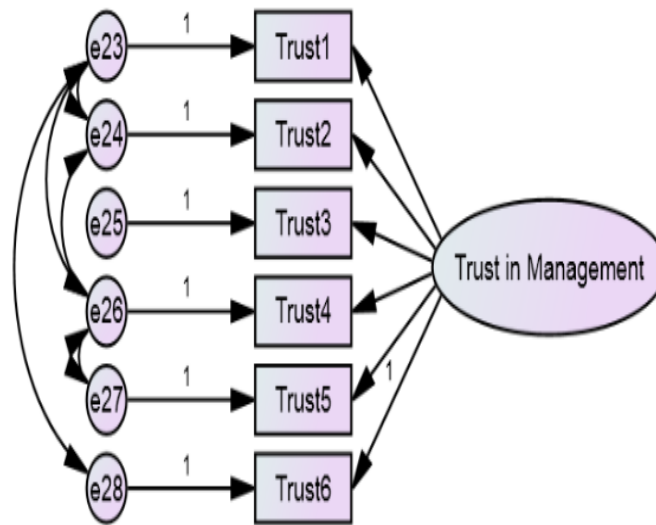
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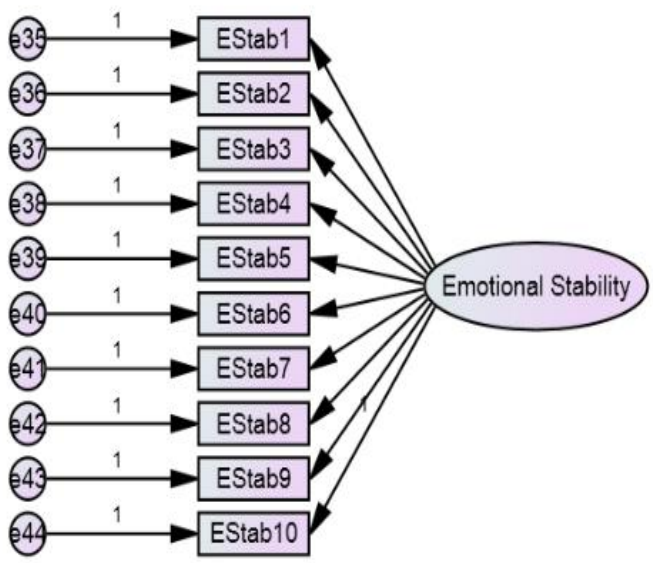
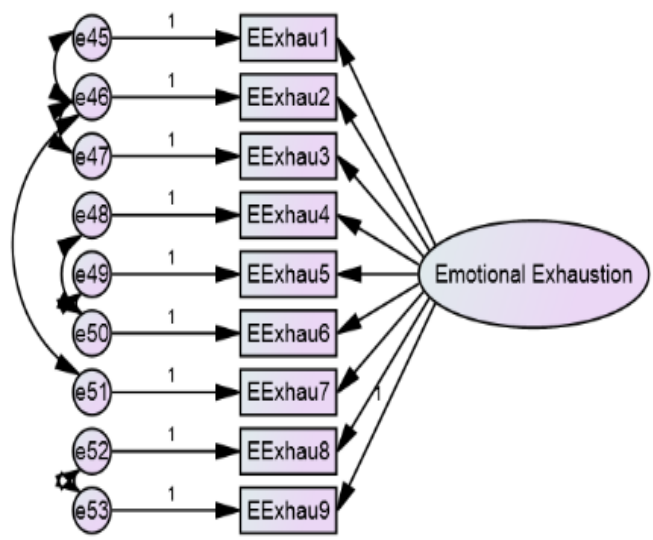
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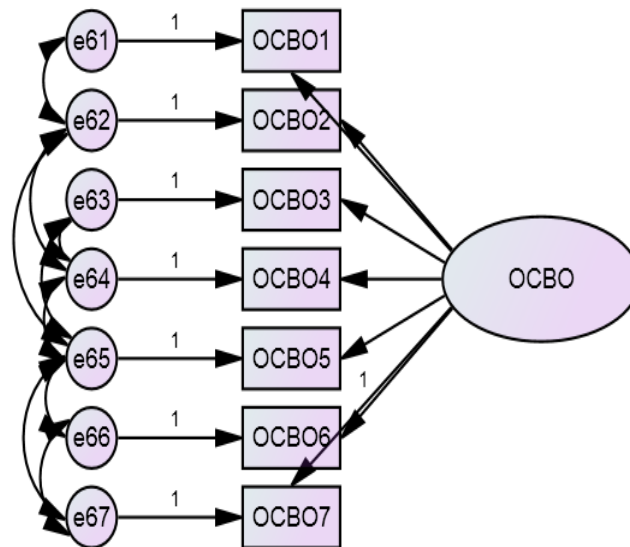
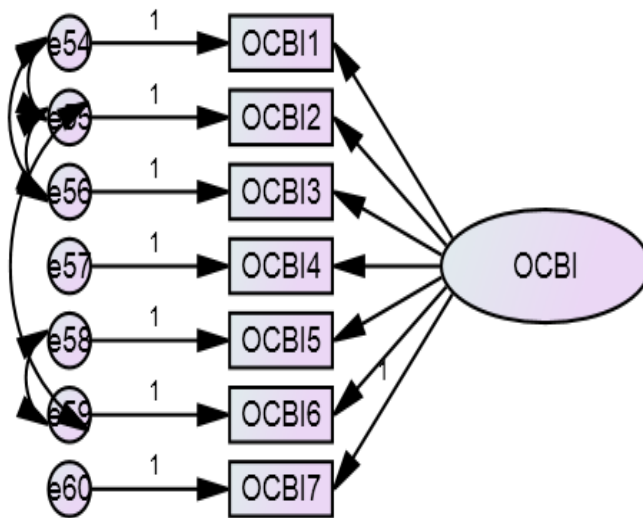
# Appendix A

## Graphical Representation of Items Loadings of Measurement Models of Latent Variables

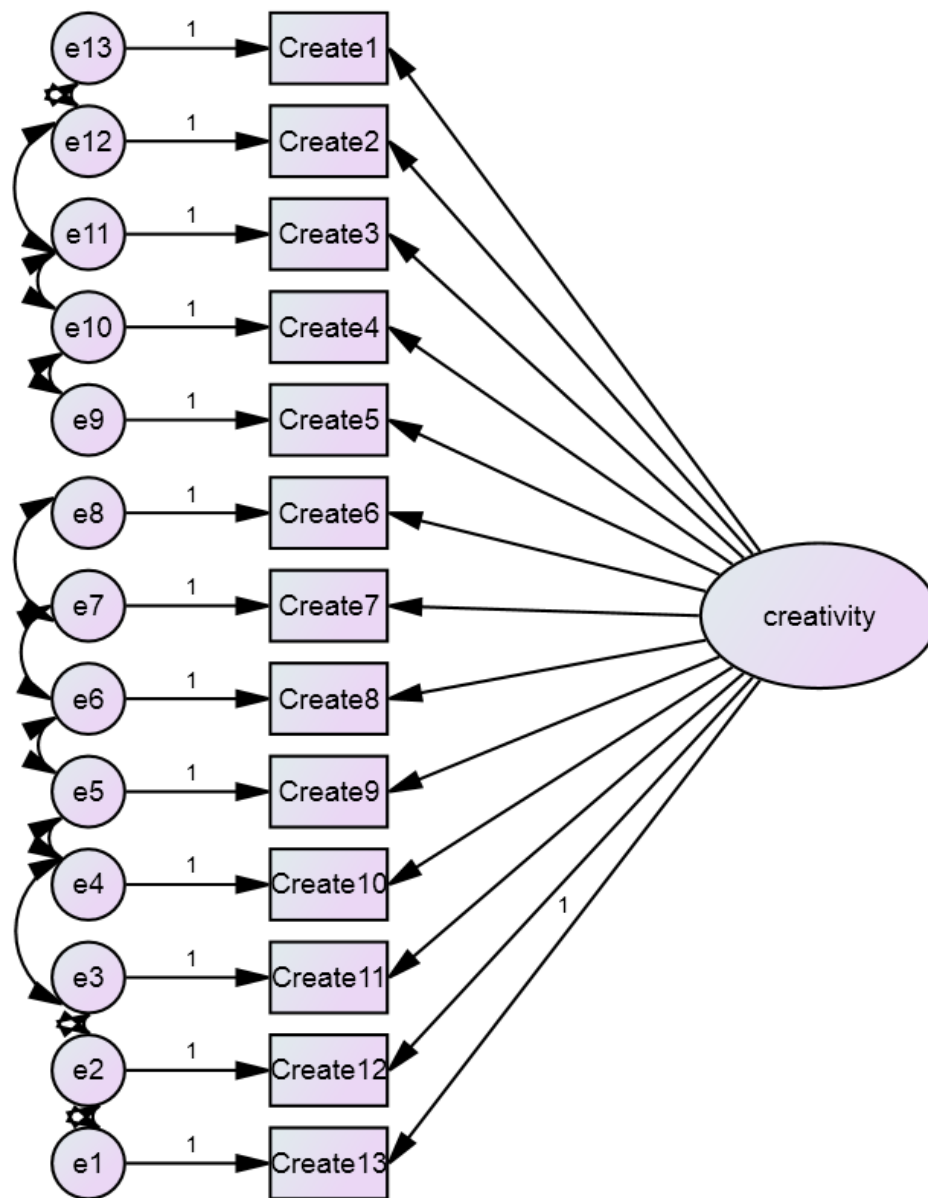












*LMX: Leader-Member Exchange, OCBO: Organizational Citizenship Behavior towards organization, OCBI: Organizational Citizenship Behavior towards individuals*

# Appendix B

## Summary for CFA of Hypothesized and Alternate Models

Models	$\chi^2$	DOF	CFI	TLI	RMSEA	ECVI
Model 1: Hypothesized nine Factors Model	4676.46	3003	.942	.939	.043	17.05
Model 2: Eight Factors Model (With LMX and FOC combined as single factor)	5890.15	3011	.900	.895	.056	21.02
Model 3: Eight Factors Model (With LMX and Agreeableness combined as single factor)	6443.56	3011	.880	.874	.061	22.85
Model 4: Eight Factors Model (With Agreeableness and FOC combined as single factor)	5546.97	3011	.912	.907	.053	19.88
Model 5: Eight Factors Model (With FOC and Trust in Management combined as single factor)	5926.52	3011	.898	.893	.057	21.14
Model 6: Eight Factors Model (With Trust in Management and Emotional Exhaustion combined as single factor)	5842.84	3011	.901	.896	.056	20.86
Model 7: Eight Factors Model (With Emotional Stability and OCBI combined as single factor)	6510.47	3011	.878	.872	.062	23.07
Model 8: Eight Factors Model (With Emotional Exhaustion and OCBO combined as single factor)	5163.83	3011	.925	.921	.049	18.61
Model 9: Eight Factors Model (With Emotional Exhaustion and OCBI combined as single factor)	5631.29	3011	.909	.904	.054	20.16

Model 10: Eight Factors Model (With Emotional Stability and Creativity combined as single factor)	6917.32	3011	.864	.857	.066	24.42
Model 11: Seven Factors Model (With LMX & FOC combined as one factor and Agreeableness and FOC combined as second factor)	7570.40	3018	.841	.834	.071	26.53
Model 12: Seven Factors Model (With Agreeableness & FOC combined as one factor and LMX & Trust in Management combined as second factor)	7567.17	3018	.841	.834	.071	26.52
Model 13: Seven Factors Model (With FOC & Trust in Management combined as one factor and LMX & Agreeableness combined as second factor)	7626.56	3018	.839	.832	.071	26.72
Model 14: Seven Factors Model (With Emotional Stability & OCBI combined as one factor and Emotional Exhaustion & OCBO combined as second factor)	6996.95	3018	.861	.855	.066	24.63
Model 15: Seven Factors Model (With Emotional Exhaustion & OCBI & OCBO combined as one factor)	6278.36	3018	.886	.881	.060	22.25
Model 16: Six Factors Model (With Emotional Exhaustion & OCBO combined as one factor and Emotional Stability & OCBI combined as second factor and FOC & Trust in Management combined as third factor)	8251.52	3024	.818	.810	.076	28.75
Model 17: Six Factors Model (With FOC, LMX & Agreeableness combined as one factor and Emotional Stability and Trust in Management combined as second factor)	9703.20	3024	.767	.757	.086	33.56

Model 18: Six Factors Model (With Emotional Exhaustion, OCBI & OCBO combined as one factor and Emotional Stability & Creativity combined as second factor)	8464.99	3024	.810	.802	.077	29.46
Model 19: Five Factors Model (With FOC & Agreeableness combined as one factor and Emotional Exhaustion, OCBI & OCBO combined as second factor and Emotional Stability & Creativity combined as third factor)	9297.22	3029	.781	.772	.083	32.18
Model 20: Five Factors Model (With FOC & Trust in Management combined as one factor and Emotional Exhaustion, OCBI & OCBO combined as second factor and Emotional Stability & Creativity combined as third factor)	9671.89	3029	.768	.758	.085	33.42
Model 21: Four Factors Model (With FOC, LMX & Agreeableness combined as one factor and Trust in Management & Emotional Exhaustion combined as second factor and OCBI & OCBO combined as third factor and Emotional Stability & Creativity combined as fourth factor)	11628.89	3033	.700	.688	.097	39.87
Model 22: Four Factors Model (With FOC, LMX & Agreeableness combined as one factor and OCBI, Emotional Exhaustion & Trust in Management combined as second factor and Emotional Stability & Creativity combined as third factor)	11569.80	3033	.702	.690	.097	39.68

Model 23: Three Factors Model (With FOC, LMX & Agreeableness combined as one factor and Trust in Management, Emotional Exhaustion & Emotional Stability combined as second factor and OCBI, OCBO & Creativity combined as third factor)	12879.94	3036	.657	.643	.104	44.00
Model 24: Two Factors Model (With FOC, LMX & Agreeableness, Trust in Management, Emotional Stability & Emotional Exhaustion combined as one factor and OCBI, OCBO and Creativity combined as second factor)	16289.82	3038	.538	.519	.120	55.27
Model 25: One Factor Model	18493.63	3039	.461	.440	.130	62.56

*LMX: Leader-Member Exchange*

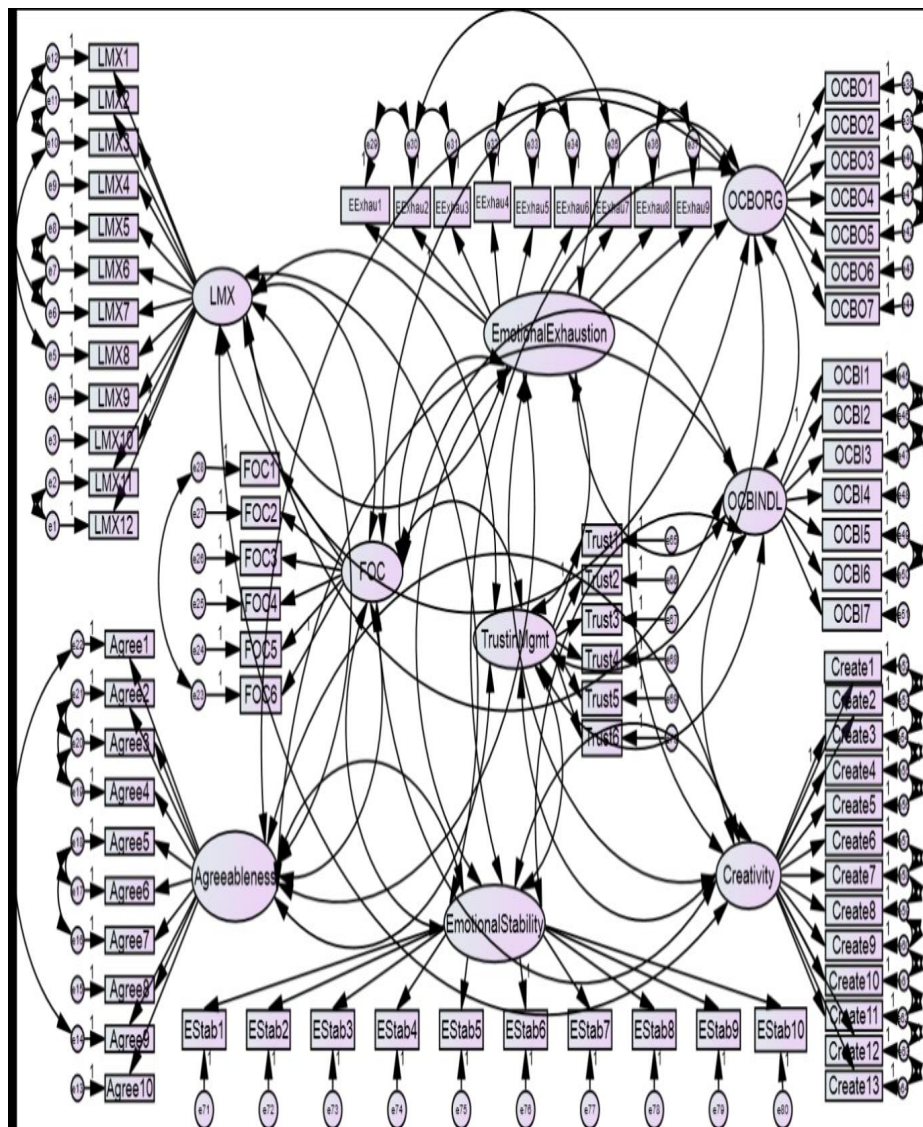
*FOC: Facades of Conformity*

*OCBO: Organizational Citizenship Behavior towards organization*

*OCBI: Organizational Citizenship Behavior towards individuals*

# Appendix C

Graphical Representation of Items Loadings of Measurement Models of Latent Variables for CFA



# Appendix D

## Covering Letter

### Capital University of Science and Technology

#### Department of Management Sciences

Dear Respondent,

Thanking you to be a part of this study. I am a research student at Department of Management and Social Sciences, Capital University of Science and Technology. I am conducting research work on my PhD. The objective of my study is to ascertain the personal trait, organizational environment, attitudes, behaviors and their contribution towards employee's extra-role behaviors. The questionnaire attached herewith will facilitate in collection of data pertaining to the study. I ascertain you that the data collected from you will only be utilized secretly without mentioning your identity or disclosing your organizational name and the data will be used only for academic purposes.

Your valuable time and participation will be a countless input towards the research study, which will facilitate organizational behaviors researchers and working managers.

Yours truly,

Muhammad Fraz Akbar

Research Scholar

Department of Management Sciences (CUST)

# Appendix E

## Questionnaires Employee Rated at Lag-1

For each item of the statements below, please indicate the extent to which you agree or disagree with the following statements by ticking (✓) the appropriate number.

Legends			
1	Strongly Disagree	2	Disagree to some extent
3	Disagree	4	Neither Agree nor Disagree
5	Agree	6	Agree to Some Extent
7	Strongly Agree		

### *{Leader-Member Exchange (12 items): Items 1 to 12}*

At my workplace ...

1	I like my supervisor very much as a person.	1	2	3	4	5	6	7
2	My supervisor is the kind of a person one would like to have as a friend.	1	2	3	4	5	6	7
3	My supervisor is a lot of fun to work with.	1	2	3	4	5	6	7
4	My supervisor defends my work actions to a superior, even without complete knowledge of the issue in question.	1	2	3	4	5	6	7
5	My supervisor would come to my defense, if I were “attacked” by others.	1	2	3	4	5	6	7
6	My supervisor would defend me to others in the organization if I made an honest mistake.	1	2	3	4	5	6	7



7	I do work for my supervisor that goes beyond what is specified in my job description.	1	2	3	4	5	6	7
8	I am willing to apply extra efforts, beyond those normally required to meet my supervisor's work goal.	1	2	3	4	5	6	7
9	I do not mind working my hardest for my supervisor.	1	2	3	4	5	6	7
10	I am impressed with my supervisor's knowledge of his job/her job.	1	2	3	4	5	6	7
11	I respect my supervisor knowledge of and competence on the job.	1	2	3	4	5	6	7
12	I admire my supervisor professional skills.	1	2	3	4	5	6	7

**{Agreeableness (10 items: From 13 to 22)}**

At my workplace . . .

13	I rarely hold a grudge, even against people who have badly wronged me.	1	2	3	4	5	6	7
14	People sometimes tell me that I am too critical of others (R).	1	2	3	4	5	6	7
15	People sometimes tell me that I'm too stubborn (R).	1	2	3	4	5	6	7
16	People think of me as someone who has a quick temper (R).	1	2	3	4	5	6	7
17	My attitude toward people who have treated me badly is "forgive and forget".	1	2	3	4	5	6	7
18	I tend to be lenient in judging other people.	1	2	3	4	5	6	7
19	I am usually quite flexible in my opinions when people disagree with me.	1	2	3	4	5	6	7
20	Most people tend to get angry more quickly than I do.	1	2	3	4	5	6	7
21	Even when people make lot of mistakes, I rarely say anything negative.	1	2	3	4	5	6	7

22	When people tell me that I am wrong, my first reaction is to argue with them (R)	1	2	3	4	5	6	7
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**{Trust in Management (6 items): From 23 to 28}**

In my organization ...

23	Management at my firm is sincere in its attempts to meet the employees' point of view.	1	2	3	4	5	6	7
24	Our firm has a poor future unless it can attract better managers (R).	1	2	3	4	5	6	7
25	Management can be trusted to make sensible decisions for our firm's future.	1	2	3	4	5	6	7
26	Management at work seems to do an efficient job.	1	2	3	4	5	6	7
27	I feel quite confident that the firm will always try to treat me fairly.	1	2	3	4	5	6	7
28	Our management would be quite prepared to gain advantage by deceiving the employee (R).	1	2	3	4	5	6	7

**{Facades of Conformity (6 items): Items 29 to 34}**

Directions: The following statements (from 23 to 28) reflect how people in organizations feel about sharing their personal beliefs and values at work. Please answer as honestly as possible the degree to which you agree or disagree with each statement.

29	I don't share certain things about myself in order to fit in at work.	1	2	3	4	5	6	7
30	I suppress my certain personal values that are different from those of the organization.	1	2	3	4	5	6	7
31	I withhold certain personal values that conflict with organizational values.	1	2	3	4	5	6	7
32	I don't "play politics" by pretending to embrace organizational values.	1	2	3	4	5	6	7

33	I often behave in a manner that reflects the organization's value system even though it is inconsistent with my personal values.	1	2	3	4	5	6	7
34	I often say things that I don't really believe at work.	1	2	3	4	5	6	7

**{*Emotional Stability (10 items): Items 35 to 44*}**

At my workplace ...

35	I would feel afraid if I had to travel in bad weather conditions (R).	1	2	3	4	5	6	7
36	I sometimes cannot help worrying about little things (R).	1	2	3	4	5	6	7
37	When I suffer from a painful experience, I need someone to make me feel comfortable (R).	1	2	3	4	5	6	7
38	I feel like crying when I see other people crying (R).	1	2	3	4	5	6	7
39	When it comes to physical danger, I am very fearful (R).	1	2	3	4	5	6	7
40	I worry a lot less than most people do.	1	2	3	4	5	6	7
41	I can handle difficult situations without needing emotional support from anyone else.	1	2	3	4	5	6	7
42	I feel strong emotions when someone close to me is going away for a long time (R).	1	2	3	4	5	6	7
43	Even in an emergency, I would not feel like panicking.	1	2	3	4	5	6	7
44	I remain unemotional even in situations where most people get very sentimental.	1	2	3	4	5	6	7

My education level is  Graduate  Masters  MS/PhD or Equivalent

My current job experience is  Less than 2 yrs  2 yrs to 4 yrs  4yrs to 6yrs  
 More than 6 yrs

My age is \_\_\_\_\_ Years

My present monthly income is Rs. \_\_\_\_\_

Gender  Male  Female

**“I am very grateful to you for giving your precious time to fill this  
questionnaire”**

# Appendix F

## Questionnaires Employee Rated at Lag-2

### {*Emotional Exhaustion (9 items) from 1 to 9*}

For each item of the statements below, indicate the extent to which you agree or disagree with the following statements by ticking (✓) the appropriate number.

Legends			
1	Strongly Disagree	2	Disagree to some extent
3	Disagree	4	Neither Agree nor Disagree
5	Agree	6	Agree to Some Extent
7	Strongly Agree		

1	I feel emotionally drained from my work.	1	2	3	4	5	6	7
2	I feel used up at the end of the workday.	1	2	3	4	5	6	7
3	I feel fatigued when I get up in the morning and have to face another day on the job.	1	2	3	4	5	6	7
4	Working with people all day is really a strain for me.	1	2	3	4	5	6	7
5	I feel burned out from my work.	1	2	3	4	5	6	7
6	I feel frustrated by my job.	1	2	3	4	5	6	7
7	I feel I'm working too hard on my job.	1	2	3	4	5	6	7
8	Working with people directly puts too much stress on me.	1	2	3	4	5	6	7
9	My job has made me feel like I'm at the end of my rope.	1	2	3	4	5	6	7

**“I am very grateful to you for giving your precious time to fill this questionnaire”**

# Appendix G

## Questionnaires Supervisor Rated at Lag-2

{*OCB-I (7 items) from 1 to 7*}

{*OCB-O (7 items) from 8 to 14*}

{*Creativity (13 items) from 15 to 27*}

The items given below relate to the information about your subordinates. For each item of the statements, please indicate the extent to which you agree or disagree with the following statements by ticking (✓) the appropriate number.

Legends			
1	Strongly Disagree	2	Disagree to some extent
3	Disagree	4	Neither Agree nor Disagree
5	Agree	6	Agree to Some Extent
7	Strongly Agree		

This person ...

1	Helps Others who have been absent.	1	2	3	4	5	6	7
2	Helps others who have heavy work loads.	1	2	3	4	5	6	7
3	Assists supervisor with his/her work.	1	2	3	4	5	6	7
4	Takes time to listen to co-workers' problems and worries.	1	2	3	4	5	6	7
5	Goes out of way to help new employees.	1	2	3	4	5	6	7
6	Takes a personal interest in other employees.	1	2	3	4	5	6	7
7	Passes along information to co workers.	1	2	3	4	5	6	7
8	Attendance at work is above the normal.	1	2	3	4	5	6	7
9	Gives advance notice when unable to come to work.	1	2	3	4	5	6	7

10	Takes undeserved work breaks (R).	1	2	3	4	5	6	7
11	Great deal of time spent with personal phone conversations (R).	1	2	3	4	5	6	7
12	Complains about insignificant things at works (R).	1	2	3	4	5	6	7
13	Conserves and protects organizational property.	1	2	3	4	5	6	7
14	Adheres to informal rules devised to maintain order.	1	2	3	4	5	6	7
15	Suggests new ways to achieve goals or objectives.	1	2	3	4	5	6	7
16	Comes up with new and practical ideas to improve performance.	1	2	3	4	5	6	7
17	Searches out new technologies, processes, techniques and/or product ideas.	1	2	3	4	5	6	7
18	Suggests new ways to increase quality.	1	2	3	4	5	6	7
19	Is a good source of creative ideas.	1	2	3	4	5	6	7
20	Is not afraid to take risks.	1	2	3	4	5	6	7
21	Promotes and champions ideas to others.	1	2	3	4	5	6	7
22	Exhibits creativity on the job when given the opportunity to.	1	2	3	4	5	6	7
23	Develops adequate plans and schedules for the implementation of new ideas.	1	2	3	4	5	6	7
24	Often has new and innovative ideas.	1	2	3	4	5	6	7
25	Comes up with creative solutions to problems.	1	2	3	4	5	6	7
26	Often has a fresh approach to problems.	1	2	3	4	5	6	7
27	Suggests new ways of performing work tasks.	1	2	3	4	5	6	7

**“I am very grateful to you for giving your precious time to fill this questionnaire”**

# Appendix H

Graphical Representation of Items in AMOS Representing Full Serial Multiple Mediation Model

