Does Gender Moderate the Relationship Between Surface Acting and Burnout?

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Abstract

Burnout occurs when the workplace has chronic emotional and interpersonal stressors that trigger emotional exhaustion, cynicism, and feelings of incompetence. There is a gap in burnout literature on how experiences, systemic expectations, and coping behaviors differ between females and males. Previous research suggests that comparable behaviors in male and female employees elicit different reactions from their peers. As a result, attributes such as assertiveness, generally perceived as powerful for males, are seen as abrasive for females. This mindset creates an environment where females act in a way that society expects them to remain credible. Surface acting involves the regulation of one's felt emotions which can be connected to how people believe they are expected to behave and is positively correlated to stress and burnout. This exploratory study examined the relationship among surface acting, burnout, and gender from 163 survey responses from working adults on Amazon Mechanical Turk. The hypothesis is that the relationship between surface acting and burnout will be moderated by gender, such that the positive relationship between surface acting and burnout will be stronger for females than males. The results did indicate that gender does serve as a moderator in the relationship between surface acting and burnout. Moreover, the findings also indicate that the positive relationship between surface acting and burnout is stronger for females. Practical implications of these findings are discussed for the interpretation of gender impact on surface acting and burnout. Future research must analyze how meeting type, job industry, and domestic responsibilities influence the relationship between surface acting and burnout, dependent on gender.

Keywords: surface acting, burnout, gender, stress

Does Gender Moderate the Relationship Between Surface Acting and Burnout?

For as long as human behavior has been observed and documented, women have been disadvantaged, especially women of color. Barroso and Brown (2021) posit that the gender gap in pay has remained relatively stable in the United States over the past fifteen years. Women earned 84% of what men earned, according to an analysis of median hourly earnings of both full- and part-time workers. In 2020, based on this estimate, it would take an extra forty-two days of work for women to earn the same as men. Barroso and Brown (2021) argue that even though women have increased their presence in higher-paying jobs traditionally dominated by men, such as professional and managerial positions, women continue to be overrepresented in lower-paying occupations relative to their share of the workforce. Childers et al. (2021) explain that black women were paid just 63% of white men's median annual earnings before the pandemic, creating the most prominent disparity. The systemic oppression and stereotypes of women have created a world where women are disadvantaged in multiple facets of life, especially in the workforce. It can be argued that these systemic inequities may contribute to higher burnout in the workforce, especially for women primarily responsible for household duties and childrearing in addition to their careers. Burnout occurs when there are chronic emotional and interpersonal stressors in the workplace and presents itself through emotional exhaustion, cynicism, and feelings of incompetence (Moriano et al., 2021).

There is a notion in the workplace that as a woman, if you are unemotional and straightforward, you may be robotic in nature and inauthentic. On the contrary, for women displaying too much emotion can be viewed as a limitation and unfit for career advancement. Gillard and Okonjo-Iweala (2021) suggest that comparable behaviors in male and female leaders elicit different reactions. Gillard and Okonjo-Iweala interviewed a variety of prominent female

leaders regarding gender inequity within the workforce. Hillary Clinton explained that women often calibrate their behavior based on the desire to adapt to how they want to be perceived. In 2017, a male journalist with the Guardian newspaper labeled Theresa May, former Prime Minister of the United Kingdom, as the 'Maybot.' He joked that she lacks human features and will eventually need a reboot. Martineau and Mount (2018) discuss that attributes such as assertiveness, self-advocacy, and outspokenness, which are generally perceived as powerful for men, are seen as abrasive and pushy for women. This prejudiced mindset often creates an environment where women act in a way that society expects of them to remain credible. Women also tend to have difficulty maintaining a work-life balance considering that for heterosexual couples in the United States, most women are responsible for cooking, cleaning, and parenting, in addition to their full-time careers. This has created extreme stress and burnout, in addition to the work-related burnout that occurs for women simply because of their continual balance of assertiveness and gentleness, due to societal demands and norms. According to Aldossari and Chaudhry (2021), existing research has viewed burnout as gender-neutral, leaving a gap in the differences between men and women in their experiences and coping behaviors. However, gender-neutral burnout seems improbable when considering the societal demands, pay gap discrepancy, and expectations of how women should conduct themselves in the workforce. Based on the perception that assertiveness in women is perceived differently than in men and displaying emotions has been deemed unfit for women but courageous for men, many women believe it necessary always to act appropriately to preserve their reputation and be taken seriously. Diefendorff et al. (2005) explain that emotive dissonance is the extent to which a person's feelings differ from their displays and is theoretically similar to surface acting. Surface acting involves the regulation of one's felt emotions which can be connected to how people

believe they are expected to behave or respond. Kim (2019) found that surface acting was positively correlated to stress and burnout, specifically among the nursing population in the medical field. I formed my hypothesis based on these findings in the literature surrounding women's oppression and biases, surface acting in the workforce, and burnout.

Hypothesis: The relationship between surface acting and burnout will be moderated by gender, such that the positive relationship between surface acting and burnout will be stronger for females than males. Refer to Figure 1 for the hypothesis model and Figure 2 for the hypothesis interaction.

Method

Participants

Participants were recruited from Amazon Mechanical Turk and contained 54.2% men (*N* = 92) and 45.8% women (*N* = 71), representing six age categories: 3.7% 19-24 years old (*N* = 6), 33.7% 25-34 years old (*N* = 55), 30.1% 35-44 years old (*N* = 49), 17.2% 45-54 years old (*N* = 28), 9.8% 55-64 years old (*N* = 16), and 5.5% 65 years and older (*N* = 9). Participants consisted of five race and ethnicity groups: 70.6% White (*N* = 115), 12.3% Black or African American (*N* = 20), less than 1% American Indian (*N* = 1), 14.1% Asian (*N* = 23), and 2.5% Other (*N* = 4). The sample consisted of individuals who represented six different meeting types: 23.3% informational (*N* = 38), 7.4% training (*N* = 12), 1.2% recognition (*N* = 2), 39.9% routine issues (*N* = 65), 16.6% planning (*N* = 27), and 11.7% problem-solving (*N* = 19). The most frequent industries that participants belonged to were professional, scientific, or technical services (17.6%), health care or social assistance (14.4%), and finance or insurance (14.4%). Frequencies and descriptive statistics regarding the study participants can be found in Tables 1 and 2, respectively.

Measures

The study used several measures for meeting satisfaction, meeting effectiveness, positive and negative affect, change in virtual meeting load, participation in the last meeting, tolerance for ambiguity, and extraversion. However, in this particular study, the measures described are surface acting as the independent variable and burnout as the dependent variable.

Emotional Labor Strategy Items for Surface Acting

Participants were given the 7-item scale developed by Diefendorff et al. (2005) to measure surface acting during their last meeting. This scale was adapted from two former surface-acting and emotive dissonance scales. Items were rated using a 5-point Likert scale that ranged from 1 (*totally disagree*) to 5 (*totally agree*). For example, “I faked emotions I showed in the meeting” and “I put on an act in order to deal with the meeting in an appropriate way.” The items were then averaged to produce a composite score for surface acting ($\alpha = .96$).

Maslach Burnout Inventory (MBI)

Participants were given the 9-item scale Schaufeli et al. (1996) developed to measure job burnout. Items were rated using a 7-point Likert scale that ranged from 1 (*never*) to 7 (*every day*). For example, “I feel emotionally drained from my work.” Specific items included in the measure were reverse-coded to present a high score representing a high factor. For example, “I feel exhilarated after working closely with my clients and colleagues.” Considering this is not indicative of high burnout, the lower score (i.e., *never*) was reverse-coded to reflect a higher score for burnout. The items were then averaged to produce a composite score for burnout ($\alpha = .79$).

Procedure

Survey responses were acquired from working adults on Amazon Mechanical Turk. In April 2020 (i.e., Time 1), the initial sample consisted of 254 adults in the United States who had attended a meeting in the previous seven days. Participants were eliminated for answering less than 60% of the quality control questions correctly and for providing nonsensical answers, which left a final sample of 218 working adults for Time 1. In July 2020, a second survey (i.e., Time 2) was sent to the 218 final sample of participants from Time 1. The survey for Time 2 was the same as Time 1 and remeasured constructs of interest. The initial response rate for Time 2 was 80%, and 170 matching cases were obtained. There were six options for gender in this survey (e.g., Non-Binary); however, it was decided for simplification of the results for the final project that only men and women would be included in the final analysis. This eliminated four cases that chose answers other than women or men for gender. After the data was cleaned using the same method as Time 1, the final sample size for longitudinal comparison was 163 participants for Time 2. This survey assessed individual meeting satisfaction, perceptions of meeting effectiveness, positive and negative affect, change in virtual meeting load, participation in the last meeting, and tolerance for ambiguity. Extraversion and meeting size were used as control measures.

Planned Statistical Analyses

The standards outlined in Keith (2019) were utilized for the regression of a dependent variable on a categorical independent variable and a continuous variable. First, a filter was created by selecting cases that only included men and women for gender. This filter excluded four cases which included a participant who was non-binary, two who preferred not to answer, and one that did not answer the question. Histograms were obtained for the two continuous variables in the dataset, surface acting and burnout. A scatterplot including a lowess line was

created of surface acting with burnout. A simple regression analysis of burnout on surface acting was run, which included a histogram for the frequency of standardized regression residuals and a scatterplot between standardized predicted values and standardized residual values for burnout. Correlations were then calculated between burnout and surface acting for all participants and then separated by gender.

Next, the continuous study variable was centered, and the categorical variable was dummy-coded to prepare for testing. The independent moderator variable of gender was dummy-coded, whereas women obtained the value of one and men zero. Frequency statistics and tables were obtained for meeting type, age, gender, race/ethnicity, the highest level of education, marital status, number of children, and career industry. The mean, median, mode, standard deviation, variance, minimum, and maximum were obtained for the surface-acting and burnout variables. The continuous independent predictor variable of surface acting was mean-centered. This was computed by subtracting the mean of surface acting from each participant's value of surface acting. Then, an interaction term was computed by multiplying mean-centered surface acting and dummy-coded gender.

A hierarchical regression analysis of burnout was performed on dummy-coded gender and mean-centered surface acting in the first block. In the second block, dummy-coded gender, mean-centered surface acting, and the newly computed interaction variable were entered. Next, cases were sorted by dummy-coded gender to analyze and present the results in separate tables for the regression of burnout on surface acting. This was computed to probe the interaction between gender and surface acting with burnout as the dependent variable.

Results

Descriptive Statistics

Refer to Tables 1 and 2, respectively, for a comprehensive list of frequencies for the characteristics of all participants and descriptive statistics for surface acting and burnout that includes all participants and is also separated by gender.

Correlations

A correlation analysis was run between surface acting and burnout, the only two continuous variables in the dataset. There was a strong significant positive correlation between surface acting (M = 2.18, SD = 1.17) and burnout (M = 2.88, SD = 1.27), $r(161) = .70$, $p < .001$, such that increased surface acting is related to increased burnout. Refer to Table 3.

A second correlation analysis was run between surface acting and burnout, separated by gender. For males, there was a slightly above moderate significant positive correlation between surface acting (M = 2.03, SD = 1.07) and burnout (M = 2.84, SD = 1.15), $r(90) = .58$, $p < .001$, such that as surface acting increases for males so does burnout. For females, there was a strong significant positive correlation between surface acting (M = 2.38, SD = 1.27) and burnout (M = 2.93, SD = 1.42), $r(69) = .81$, $p < .001$, such that increased surface acting is associated with increased burnout. Refer to Table 4.

Regression Analyses

Hierarchical Regression of Burnout on Surface Acting, Gender, and the Interaction

The hierarchical regression was that of burnout on surface acting, gender, and the interaction term between surface acting and gender. The second block explored interaction effects and consisted of the regression of burnout on surface acting, gender, and the interaction term between surface acting and gender. The increment in R^2 was significant, $\Delta R^2 = .02$, $\Delta F = 5.00$, $p = .027$. That is, the unique contribution to the variance accounted for in burnout by the interaction between gender and surface acting was significant. The interaction between surface

acting and gender was a significant predictor of burnout, above and beyond gender and surface acting, $B = 0.27$, $\beta = .18$, $t(159) = 2.24$, $p = .027$, 95% CI [0.03, 0.52], such that the relationship between surface acting and burnout was dependent on gender. For further information on the hierarchical regression, refer to Table 5. Additionally, refer to Figure 3 for the interaction between surface acting for males and females on burnout.

Simple Regression of Burnout on Surface Acting for Females

Next, we probed the relationship of the interaction between surface acting and gender. The simple regression of burnout on surface acting for females was significant, $F(1, 69) = 128.77$, $p < .001$, $R^2 = .65$, indicating that surface acting was a positive predictor of burnout for females. Variance in surface acting for females accounted for 65% of the variance in burnout. Surface acting for females was a strong significant predictor of burnout, $B = 0.90$, $\beta = .81$, $t(69) = 11.35$, $p < .001$, 95% CI [0.75, 1.06], such that surface acting for females did positively predict burnout. For further information, refer to Table 6.

Simple Regression of Burnout on Surface Acting for Males

The simple regression of burnout on surface acting for males was significant, $F(1, 90) = 46.61$, $p < .001$, $R^2 = .34$, indicating that surface acting was a positive predictor of burnout for males. Variance in surface acting for males accounted for 34% of the variance in burnout. Surface acting for males was a strong positive significant predictor of burnout, $B = 0.63$, $\beta = .58$, $t(90) = 6.83$, $p < .001$, 95% CI [0.45, 0.81], such that surface acting for males did positively predict burnout. For further information, refer to Table 7.

Discussion

This study aimed to explore the relationship among surface acting, gender, and burnout. Specifically, the theoretical proposition examined whether gender moderates the relationship

between surface acting and burnout for working adults in their most recent meetings. The results provide evidence that the relationship between surface acting and burnout was moderated by gender, such that the positive relationship between surface acting and burnout was dependent on gender. According to the power standards by Cohen (1992), probing the interaction between gender and surface acting revealed that surface acting was a strong positive predictor of burnout for both men and women. As hypothesized, the analysis revealed that surface acting in women was a stronger predictor of burnout than in men based on the magnitude of the standardized regression weights.

The finding provides important new insights into the association between surface acting and burnout. Specifically, it provides evidence that challenges previous literature that suggests burnout is gender-neutral. One implication is that women may experience burnout quicker when surface acting because they feel the pressure and necessity to act in a specific manner. While surface acting in men is a positive predictor of burnout, men may not believe their reputation is jeopardized based on their mannerisms, which is a reality for women. Additional work is necessary to tease out the role that gender plays in the link between surface acting and gender. Suppose surface acting is validated as a strong significant predictor of burnout after successful replication studies. In that case, this finding has the opportunity to reduce burnout rates through the exploration of decreasing surface acting as a societal and organizational expectation. This may include a shift in the organizational culture to accept different forms of emotion as a strength instead of a weakness. This is also an opportunity to continue education about women in the workforce and sexism regarding the stereotypes surrounding women's capabilities and their behaviors being misconstrued. Presume surface acting is indeed a significant predictor of

burnout and plays a large role in managing burnout. In that case, an opportunity can be sought to develop training materials for employees during their agency orientation or continuing education.

Assumptions and Diagnostics

Scatterplots

The first scatterplot was created to assess for a linear relationship and potential outliers, while the second scatterplot of residuals helped examine the assumption of homoscedasticity. The first scatterplot was of surface acting with burnout with the lowess line, which did reflect a linear relationship. However, it revealed that most participants scored less than five on a 7-point Likert scale for burnout and less than four on a 5-point Likert scale for surface acting. Therefore, the majority of data were concentrated towards the left side, which demonstrated that very few people scored high on both surface acting and burnout. There was a large concentration of data points around low scores for surface acting, which varied in the score for burnout. While some participants scored higher on surface acting and lower on burnout, there were no stark outliers. Refer to Figure 6 for the scatterplot of surface acting with burnout.

The second scatterplot was between standardized predicted values and standardized residual values for burnout, including the lowess line. The data points are scattered randomly around the line of the mean. Keith (2019) states that the predicted burnout should be an optimally weighted composite of surface acting. The lowess line appears close to the regression line, which does not suggest a departure from linearity. The second scatterplot also reveals some potential heteroscedasticity activity on the left side of the plot, indicating a tight distribution of residuals. Aside from this tight distribution on the left side of the plot, the points appear to be equally scattered around the mean. Refer to Figure 8 for the regression of burnout on surface acting with standardized predicted values and residuals scatterplot.

Histograms

Two histograms were formed to assess the distributions of the study variables and identify outliers. Additionally, in conjunction with the descriptive statistics, range restriction was assessed by a visual representation with the histogram and exact figures reported in the descriptive statistics in Table 2. Surface acting was right-skewed, indicating fewer values that scored high and a larger frequency of lower values. There was not a normal bell curve distribution, such that a large frequency of data scored one in surface acting, resulting in a low mode for both men and women. Approximately the same frequency of participants scored between two and four in surface acting. There was a large gap between four and five, and no participants scored the high value of six. Therefore, this also indicates range restriction for surface acting. Between range restriction and a high frequency of data scoring low, interpreting the predictive validity of surface acting will need to be done with caution. Based on the three standard deviation rule, surface acting has no outliers. Refer to Figure 4 to see the histogram for surface acting.

Burnout was also right-skewed, whereas there was fewer frequency of values for higher burnout. However, for burnout, the frequencies were similar for those participants who scored between one and four. Although it was right-skewed, it did not have such a large concentration of frequencies for the lowest burnout score. There was a gap between six and the highest value, and very few individuals scored high in burnout. This was unanticipated, given that this survey was distributed during the pandemic, which most understood as a highly stressful and complicated time that would likely include higher burnout. One outlier scored high in burnout and was slightly above three standard deviations from the mean. However, this is a likely circumstance, given that the score was still lower than the highest score for burnout. Based on

the commonality of burnout, which varies among individuals, it is not justifiable to remove this outlier. Refer to Figure 5 to see the histogram for burnout.

The third histogram of standardized residuals was formed to test the assumption that errors are normally distributed. This histogram reveals some consistency to the normal distribution and that the residuals from this regression line are normal. However, the histogram does have multiple modes and a gap that lowered the frequency between zero and one. Refer to Figure 7 to see the histogram for the regression of burnout on surface acting with standardized regression residuals.

Limitations

Self-reported data has a propensity for exaggerated or reduced responses to reflect how a participant wishes to appear, which can present as response bias. An essential challenge in measuring personality traits and attitudes is using Likert scales, which are susceptible to response biases such as social desirability and acquiescent responding (Kreitchmann et al., 2019). Participants may have scored lower than anticipated on the burnout and surface-acting scales because they desire to appear capable and authentic in their behavior. Often, it can be challenging to acknowledge that one is surface-acting, mainly if it represents a habit that is instilled for survival and maintenance of reputation. The sample consisted of participants recruited from Amazon Mechanical Turk during the pandemic when people struggled to make ends meet financially or by coordinating family schedules and illnesses. Therefore, the population recruited during such an unpredictable time may not be reflective of ordinary workplace circumstances. This came into question based on the restricted range of burnout and surface-acting scores, which were lower than anticipated. Since surface acting had an extremely high concentration of the lowest score, it poses the question of whether or not participants

understood the construct of surface acting. Due to the range restriction for burnout and surface acting, this presents a limitation because range restriction generally attenuates the correlation. However, in this study, the correlation between surface acting and burnout for women was strong.

Suppression was assessed for the independent variables in the hierarchical regression. Surface acting and gender were included in the first block for the hierarchical regression. Then the interaction between the two was added to the second block, along with gender and surface acting. In the second block, the regression weight for gender became stronger; however, it was a very slight negative increase. Therefore, caution should be taken in assuming that suppression is meaningful as a limitation.

Future Research

Analyzing marital status and the number of children may be interesting in assessing the relationship between surface acting and burnout because women are typically responsible for their careers, childrearing, and duties within the household. Thus, measuring surface acting and burnout in the context of these variables may present a different finding or even have a potential relationship with burnout. The predictive ability of surface acting on burnout must be interpreted with vigilance, as the correlation between surface acting and burnout is very strong for women. Another consideration is assessing the constructs of surface acting and burnout from a psychometric perspective. Considering the correlation between surface acting and burnout was very strong for women, this may pose challenges for participants when interpreting the constructs. A deeper dive into the construct of surface acting will help determine whether the response bias is a factor in self-reporting the level of surface acting. Additionally, if women generally tend to act according to societal expectations, their view of surface acting could be

distorted. Consequently, when surface acting regularly over a period of time, women may tend to perceive their actions in alignment with their feelings based on a false perception of how they want to be viewed by society. As such, it will be interesting to explore different individual perspectives on the questions included in the emotional labor strategy items for surface acting.

According to Aldossari and Chaudhry (2021), the limited research that explores gender differences in burnout has contradictory findings, whereby women with a higher level of demand experience similar burnout to their male counterparts with lower demand levels. Most of the limited research on burnout in women perceives their experiences as similar, as opposed to situational or individualistic. Exploring the differences for women of color, socioeconomic status, and other various demographic variables may provide additional insight into the association between surface acting and burnout in women.

Finally, an additional consideration should be made when considering the Maslach Burnout Inventory because it measures different components, including emotional exhaustion and depersonalization. Purvanova and Muros (2010) suggest that women experience higher levels of emotional exhaustion than men, and men experience higher levels of depersonalization than women. Considering this literature, a future analysis may consider how surface acting affects the different components of the burnout construct.

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Table 1

Demographic Characteristics of Participants

Characteristics	*N*	%
Gender		
Women	71	43.6
Men	92	56.4
Age		
19–24	6	3.7
25–34	55	33.7
35–44	49	30.1
45–54	28	17.2
55–64	16	9.8
65+	9	5.5
Race/Ethnicity		
White	115	70.6
Black or African American	20	12.3
American Indian or Alaska Native	1	0.6
Asian	23	14.1
Other	4	2.5
Meeting Type		
Informational	38	23.3
Training	12	7.4
Recognition	2	1.2
Routine Issues	65	39.9
Planning	27	16.6
Problem Solving	19	11.7

Note. $N = 163$.

Table 2

Descriptive Statistics of Participants for Surface Acting and Burnout

Variables	*N*	*M*	*SD*	Median	Mode	Variance	Minimum	Maximum
Surface Acting – All Participants	163	2.18	1.17	2.00	1.00	1.37	1.00	5.00
Women	71	2.38	1.27	2.29	1.00	1.61	1.00	5.00
Men	92	2.03	1.07	1.57	1.00	1.14	1.00	5.00
Burnout – All Participants	163	2.88	1.27	2.75	1.00	1.62	1.00	6.75
Women	71	2.93	1.42	2.75	1.00	2.02	1.00	6.75
Men	92	2.84	1.15	2.75	1.88	1.33	1.00	5.50

Table 3

Intercorrelations for Study Variables

Variables	1	2
1. Surface Acting	-	
2. Burnout	.70**	-

Note. $N = 163$.

*$p < .05$. **$p < .01$.

Table 4

Intercorrelations for Study Variables Disaggregated by Gender

Variables	1	2
1. Surface Acting	-	.81**
2. Burnout	.58**	-

Note. The results for the female sample (N = 71) are shown above the diagonal. The results for the male sample (N = 92) are shown below the diagonal.

*p < .05. **p < .01.

Table 5

Hierarchical Multiple Regression of Burnout on Surface Acting, Gender, and the Interaction

Model	*b*	*SE*	*t*	β	*F*	R^2	Δ*F*	ΔR^2	95% CI
1. Intercept	2.96	0.10	30.92**		77.88**	.49			[2.77, 3.14]
Surface Acting	0.77	0.06	12.47**	.71					[0.65, 0.90]
Gender	-0.18	0.15	-1.24	-.07					[-0.47, 0.11]
2. Intercept	2.93	0.10	30.91**		54.89**	.51	5.00*	.02	[2.75, 3.12]
Surface Acting	0.63	0.09	7.13**	.58					[0.46, 0.81]
Gender	-0.19	0.14	-1.29	-.07					[-0.47, 0.10]
Interaction	0.27	0.12	2.24*	.18					[0.03, 0.52]

Note. *N* = 163. CI = confidence interval. Surface Acting = mean-centered surface acting. Gender = dummy-coded gender.

Interaction = mean-centered surface acting * dummy-coded gender.

*$p < .05$. **$p < .01$.

Table 6

Simple Regression of Burnout on Surface Acting for Females

Variable	*b*	*SE*	*t*	β	*F*	R^2	95% CI
Intercept	2.75	0.10	27.06**		128.77**	.65	[2.55, 2.95]
Surface Acting	0.90	0.08	11.35**	.81			[0.75, 1.06]

Note. $N = 17$. CI = confidence interval. Surface Acting = mean-centered surface acting.

*$p < .05$. **$p < .01$.

Table 7

Simple Regression of Burnout on Surface Acting for Males

Variable	*b*	*SE*	*t*	β	*F*	R^2	95% CI
Intercept	2.93	0.10	29.58**		46.61**	.34	[2.74, 3.13]
Surface Acting	0.63	0.09	6.83**	.58			[0.45, 0.81]

Note. $N = 17$. CI = confidence interval. Surface Acting = mean-centered surface acting.

*$p < .05$. **$p < .01$.

Figure 1

Hypothesis Interaction Model

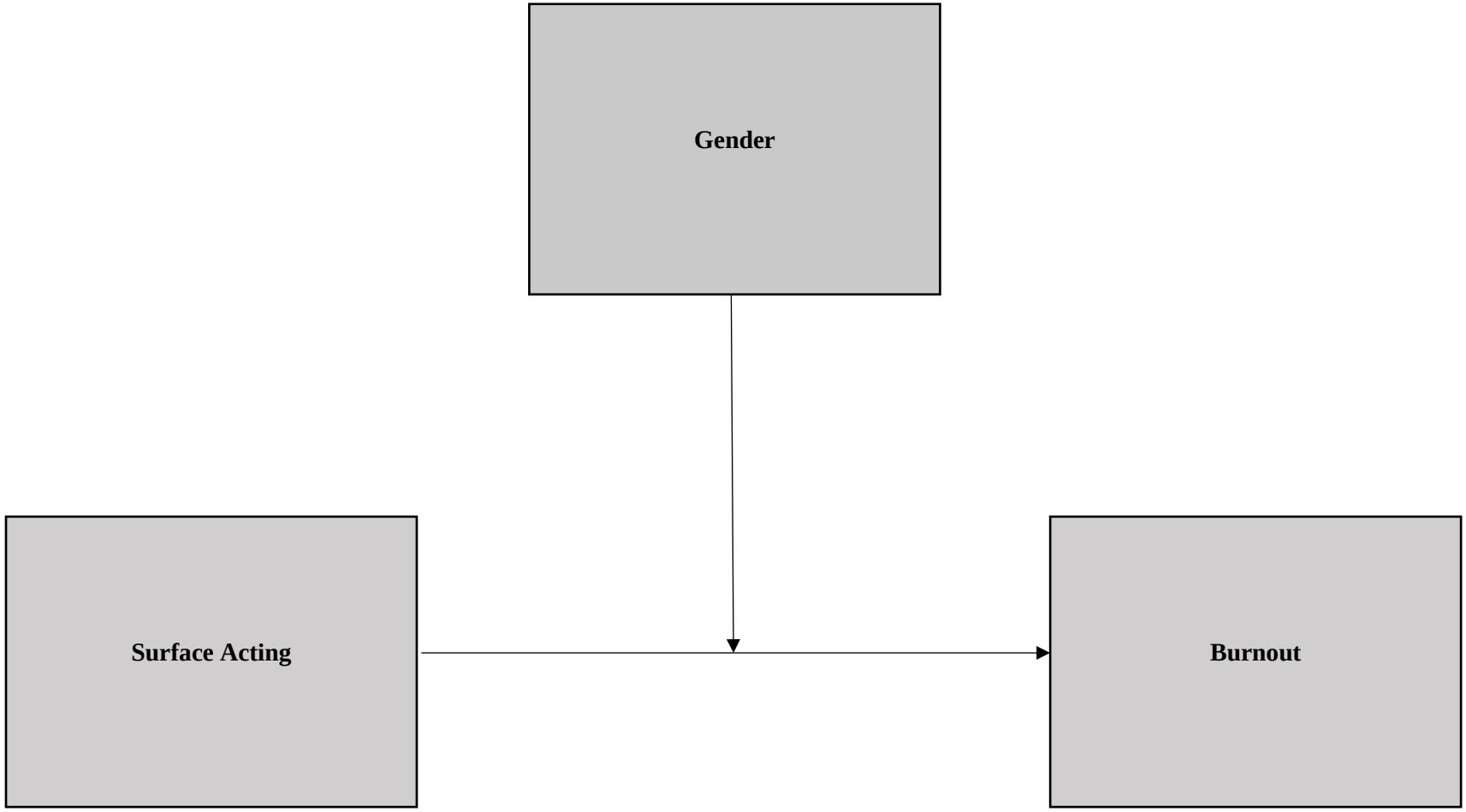

Figure 2

Hypothesis Interaction

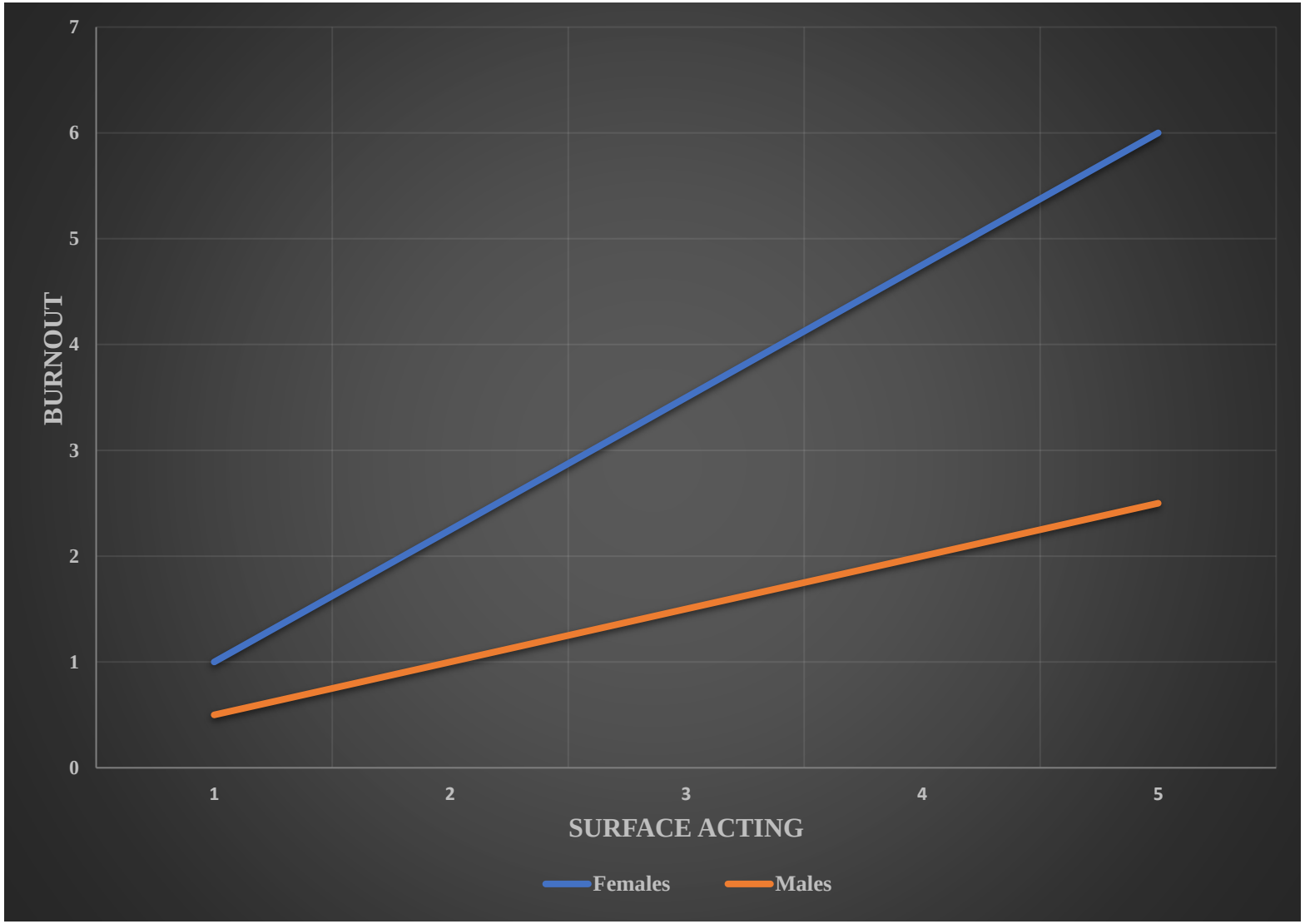

Figure 3

Probing the Interaction of Burnout on Surface Acting and Gender

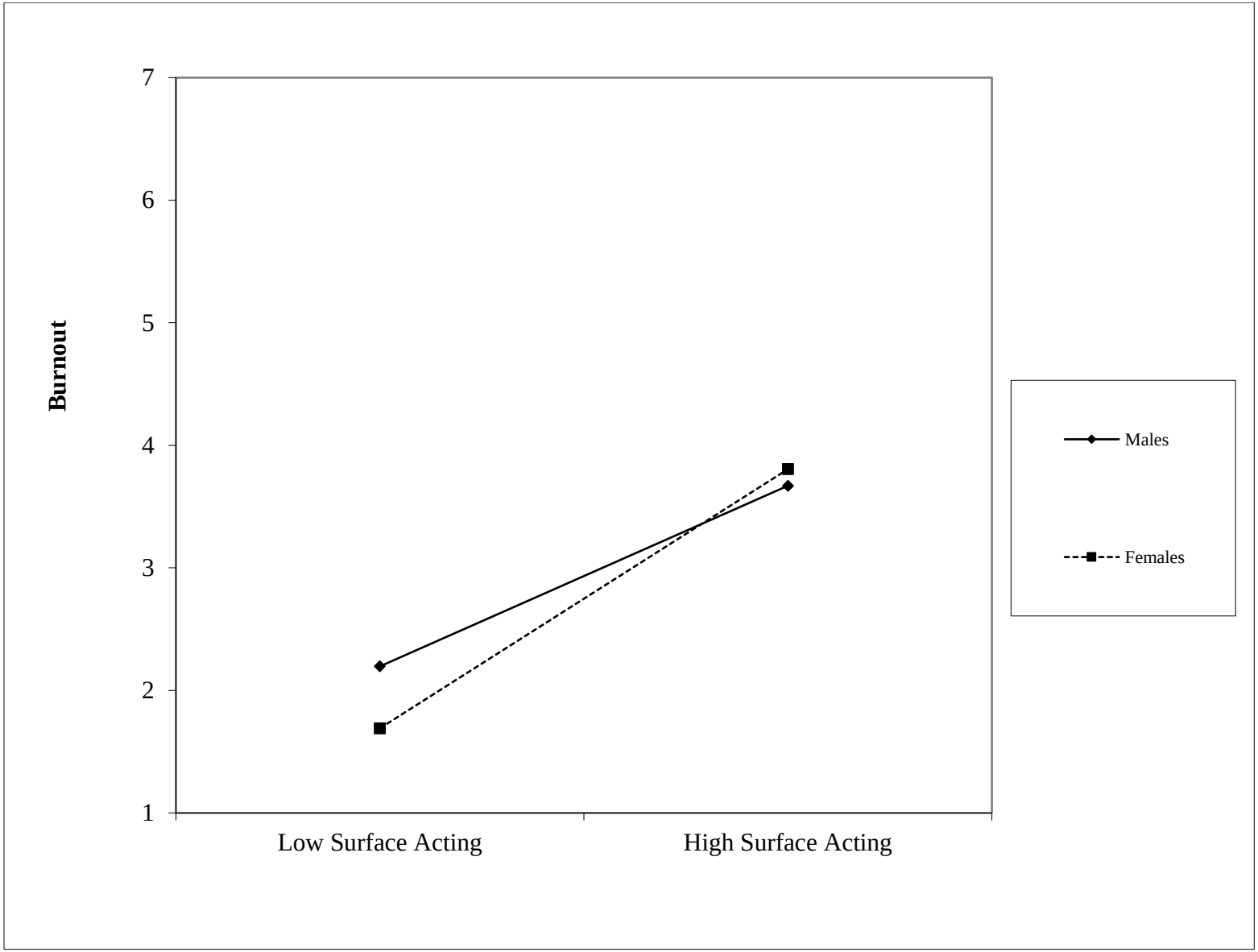

Figure 4

Histogram of Surface Acting

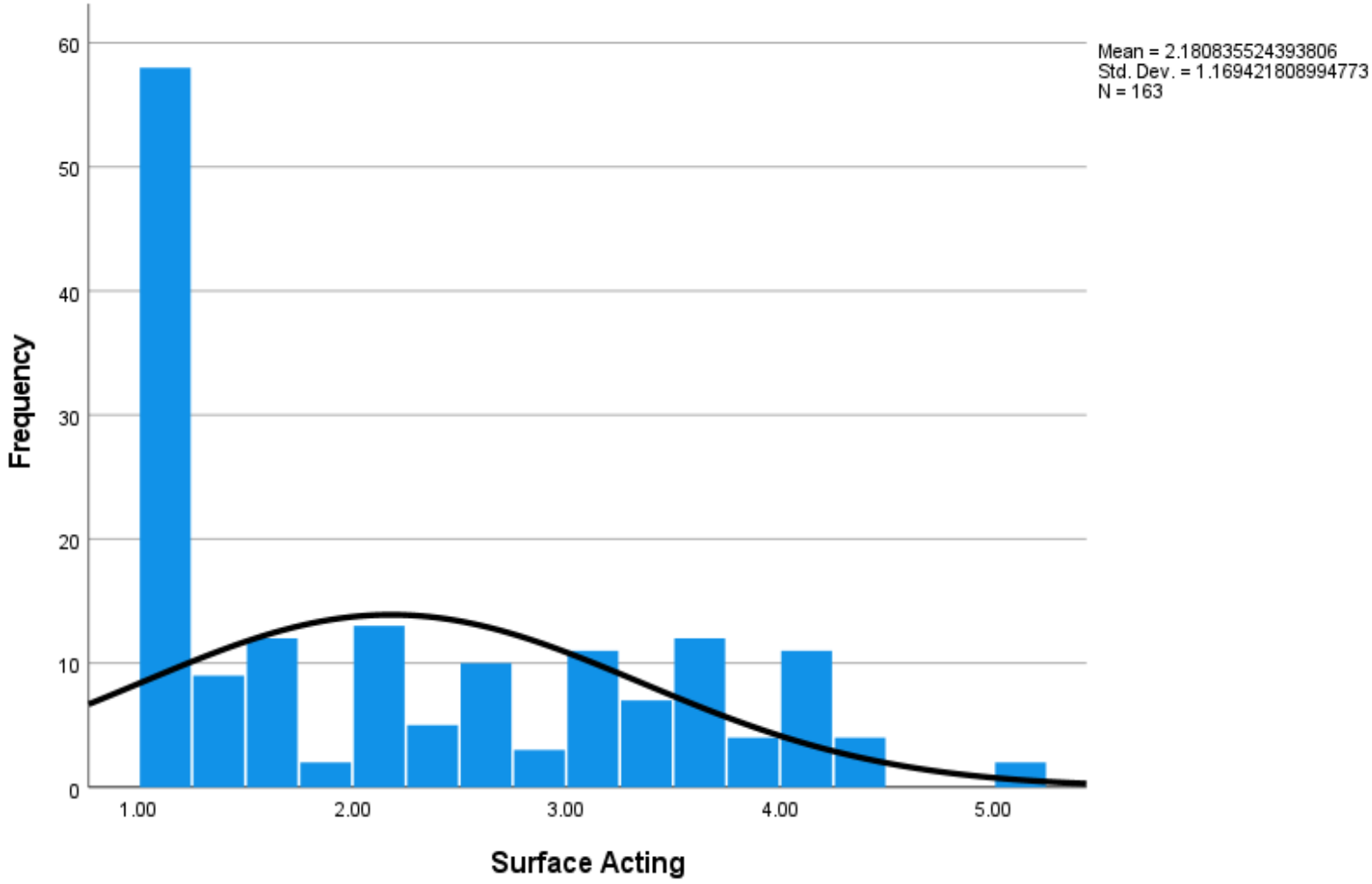

Figure 5

Histogram of Burnout

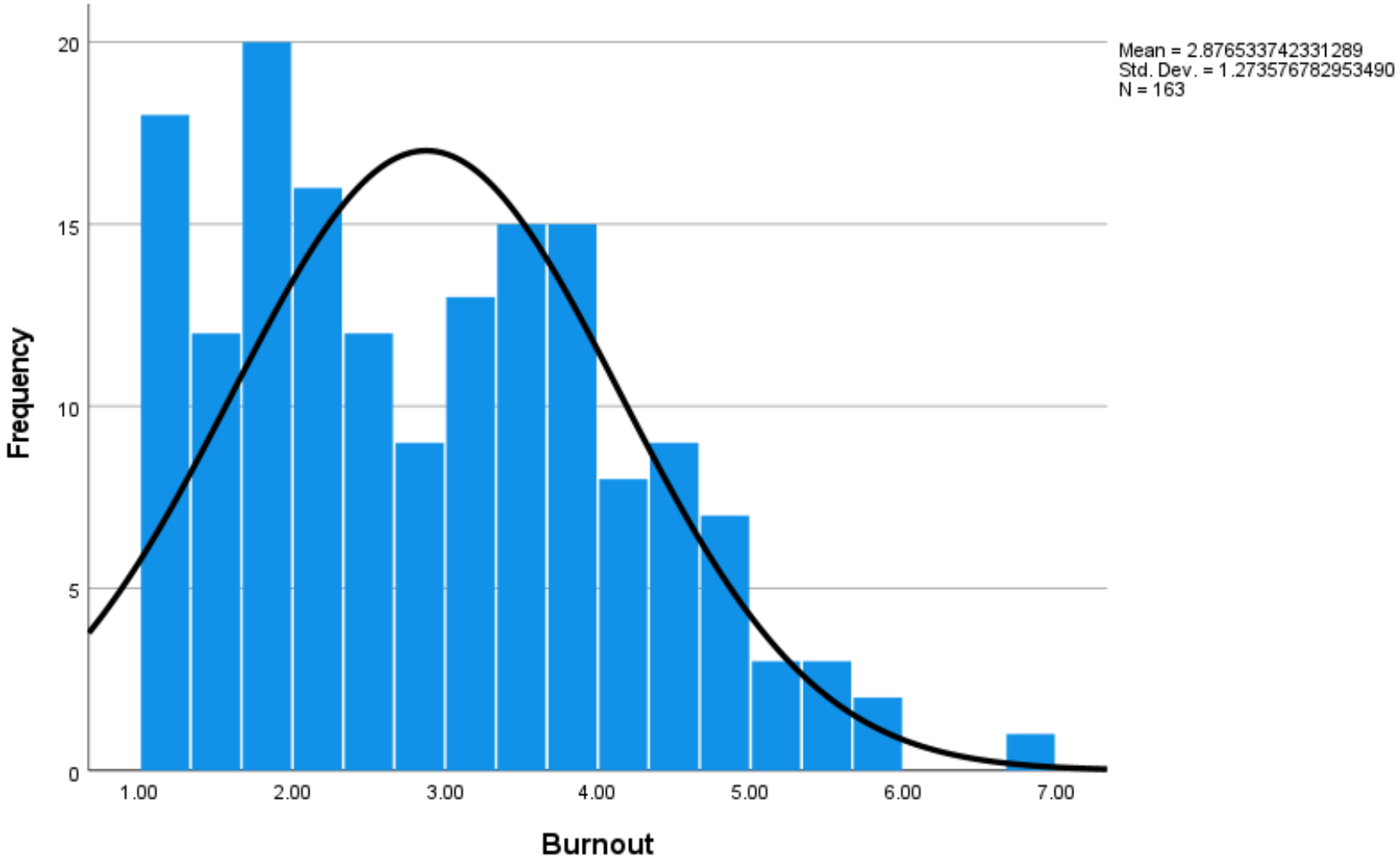

Figure 6

Scatterplot of Surface Acting with Burnout

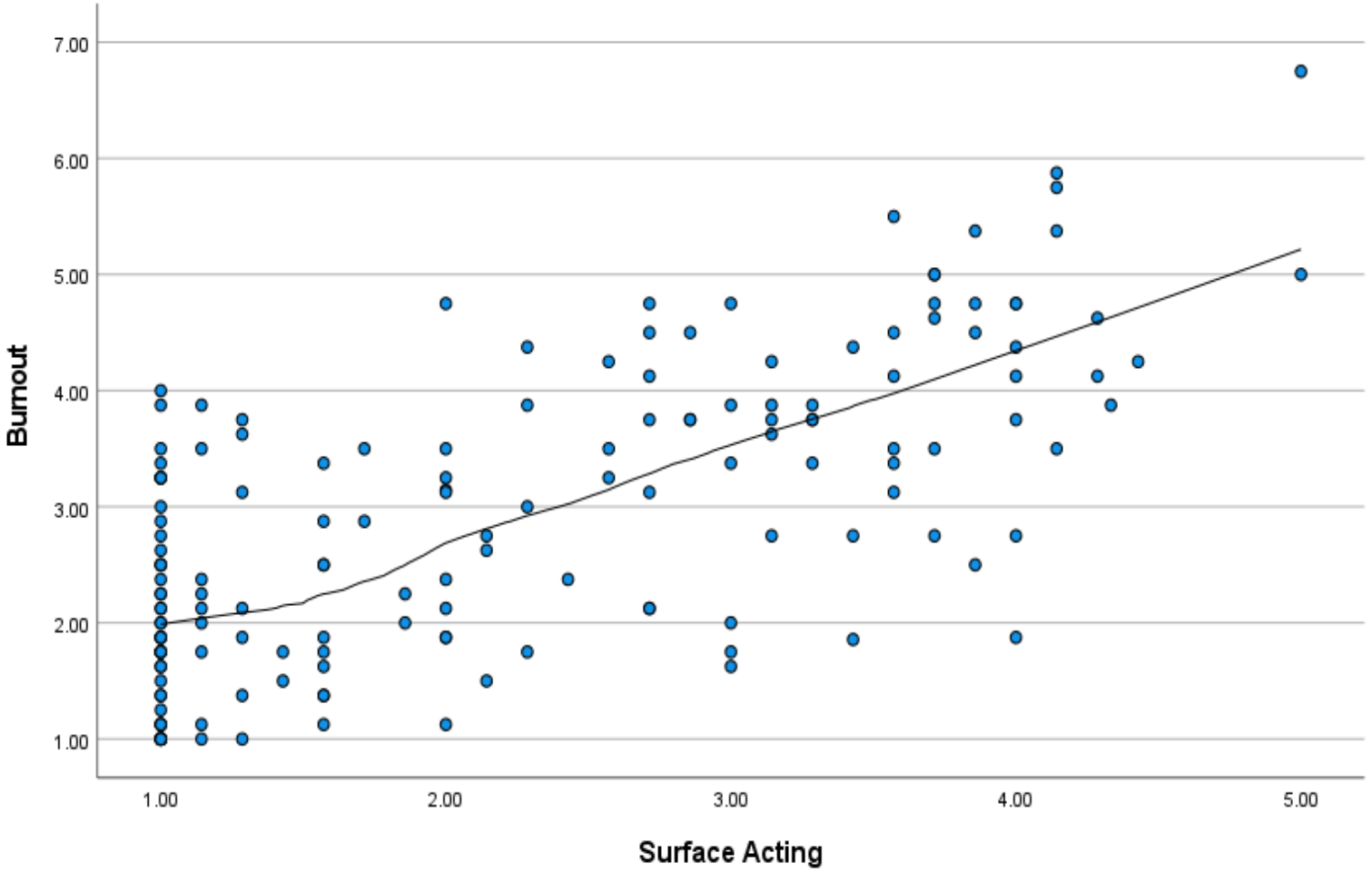

Figure 7

Histogram for the Regression of Burnout on Surface Acting with Standardized Regression Residuals

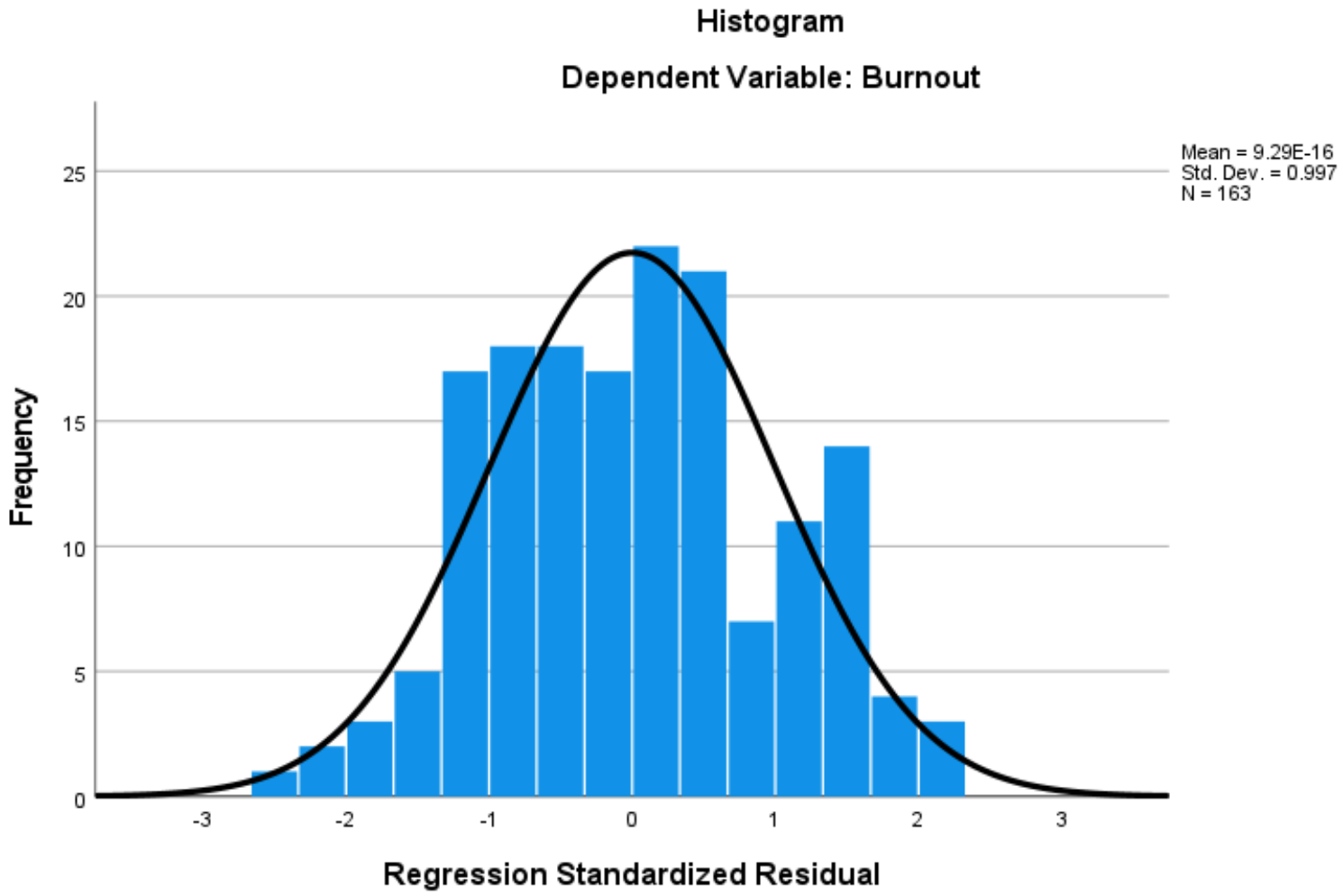

Figure 8

Scatterplot for the Regression of Burnout on Surface Acting with Standardized Predicted Values and Residuals