

1 **Stay away from fickle supervisor! Supervisors' behavioral fluctuation diminishing the**
2 **effect of job embeddedness on employees' service behavior**

3
4 **Abstract**

5 This study examined how hotel employees' job embeddedness influences their in-role and extra-
6 role service behaviors and under what boundary condition the influence can be magnified based
7 on the theories of psychological ownership and information processing. Using longitudinal data
8 from a matched sample of 163 hotel employees and their supervisors in China, the moderated
9 mediation analysis showed that affective commitment mediated the effect of job embeddedness
10 on in-role and extra-role service behaviors, whereas a supervisor's behavioral fluctuation
11 moderated the mediation of affective commitment between job embeddedness and in-role and
12 extra-role service behaviors such that the mediation effect was stronger for employees with a
13 supervisor with stable behaviors. The theoretical and managerial implications given the findings
14 are provided for tourism researchers and practitioners.

15 **Keywords.** Job embeddedness, in-role service behaviors, extra-role service behaviors, affective
16 commitment, behavioral fluctuation

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19 **1. Introduction**

20 Frontline employees' service behaviors have been linked to the long-term success of tourism and
21 hospitality organizations (e.g., Ling, Lin, & Wu, 2016). If employees are willing to perform "the
22 little bit extra" for guests, service quality would be significantly improved (Wan, 2010), resulting
23 in high customer loyalty (Ladhari, Brun, & Morales, 2008). A recent work in the literature
24 highlights that there is still a paucity of research on the determinants of employees' service
25 behaviors in the workplace (Kang, Kim, Choi, & Li, 2020), even though scholars have exerted to
26 explore predictor or mediator of service behaviors. Job embeddedness, a notable construct that
27 represents how well employees are linked and fitted to their organization, plays a predictor role
28 in explaining employees' behaviors (Lee, Mitchel, Sablynski, Burton, & Holtom, 2004).
29 Although the positive impact of job embeddedness on employee outcomes has been well
30 examined in occupational sectors, such as health (e.g., Sun, Zhao, Yang, & Fan, 2011), finance
31 (Lee et al., 2004), and hospitality (Chan, Ho, Sambasivan, & Ng, 2019; Karatepe & Ngeche,
32 2012), the theoretical explanation of how employees' job embeddedness affects their service
33 behaviors has received little academic interest (Wheeler, Harris, & Sablynski, 2012).

34 Another gap in the literature is that the majority of extant research has focused on either
35 service workers' in-role (e.g., task performance; Chen & Kao, 2014) or extra-role behavior
36 (citizenship behaviors; Buil, Martínez, & Matute, 2016) rather than on both types of service
37 behaviors (Kang et al., 2020). In other words, few efforts have been made to investigate both in-
38 role and extra-role service behaviors in a research design. Kim, Kim, Kim, and Kruesi (2020)
39 commented that the majority of empirical research in the hospitality literature relies on
40 employees' self-reports to measure their behaviors, which carries the risks of common method

41 variance and overestimated effect sizes of the findings. Given these literature gaps, the present
42 study proposed that employees' affective commitment would mediate job embeddedness and
43 both in-role and extra-role behaviors of hotel employees as assessed by their immediate
44 supervisors, based on psychological ownership theory (Pierce, Kostova, & Dirks, 2001).

45 Hospitality managers are asked to find approaches for long-term employee retention and service
46 quality enhancement because of increasing competition and shortage of skilled labor. The
47 potential mediator is selected in the present study is mainly because understanding employees'
48 work commitment is of importance for any hospitality businesses, as employees who hold more
49 affective attachment toward the organization are more likely to demonstrate higher levels of
50 vigor and psychological ownership motivations, which then could lead to higher productivity and
51 better performance (e.g., citizenship behaviors). Thus, hospitality managers who know well
52 about the relations of employees' affective commitment with their job embeddedness and service
53 behaviors can obtain better insights with respect to how to retain and motivate their employees.

54 Additionally, from an interactionist perspective, research has revealed the critical role of
55 person-to-person interactions in individual employees' work attitudes and behaviors (Wheeler,
56 Harris, & Harvey, 2007). Indeed, for example, hospitality supervisors' individual differences
57 (e.g., personality traits and norms) have been identified as key determinants in shaping
58 followers' work outcomes (e.g., Lee, Kim, Son, & Lee, 2011). As businesses in the tourism and
59 hospitality industry operate in complicated and unpredictable environments, leaders in the
60 industry are not only required to shoulder back-of-house administration but also participate in
61 front-of-house interactions and the daily management of their subordinates (Hight, Gajjar, &
62 Okumus, 2019; Zhou, Ma, & Dong, 2018). Given the frequent interactions that happen in the
63 workplace between hospitality supervisors and their followers, the hospitality setting is regarded

64 as particularly appropriate for exploring how subordinates evaluate their supervisors, as well as
65 the influences that such social perceptions can have on work-related outcomes of followers.

66 Notwithstanding, the influence of supervisors' interaction behaviors has rarely been
67 examined in the hospitality literature. Drawing on previous studies on interpersonal spin (e.g.,
68 Moskowitz, Russell, Sadikaj, & Sutton, 2009), the present research focuses on behavioral
69 fluctuation as an individual difference variable which reflects constant and unique characteristics
70 of individuals in social behaviors. Simply put, behavioral fluctuation can be referred to
71 variability in the dispersion of interpersonal behaviors across situations (Rappaport, Moskowitz,
72 & D'Antono, 2014). Some research evidence (Côté, Moskowitz, & Zuroff, 2012) exhibits that
73 subordinates managed by high behavioral fluctuation supervisors are more likely to feel anxious
74 and fearful in interactions with their supervisors and have a tendency to avoid them. **However,**
75 **the interdependent nature of hospitality jobs counts on employees to trust and work closely with**
76 **their colleagues for the efficient and smooth customer service delivery, especially with their**
77 **supervisors who shoulder the responsibility of providing guidance and support to them. Besides,**
78 **from a view of human relations, a supervisor, as an ambassador of the management, represents a**
79 **company's image and culture (Shi & Gordon, 2020). Hospitality employees thus may view their**
80 **leaders' interaction behaviors as a signal to interpret the social exchange quality between them**
81 **and the organization (e.g., whether they are valued by the organization). The role of supervisors'**
82 **interaction behaviors plays in the hospitality workplace therefore deserves more attention.**
83 **Considering the latent negative influence of supervisors' social behaviors, the present work thus**
84 **aimed to investigate this emerging construct, supervisors' behavioral fluctuation (or stability),**
85 **and its impact on their subordinates' (frontline service workers) job attitudes and in turn the way**
86 **they interact with consumers in the hospitality setting. Specifically, based on information**

87 processing theory (Salancik & Pfeffer, 1978), we examined the moderated mediation model with
88 behavioral fluctuation of supervisors to see whether frequent changes in supervisors' behavior
89 would inhibit subordinates' service behaviors by hindering the indirect effect of job
90 embeddedness on service behaviors through affective commitment.

91 To the best of our knowledge, this study is the first endeavor to concomitantly explore the
92 boundary condition and the underlying mechanism that explicate the casual linkage between job
93 embeddedness and service behaviors (in-role and extra-role service behaviors) assessed by
94 supervisors. Specifically, in light of studies that have highlighted the negative outcomes of high
95 behavior fluctuation (e.g., Rappaport et al., 2014), the present research investigated whether
96 supervisors' behavioral fluctuation accentuates or attenuates the indirect impact of hotel
97 workers' job embeddedness on their service behaviors via affective commitment. The
98 abovementioned framework was empirically corroborated using longitudinal and multi-source
99 data gathered from both hotel workers and their supervisors. **The present work will assist
100 hospitality researchers to get a deeper understanding of in-role and extra-role service behaviors
101 with regard to their determinants, mediators as well as moderators. Also, this study will help
102 practitioners comprehend why they need to devote efforts on maintaining employees' job
103 embeddedness, affective commitment, and the risks of hiring supervisors with high behavioral
104 fluctuation.**

105 **2. Literature review**

106 *2.1. Job embeddedness, in-role service behaviors, and extra role service behaviors*

107 Job embeddedness theory was proposed by Mitchell, Holtom, Lee, Sablinski, and Erez (2001) as
108 an employee retention theory that takes a broader view of the employee–organization relation.
109 The theory captures a wide range of on- and off-the-job factors that affect employee retention
110 (on-the-job and off-the-job embeddedness). Job embeddedness is an anti-withdrawal construct
111 focusing on why employees stay (Afsar, Shahjehan, & Shah, 2018). According to Lee et al.
112 (2004), the extent to which employees feel attached, stuck, or connected with their job is
113 determined by (a) links, or the formal or informal connections they have with other individuals
114 or activities in and outside the organization; (b) fit, or the fit between them and their jobs,
115 organizations, and personal lives; and (c) sacrifice, or the sacrifice they would have to make if
116 they left their present jobs. Mitchell et al. (2001) stressed that each of these three dimensions
117 applies to organizational/job (on-the-job embeddedness) and family/community perspectives
118 (off-the-job embeddedness).

119 **Extant research has confirmed the discriminant validity of the two dimensions of job**
120 **embeddedness (Clinton, Knight, & Guest, 2012). It is worth noting that in the present study, we**
121 **only center on the on-the-job dimension of job embeddedness, since we are particularly**
122 **interested in investigating factors of which organizations can take control. Besides, accumulating**
123 **evidence from both meta-analytic reviews and empirical studies reveal that on-the-job rather than**
124 **off-the-job embeddedness has more predictive power in forecasting job outcomes (e.g., Burton,**
125 **Holtom, Sablinski, Mitchell, & Lee, 2010; Jiang, Liu, McKay, Lee, & Mitchell, 2012), such as**
126 **task and contextual performance (Lee et al., 2004). This might be explained from a work**

127 motivation perspective- the attributes of a job and an establishment (on the job factors) should be
128 more proximal to employees' decision to perform compared to off-the-job factors (community
129 embeddedness) (Lee et al., 2004). In addition, our main interest in this study is how job
130 embeddedness may interact with other workplace variables (e.g., supervisors' behavioral
131 fluctuation). On-the-job embeddedness thus should interact more significantly with other
132 workplace variables than off-the-job embeddedness.

133 The concept of service behaviors originated in the concept of prosocial behaviors. Carlo
134 and Randall (2002) defined prosocial behaviors as those aimed at helping one or more persons
135 excluding oneself, such as showing concern and empathy for others and behaving in ways to
136 benefit other people. Regarding service behaviors, they refer to helpful, positive, and customer-
137 /service-oriented behaviors that service workers direct toward either colleagues or customers in
138 the organization (Tsaur, Wang, Yen, & Liu, 2014). Service behaviors typically come in two
139 forms, in-role and ex-role service behaviors.

140 In-role service behaviors are expected behaviors in serving customers, normally derived
141 from obligations specified in organizational documents (e.g., job descriptions and performance
142 appraisal forms) (Tsaur et al., 2014). In other words, these behaviors are part of employees' job
143 responsibilities, and service workers carry out these behaviors to either avoid punishment or
144 obtain rewards. For frontline hospitality employees, in-role service behaviors include exhibiting
145 proper product knowledge, respect, courtesy, and gratitude to clients, as well as cross- and up-
146 selling the organization's products and services. As organizational citizenship behaviors are also
147 a sub-dimension of prosocial behaviors, the term "extra-role service behaviors" is used
148 interchangeably with "service-oriented organizational citizenship behaviors" (Lee, Nam, Park, &
149 Ah Lee, 2006). Theoretically, both refer to discretionary behaviors performed by front-line

150 employees that go beyond official job requirements (Tuan, 2018). For example, during service
151 encounters, service workers do not only meet customers' needs but also exceed their
152 expectations by demonstrating extra concern and care, such as providing extra blankets for older
153 customer, offering free vouchers, and giving free gifts to children (Tsaur et al., 2014).

154 Lee et al. (2004), in a study of employees in the finance sector, suggested that both in-
155 role job performance and citizenship behaviors could be significantly influenced by on-the-job
156 embeddedness. June and Mahmood (2011) and Lam, Huo, and Chen (2017) showed that
157 hospitality employees' perceptions of person-organization fit have a positive association with
158 their in-role performance. This finding supports Kiazad, Holtom, Hom, and Newman's (2015)
159 argument about job embeddedness: the larger the number of links between employees with the
160 organizations and co-workers, the more feelings of belonging they have, which motivate them to
161 maintain their performance at a high standard. Specifically, Karatepe and Ngeche (2012)
162 confirmed the positive relation between job embeddedness and task performance among hotel
163 employees. Chan et al. (2019) also showed that job embeddedness is positively associated with
164 proactive service performance.

165 Service workers having a good fit with their job may view their job as a platform to
166 express themselves (e.g., potential, skills) and an opportunity to bring pleasure to others
167 (Poulston, 2015). That is, for people who are highly embedded with their service job, hospitality
168 may become part of their lifestyle and identity. As extra-role service behaviors are not
169 remunerated, such behaviors require sincerity (Prentice, Chen, & King, 2013). Logically, it is
170 more likely for service workers with high job embeddedness to view their work as meaningful,
171 and therefore, they may be more intrinsically motivated to engage in extra-role service-oriented

172 behaviors. Ocampo, Tan, and Sia (2018), in a study conducted in the Filipino tourism industry,
173 identified job embeddedness as an antecedent of organizational citizenship behavior.

174 *2.2. Mediating role of affective commitment in the relation between job embeddedness and*
175 *service behaviors*

176 The relation between job embeddedness and employee performance has been tested,
177 whereas few works have attempted to explore the underlying mechanism of the job
178 embeddedness–performance relation (Yang, 2012). Thus, empirical research is needed to provide
179 a theoretical explanation for such causal linkage. The present study proposed a theoretical
180 framework that could represent the underlying mechanism of job embeddedness enhancing hotel
181 employees' emotional attachment toward the organization (i.e., affective commitment), which
182 would then boost both in-role and extra-role service behaviors. **Given organizational**
183 **commitment as a consequence of job embeddedness and also as a predictor of service behaviors,**
184 **it is importance to concentrate on intent to stay in the organization, which is a property of**
185 **organizational commitment. Hotel employees may increase their behavior tendency to stay**
186 **longer in the organization resulting from job embeddedness, leading to promote service**
187 **behaviors such as in-role and extra-role service behaviors. Furthermore, Porter, Steers, Mowday,**
188 **and Boulian (1974) demonstrated that employees with high organizational commitment shows a**
189 **willingness to give time and energy to the organization to achieve its' goals, which may motivate**
190 **hotel employees to exert service behaviors. Accordingly, it is highly relevant to examine the**
191 **mediating role of organizational commitment (i.e., affective commitment) in the relationship**
192 **between job embeddedness and service behaviors such as in-role and extra-role service behaviors**
193 **in this study.**

194 Employees who are highly embedded in their job, their personal values, competency,
195 career goals, and future plans are typically in conformity with those of the organization (Qi, Li,
196 & Zhang, 2014). Regarding the development of affective commitment, studies (Hom et al., 2009;
197 Meyer & Allen, 1997) have stressed that it depends on the extent to which employees identify
198 with the organization's principles, core values, and standards, and to which they can apply their
199 abilities to work. Thus, employees with job embeddedness may be more likely to show relative
200 stronger psychological attachment to the organization because they are familiar with the
201 organization, fit well with organizational culture, and have a chance to demonstrate their
202 knowledge and skills at work. Empirically, this view is, to some extent, supported by Kooij and
203 Boon (2017), who confirmed that employees' affective commitment is strengthened by their
204 perceptions of person-organizational fit using longitudinal evidence. Further, studies have shown
205 a positive linkage between job embeddedness and affective commitment (e.g., Crossley, Bennett,
206 Jex, & Burnfield, 2007; Robinson, Kralj, Solnet, Goh, & Callan, 2014).

207 Theoretically, employees who have a strong commitment to the organization are
208 characterized by higher levels of involvement or psychological ownership motivations, and such
209 attitudes make them more work oriented (Chang & Chen, 2011; Pierce et al., 2001). From this
210 view, customer-contact employees may exhibit service behaviors because they are willing to
211 make contributions to the welfare of the organization with which they have strong bonds (Hsu,
212 Chang, Huang, & Chiang, 2011). Becker and Kernan (2003) argued that affective commitment
213 has a positive impact on job performance. Studies have also revealed that organizational
214 commitment is a good predictor of in-role performance (Chen & Francesco, 2003; Gu, Duverger,
215 & Yu, 2017). Therefore, affective commitment is believed to be positively related to in-role
216 service behaviors among frontline employees.

217 Extra-role performance may also be linked to affective commitment. Organ and Ryan
218 (1995) meta-analytically examined the relations of organizational citizenship behaviors with
219 three types of organizational commitment and determined that only affective commitment is
220 positively related to citizenship behaviors, which is a similar concept to extra-role performance,
221 as described above. This finding was support by Meyer, Stanley, Herscovitch, and Topolnytsky's
222 (2002) meta-analysis. Employees who are affectively committed to the organization are more
223 likely to perform extra-role service behaviors, mainly because they view the organization as an
224 extended family and in turn care about the organization's well-being (Hsu et al., 2011). These
225 employees may take extra effort in each service encounter to meet both customers' and the
226 organization's needs. Empirically, in a study in Taiwan, Yang (2012) showed a substantial
227 relation between affective commitment and service-oriented extra-role behaviors among
228 frontline employees.

229 In sum, we hypothesized that job embeddedness enhances the affective commitment of
230 service workers, which, in turn, improves their service-oriented prosocial behaviors. Thus, we
231 propose the following hypotheses.

232 Hypothesis 1a. Affective commitment mediates the relations between job embeddedness
233 and in-role service behaviors among hotel employees.

234 Hypothesis 1b. Affective commitment mediates the relations between job embeddedness
235 and extra role service behaviors among hotel employees.

236 *2.3. Moderated mediation effects of supervisors' behavioral fluctuation in the relations of job*
237 *embeddedness, affective commitment, and service behaviors*

238 Studies on job embeddedness have mainly focused on its direct influences on employees'
239 work outcomes (e.g., Halbesleben & Wheeler, 2008; Sun et al., 2011). Although job
240 embeddedness has been identified as a predictor of performance in the workplace (Halbesleben
241 & Wheeler, 2008), the magnitude and direction of the effects have been mixed, suggesting that
242 the association may not be uniform across varying conditions (Darrat, Amyx, & Bennett, 2017).
243 For example, Karatepe and Ngeche (2012) captured a positive linkage between job
244 embeddedness and service performance, whereas other scholars revealed that job embeddedness
245 may lead to workplace deviance, such as counterproductive behaviors (Greene, Mero, & Werner,
246 2018; Marasi, Cox, & Bennett, 2016). Therefore, we aimed to resolve such inconsistent findings
247 using boundary conditions under which the indirect effect of job embeddedness on service
248 performance via affective commitment will be more effective.

249 Prior studies have investigated the influence of leaders' individual differences (e.g.,
250 personality) on subordinates' work outcomes (Elsetouhi, Hammad, Nagm, & Elbaz, 2018;
251 Martins & Coetzee, 2007; Van Kleef, Homan, Beersma, & Van Knippenberg, 2010). Regarding
252 the construct of personality, it is commonly employed to describe how people are different from
253 one to another across situations and over time. Moskowitz and Zuroff (2004), however, criticized
254 this perspective: individuals' manifested behaviors are not always consistent with their
255 personality. Indeed, studies have confirmed that people's behaviors can demonstrate
256 considerable variability across different circumstances and over time (e.g., Fleeson, 2001), but
257 more interestingly, some works have revealed that within-individual variability in behaviors is

258 patterned as regular cycles, such as the weekly cycles that occur in interpersonal behaviors (Côté
259 et al., 2012). Côté et al. (2012) examined the moderating effect of a temporal individual
260 difference construct related to interpersonal behaviors (supervisors' behavioral fluctuation).

261 Wiggins's (1979) interpersonal circumplex circle has been widely applied as a model to
262 assess interpersonal behaviors. According to Wiggins (1979), interpersonal behaviors can be
263 organized around two orthogonal and intersecting dimensions. The horizon axis refers to
264 connected or communal behaviors, ranging from quarrelsome to agreeable, whereas the vertical
265 axis refers to status-seeking, individuated, or agentic behavior, ranging from submissive to
266 dominant (see Figure 1). Different combinations of these two dimensions may lead to different
267 interpersonal styles, such as dominant–quarrelsome and submissive–agreeable. Drawing upon
268 this model, in their study of intraindividual variability in interpersonal behaviors, Moskowitz and
269 Zuroff (2004) proposed a new personality construct, namely, interpersonal spin. It is defined as
270 “the degree of dispersion in a person's interpersonal behaviors across social situations and over
271 time” (Côté et al., 2012, p. 657) or “the extent to which an individual's behavior changes around
272 the interpersonal circumplex across events” (Moskowitz et al., 2009, p. 137). In the present study,
273 we concentrated on supervisors' interpersonal spin, which may reflect their behavioral
274 fluctuation.

275 **[Please place Figure 1 about here]**

276 Interpersonal spin has been found to be stable from one time lag to another (Moskowitz
277 & Zuroff, 2004). Côté et al. (2012) asserted that an individual with high spin tends to
278 demonstrate a wider dispersion in interpersonal behavior at the workplace throughout the day
279 compared with an individual with low spin (see Figure 2). Thus, the extent of fluctuation of a

280 supervisor's behavior over a time period should be forecasted. Supervisors with high behavioral
281 fluctuation may engage in various interpersonal behaviors across situations and time, but low
282 spin supervisors are likely to exhibit similar behaviors over time. For example, a supervisor with
283 high behavioral fluctuation may offer subordinates helpful guidance and support in the **afternoon**
284 (dominant-agreeable); next, this individual may become dominant-quarrelsome when criticizing
285 a subordinate's performance in the **evening**; later, they might want to repair the relationship with
286 the subordinate and become submissive-agreeable (Moskowitz, 2009) (see Figure 2).

287 **[Please place Figure 2 about here]**

288 In the present study, we predicted that supervisors' high level of behavioral fluctuation
289 may set obstacles for service workers to a clearer understanding of their tasks, responsibilities,
290 and performance at work. In organizational settings, individuals with less power (e.g., frontline
291 employees) attend to those with high power (e.g., their supervisors), as supervisors are an
292 important source of job performance information (Anderson, Keltner, & John, 2003). For
293 example, according to information processing theory (Salancik & Pfeffer, 1978), employees may
294 scrutinize the supervisor's reactions to their particular work behavior to draw inferences about
295 how the supervisor appraises the behavior (Johnson, 2009; Larson, 1989). As high-fluctuation
296 supervisors appear to show instability in interpersonal relationships, their subordinates are more
297 likely to receive different types of feedback frequently, such as praise, constructive, and criticism.

298 However, such informal feedback generated from casual, daily interactions may have
299 little or nothing to do with the employees' objective performance and may even elicit negative
300 consequences. For example, although it is widely believed that more frequent feedback is better,
301 several studies have suggested that an overly frequent and intensive delivery of informal and

302 inconsistent feedback can be misleading and may render employees anxious and stressed
303 (Heiman, 1990; Ilgen, Fisher, & Taylor, 1979; O'Leary-Kelly & Newman, 2003; Rappaport et
304 al., 2014). Accordingly, employees may become less likely to trust their leaders and feel
305 confused about the behaviors to reinforce and the areas they need to improve.

306 In other words, the higher the degree of fluctuation in a supervisor's interpersonal
307 behaviors across situations and time, the more uncertainty the followers have about what exactly
308 they are supposed to do in their daily job. In this case, for highly embedded employees, while
309 they have internal motivations to do their job (willingness, confidence), they may not clearly
310 understand what is expected of them (not sure what to do and how to do appropriately).
311 Therefore, when their supervisors' behavioral fluctuation is high, employees' job embeddedness
312 may have less positive impact on their job attitude, such as affective commitment, which affect
313 their in-role and extra-role service behaviors.

314 Conversely, subordinates have been found to feel less anxious and stressful to interact
315 with supervisors who demonstrate low levels of fluctuation in their behavior (Moskowitz, 2009).
316 This is mainly because when acting with low spin supervisors, subordinates can more easily
317 create accurate mental representations of their supervisors and do not have to frequently alter
318 their own behavior in response to the changing behaviors of their leaders; thereby, relations with
319 low spin supervisors become close, leading to more trust and less discord (Côté et al., 2012).
320 Under this circumstance, for highly embedded employees, they not only have more motivation
321 and confidence to do their job but also may feel they have more chance demonstrate their
322 knowledge and skills at work since they trust that their leaders will not abruptly switching
323 directions or change expectations for them. Hence, when their supervisors' behavioral

324 fluctuation is low, subordinates' job embeddedness may have more positive influence on their
325 attitudinal work outcomes (e.g., affective commitment), which affect their service behaviors.

326 The integrated theoretical model developed in the previous sections indicates that the
327 indirect effects of job embeddedness on (a) in-role and (b) extra-role service behaviors via
328 affective commitment may be moderated by supervisors' behavioral fluctuation, and as such,
329 supervisors' behavioral fluctuation may mitigate the effects of job embeddedness on affective
330 commitment. That is, the indirect effect of job embeddedness on service performance via
331 affective commitment will be stronger among employees managed by supervisors with low
332 behavioral fluctuation compared with those managed by supervisors with high behavioral
333 fluctuation. Accordingly, we hypothesized as follows.

334 Hypothesis 2a. Supervisors' behavioral fluctuation moderates the indirect effects of job
335 embeddedness on in-role service behaviors via affective commitment among hotel
336 employees, such that the indirect effect of job embeddedness on in-role service behaviors
337 via affective commitment will be stronger among employees managed by supervisors
338 with low behavioral fluctuation.

339 Hypothesis 2b. Supervisors' behavioral fluctuation moderates the indirect effects of job
340 embeddedness on extra-role service behaviors via affective commitment among hotel
341 employees, such that the indirect effect of job embeddedness on extra-role service
342 behaviors via affective commitment will be stronger among employees managed by
343 supervisors with low behavioral fluctuation.

344 The moderated mediation framework of the present study is exhibited in Figure 3, including the
345 causal relations of job embeddedness with service behaviors via affective commitment and
346 moderating effect of supervisors' behavioral fluctuation on the causal links.

347 **[Please place Figure 3 about here]**

348 **3. Method**

349 **3.1. Participants and procedure**

350 In the current study, data were collected from frontline employees working in 22 hotels in
351 China. The data collection was performed in four phases—Time 1, Time 2 (i.e., seven
352 consecutive working days), Time 3, and Time 4 (i.e., assessment by supervisor). **We collected**
353 **the next phase's data three days after collecting each phase's data (e.g., We collected the data at**
354 **Time 2 three days after collecting the data at Time 1).** At Time 1, 247 employees completed the
355 survey. At Time 2, 197 of the 247 participants attended the daily surveys, where participants
356 responded to daily surveys for two times per day within seven working days. The 197
357 participants completed 1,886 surveys in the seven days. Of 247 participants, 225 participants
358 completed the survey at Time 3. At Time 4, the supervisors of 247 employees were invited to
359 respond to a survey; all 185 employees' supervisors completed the survey. Totally 163 data were
360 matched, in which participants had responded all of the surveys across Time 1, Time 2, and Time
361 3 and their supervisors had rated employees' service behaviors at Time 4. Thus, the 163 matched
362 data were utilized in the current study. Of the 163 participants, 108 were women (66.3%) and 55
363 were men (33.7%). The mean age of the participants was 40.12 years ($SD = 9.97$), and their
364 mean tenure at the present hotel was 6.27 years ($SD = 3.73$).

365 All of the surveys were conducted through an online platform. We provided information
366 related to the survey schedules and web address for each survey on an online chat group. the
367 participants could finish the surveys using a laptop, desktop, or mobile phone. The participants
368 were asked to respond to the baseline survey, in which they rated their job embeddedness,
369 impression of the management, and demographic variables, such as age, gender, and job rank at
370 Time 1. At Time 2, the participants responded to daily surveys, in which they rated questions
371 twice per day (i.e., at 4:00 p.m. and at 8:00 p.m.) for seven consecutive working days. They were
372 asked to rate their supervisors' behavioral fluctuation in the first survey between 4:00 p.m. to
373 6:00 p.m., and in the second survey between 8:00 p.m. to 10:00 p.m. The participants were
374 requested not to respond to the daily surveys on their day off. Thus, the participants assessed
375 their supervisors' behavioral fluctuation for seven days, which was utilized to calculate the
376 parameter of the supervisors' behavioral fluctuation. The participants were requested to assess
377 affective commitment at Time 3. The employees' supervisors were invited to respond to the
378 survey on employees' in-role and extra-role service behaviors at Time 4.

379 **3.2. Measures**

380 *3.2.1. Job embeddedness at Time 1*

381 Job embeddedness was assessed using seven items adapted from Crossey, Bennedt, Jex,
382 and Burnfield (2007). The participants were asked to rate the items on a seven-point Likert scale
383 that ranged from 1 (*strongly disagree*) to 7 (*strongly agree*). Example items included "I feel
384 attached to this organization" and "I am tightly connected to this organization."

385 *3.2.2. Supervisors' behavioral fluctuation at Time 2*

386 Supervisors' behavioral fluctuation was assessed using the Social Behavior Inventory
 387 (Moskowitz, 1994). This scale consists of 12 behavior items assessing each of the four poles of
 388 the behavioral circle: dominant, agreeable, quarrelsome, and submissive. For example,
 389 quarrelsome behavior is assessed by the item "My supervisor confronted the others about
 390 something he or she did not like." An example of an item measuring dominance is "My
 391 supervisor asked the other to do something." Agreeable behavior is represented by items such as
 392 "My supervisor expressed reassurance." Submissive behavior is measured by items such as "My
 393 supervisor avoided taking the lead or being responsible." The participants rated the items on a
 394 seven-point Likert scale ranging from 1 (*never*) to 7 (*always*).

395 Behavioral fluctuation was calculated following Moskowitz and Zuroff's (2005)
 396 recommendation. Scores for each behavioral dimension were computed by averaging the scores
 397 of all items. Then, we produced a communal behavior score by subtracting the quarrelsome
 398 behavior score from the agreeable behavior score. Agentic behavior was produced by subtracting
 399 submissive behavior from dominant behavior. The agentic and communal behavior scores were
 400 dealt with using Cartesian coordinates (x, y) and then they were transformed to polar coordinates
 401 (r, θ), in which θ was expressed in radians. Conceptually, behavioral fluctuation was the standard
 402 deviation of θ . The standard deviations of θ (i.e., supervisors' behavioral fluctuation) was
 403 produced using Mardia's (1972) formula shown below. High fluctuation scores denoted a higher
 404 magnitude of scatter in behaviors across situations and over time.

405

406 Supervisors' behavioral fluctuation = $\sqrt{-2\ln\left(\frac{\|\vec{R}\|}{n}\right)}$

407

408 *3.2.3. Affective commitment at Time 3*

409 Affective commitment was assessed using six items adapted from Myer, Allen, and Smith
410 (1993). We asked the participants to rate the items on a seven-point Likert scale that ranged from
411 1 (*strongly disagree*) to 7 (*strongly agree*). Example items included “I would be very happy to
412 spend the rest of my career with this organization” and “This organization has a great deal of
413 personal meaning for me.”

414

415 *3.2.3. Employees' in-role service behavior at Time 4 by supervisor*

416 In-role service behaviors were measured by five items adapted from Tsaur, Wang, Yen,
417 and Liu (2014). The supervisors rated these on a seven-point Likert scale that ranged from 1
418 (*strongly disagree*) to 7 (*strongly agree*). Example items included “This employee performs all
419 those tasks for customers that are required of him/her” and “This employee fulfills
420 responsibilities to customers as specified in the job description.”

421

422 *3.2.2. Employees' extra-role service behavior at Time 4 by supervisor*

423 Extra-role service behaviors were assessed using three items adapted from Tsaur et al.
424 (2014). The supervisors rated them on a seven-point Likert scale that ranged from 1 (*strongly*
425 *disagree*) to 7 (*strongly agree*). Example items included “This employee often goes above and
426 beyond the call of duty when serving customers” and “This employee willingly goes out of their
427 way to make a customer satisfied.”

428 **3.3. Data analysis**

429 To examine the mediation effects, we applied a bootstrapping method with 2,000
430 iterations in testing (Preacher & Hayes, 2004). Job embeddedness was inserted as the predictor,
431 affective commitment was inserted as the mediator, and in-role and extra-role service behaviors
432 were inserted as the outcome. The results could ensure the mediation effect if the confidence
433 interval at 95% or 99% would exclude 0 from the lower to the upper range.

434 Then, with the moderated mediation effects, we performed PROCESS (Preacher, Rucker,
435 & Hayes, 2007). Supervisors' behavioral fluctuation was entered as the moderator in the indirect
436 effect of job embeddedness on both in-role and extra-role service behaviors via affective
437 commitment. This study conducted a bootstrapping with 2,000 iterations and 95% confidence
438 intervals to examine the moderated mediation effects.

439 **4. Results**

440 **4.1. Discriminant validity and descriptive statistics**

441 To ensure the validity of measures, we conducted a confirmatory factor analysis. The
442 model in the current study (i.e., four-factor model with job embeddedness, affective commitment,
443 in-role service behaviors, and extra role service behaviors) was compared with alternative
444 models, including three-, two-, and one-factor models. In the Method section, we introduced the
445 procedure for calculating the parameter of supervisors' interpersonal fluctuation. Supervisors'
446 interpersonal fluctuation was excluded from the measurement model wherein this variable was
447 an observed variable, which resulted in an error with Heywood cases in the structural equation
448 model (Dillon, Kumar, & Mulani, 1987). Accordingly, we set the hypothesized four-factor

449 measurement model in the current study. As displayed in Table 1, the results showed that the
450 hypothesized four-factor model had acceptable fit corresponding our data ($\chi^2[146] = 316.09, p$
451 $<.001$; CFI = .92, TLI = .91, SRMR = .07). The results also showed the superiority of the
452 hypothesized four-factor model over the other alternative models, namely, the one- ($\chi^2[152] =$
453 $1190.85, p <.001$; CFI = .52, TLI = .46, SRMR = .18), two- ($\chi^2[151] = 1139.32, p <.001$; CFI
454 $= .54, TLI = .48, SRMR = .19$), and three-factor models ($\chi^2[149] = 992.46, p <.001$; CFI = .61,
455 TLI = .55, SRMR = .18). As such, the hypothesized four-factor model demonstrated the
456 discriminant validity of measures in the current study. The standard deviations, means, and
457 correlations among variables are displayed in Table 2.

458 **[Please place Table 1 about here]**

459 **[Please place Table 2 about here]**

460 **4.2. Mediating tests of affective commitment**

461 We expected that affective commitment would mediate the relation between job
462 embeddedness and in-role service behaviors in Hypothesis 1a, and the relation between job
463 embeddedness and extra-role service behaviors in Hypothesis 1b. To test these two hypotheses,
464 we employed PROCESS. To enhance power and minimize Type I error, methodologists
465 recommend a resampling method like bootstrapping for examining the indirect effect
466 (MacKinnon, Lockwood, & Williams, 2004; Preacher & Hayes, 2004). Thus, we conducted a
467 bootstrapping with 2,000 iterations to test the indirect and direct effects (Preacher & Hayes,
468 2004). As shown in Table 3, the results indicated that the direct effect of job embeddedness on
469 in-role service behaviors via affective commitment was statistically significant, because the

470 confidence interval did not include 0 in the range from the lower to the upper bound (point
471 estimate = .08; confidence interval: .024, .146). As such, Hypothesis 1a was supported. The
472 results also indicated that the indirect effect of job embeddedness on extra-role service behaviors
473 via affective commitment was statistically significant (point estimate = .08; confidence
474 interval: .024, .152). Therefore, Hypothesis 1b was supported as well.

475

476 **[Please place Table 3 about here]**

477

478 **4.3. Moderated mediation tests of supervisors' behavioral fluctuation**

479 To investigate Hypotheses 2a and 2b, we tested the moderated mediation effects of
480 supervisors' behavioral fluctuation in the relation between job embeddedness and in-role service
481 behaviors via affective commitment, and in the relation between job embeddedness and extra-
482 role service behaviors via affective commitment, employing 95% confidence intervals and
483 bootstrapping with 2,000 iterations (Preacher et al., 2007). As shown in Table 4, the conditional
484 indirect effect of job embeddedness on in-role service behaviors via affective commitment was
485 stronger and significant with low behavioral fluctuation (point estimate = .08; confidence
486 interval: .002, .188), but insignificant with high behavioral fluctuation (point estimate = .07;
487 confidence interval: -.007, .166). Thus, Hypothesis 2a was supported. The conditional indirect
488 effect of job embeddedness on extra-role service behaviors via affective commitment was
489 stronger and significant with low behavioral fluctuation (point estimate = .09; confidence
490 interval: .005, .199), but insignificant with high behavioral fluctuation (point estimate = .07;

491 confidence interval: -.003, .177). Thus, Hypothesis 2b was supported as well.

492 **[Please place Table 4 about here]**

493 **5. Discussion**

494 Using the longitudinal and dyadic data collected from hotel employees and their supervisors, we
495 investigated a conceptual model derived from the emotional attachment perspective and
496 information processing theory. The results provide empirical evidence for the mediating role of
497 affective commitment in the relation between job embeddedness and service behaviors, namely,
498 in-role and extra-role service behaviors. We also identified the moderated mediation effects of
499 supervisors' behavioral fluctuation in the indirect effects of job embeddedness on service
500 behaviors via affective commitment.

501 *5.1. Theoretical implications*

502 This study offers several important theoretical contributions to the tourism and hospitality
503 literature. First, this study filled the gap in terms of empirical evidence on the mediating
504 mechanism for the indirect effects of job embeddedness to employee in-role and extra-role
505 service behaviors. Although the theory of job embeddedness has been used for examining
506 various outcomes (e.g., Afssa et al., 2018; Akgunduz & Sanli, 2017; Kararepe, 2012, 2013, 2016;
507 Robinson et al., 2014), little attention has been paid to the mediator in the relation between job
508 embeddedness and employee service behaviors. Our findings on the link between job
509 embeddedness and two types of employee service behaviors via affective commitment provide
510 insights and knowledge that could enrich tourism and hospitality literature. We found the

511 mediating mechanism of affective commitment in the relation between job embeddedness and in-
512 role and extra-role service behaviors.

513 Second, this study confirmed the moderated mediation role of supervisors' behavioral
514 fluctuation in the relation of job embeddedness, affective commitment, and service behaviors.
515 This finding responds to the inquiry of identifying the boundary conditions of the effect of job
516 embeddedness on employee service behaviors (Wheeler et al., 2012). We found that supervisors'
517 behavioral fluctuation could exacerbate the indirect influence of job embeddedness on
518 employees' in-role and extra-role service behaviors via affective commitment. Previous studies
519 have focused on the antecedents and predictors of employee service behaviors from
520 organizational factors (e.g., human resources practices). Thus, we focused on supervisors'
521 behavioral fluctuation as a boundary condition in the indirect effects of job embeddedness on
522 service behaviors. This study therefore extends the tourism and hospitality literature by showing
523 that supervisors' behavioral fluctuation moderates the indirect effects of job embeddedness on
524 employee service behaviors via affective commitment.

525 To our knowledge, this study is the first in the tourism and hospitality literature to discuss
526 and evaluate the concept of supervisors' behavioral fluctuation when examining how job
527 embeddedness affects employee attitudes (e.g., affective commitment) and service behaviors.
528 Our study offered the value of conceptualizing and operationalizing supervisors' behavioral
529 fluctuation at the individual level of analysis, yielding insight into enhancing service behaviors in
530 the tourism and hospitality field. These results were aligned with the property of interpersonal
531 relations in the field of hospitality and tourism in that the interactive working environment in the
532 service sector requires supervisors and their subordinates to establish a strong social connection
533 and supportive relationship (Kim, Gazzoli, & Kim, 2015). Under these circumstances,

534 supervisors' behavioral fluctuation has a key role in impacting service behaviors, akin to the job
535 embeddedness and affective commitment in the current study.

536 Finally, our study also expanded the methodological approach in its research design. The
537 data of key variables were collected from multiple sources (employees and supervisors) and at
538 two ratings per day in the consecutive seven working days. The variables of job embeddedness,
539 affective commitment, and perceived supervisor behavioral fluctuation were rated by frontline
540 employees at various hotels, whereas employee in-role and extra-role service behaviors were
541 rated by their supervisors. We collected independent, moderator, mediator, and outcome
542 variables at different time points. Thus, our data may be free from the risk of common method
543 bias (MacKenzie & Padsakoff, 2012). For assessing supervisors' behavioral fluctuation, we used
544 experienced sampling method that ensured the ecological validity of the data (Jung, Park, & Rie,
545 2015; Ram, Brinberg, Pincus, & Conroy, 2017). As such, the collected data in this study had
546 strong reliability and validity, leading to the content validity of the study.

547 *5.2. Managerial implications*

548 This study also meaningfully contributes to managerial practices. First, the findings showed that
549 job embeddedness had a positive impact on employee service behaviors through affective
550 commitment. When employees perceive a connection and attachment to their job, they are likely
551 to have a strong commitment to their organization. **Therefore, human resources (HR)**
552 **departments in the hospitality and tourism industry should consider an approach that promotes**
553 **employees' affective commitment (Kiazad et al., 2015). This study suggests that organizations**
554 **should explore employees' expectations and invest resources to enhance the attachment of**
555 **employees with organizations. Organizations can offer opportunities for employees to not only**

556 accomplish their jobs but also improve their competency. For example, HR departments may
557 develop a training program which matches with employee demands to increase affective
558 commitment, which is an effective strategy (Dhar, 2015). Tan and Lim (2102) showed that a
559 training program that facilitates affective commitment is helpful to promote performance by
560 building networks and ability. As such, a training program at hospitality businesses need to
561 facilitate employees' affective commitment, which would lead to improved service behaviors.

562 When employees develop affective commitment, they are motivated to do the best for
563 their job. They will be responsible to provide a high quality service to customers as their in-role
564 behavior. Organizations encourage positive environment where employee contribution is
565 recognized and increases their affinity for their work. In addition, employees may have the desire
566 to go extra-miles, exceed their duties, and contribute more to organization when they find the
567 close connection between them and organizations. The extra-role behavior can be enforced, if
568 organizations integrate positive examples of high-performance management practices in their
569 policies for employees. For instance, the practice of tip-enhancing behaviors can have multiple
570 benefits on employee happiness at work, customers satisfaction, and business success (Fernandez
571 et al., 2019). As the connection of employees, their job, and the organization should be supported
572 by organizations, they can take extra responsibility to show their contribution to organizations.

573 Second, the findings highlighted the importance of optimizing the moderating role of
574 supervisors' behavioral fluctuation in enhancing employee service behaviors. We found that a
575 low level of supervisor behavioral fluctuation could lead to a high impact in the indirect effect of
576 job embeddedness on service behaviors through affective commitment. Thus, supervisors'
577 behavioral fluctuation would be maladaptive to their subordinates, as also reported in previous
578 studies (Côté et al., 2012; Moskowitz & Zuroff, 2004). To mitigate its negative influences by

579 stabilizing supervisors' behaviors, organizations may conduct cognitive behavior therapy (CBT)
580 for supervisors with high behavior fluctuation. CBT provides positive effects on organizational
581 behavior, such as enhancing self-efficacy and optimistic perception (Neck & Manz, 1996). CBT
582 could support supervisors to recognize the dynamics of their behavioral fluctuation and manage
583 it in a positive way.

584 Lastly, organizations in the tourism and hospitality sector can systematically approach
585 with HR management practices to boost affective commitment and reduce supervisors'
586 behavioral fluctuation, which are closely related to in-role and extra-role service behaviors.
587 Generally, HR management practices consist of job description, internal mobility, results-
588 oriented appraisal, and incentive rewards (Lee, Sohn, Kim, Kwon, & Park, 2018; Rogg, Schmidt,
589 Shull, & Smidt, 2001; Sun, Aryee, & Law, 2007). When the HR department sets the supervisors'
590 job description, the description may be specified in terms of supervisors' behavioral stability.
591 That is, supervisors' behavior control in the workplace would be considered as a job description
592 and as management competency. **By supporting supervisor to improve his or her ability to**
593 **control a behavioral fluctuation following the job description, supervisor could play the role**
594 **model for subordinates to practice the in-role behaviors. In the service encounter, the**
595 **interpersonal interactions occur among supervisor, subordinates, and customers due to many**
596 **unpredictable events. The stability of supervisors' behaviors with interactions with others can**
597 **create a calm and well-managed environment for subordinates to do their described tasks.**
598 Moreover, it might be effective to generate new components of HR management practices.
599 Recently, scholars have highlighted green HR management practices, which are relatively new,
600 in consideration of the importance of the environment (Pham, Tučková, & Jabbour, 2019;
601 Renwick, Renwick, Jabbour, Muller-Camen, Redman, & Wilkinson, 2016). Similar to this

602 approach, a new HR practice that is aligned with promoting employees' affective commitment
603 should be considered, to increase service behaviors. Given that HR practices are effective to
604 improve service quality in the hospitality and tourism sector (Tsaour & Lin, 2004), affective
605 commitment-focused HR management practices may be beneficial to improve service quality,
606 thereby enhancing service behaviors.

607 *5.3. Limitations and future research*

608 Although the hypotheses were based on a robust theoretical foundation and the results supported
609 the hypotheses, the current study had a few limitations that future research should address. First,
610 the study tested hypotheses with longitudinal data from questionnaire surveys with employees
611 and their supervisors. However, the sampling method only focused on the hotel industry in China.
612 Future research could extend their data collection with samples from other sectors in different
613 cultural contexts to capture broader perspectives and enhance the generalizability of the findings.
614 Additionally, as with other quantitative studies, this study used survey data to test hypotheses.
615 However, the quantitative analysis was limited by the data obtained from closed questionnaires,
616 and thus, we could not scrutinize the nature of the findings (Veal, 2018). Future research may
617 consider the qualitative approach (e.g., in-depth interviews) to explain the relations between job
618 embeddedness, affective commitment, service behaviors, and supervisors' behavioral fluctuation.

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950 **Table 1.** Comparison of measurement models

Model	No. of factors ^a	χ^2	d.f.	$\Delta\chi^2$	CFI	TLI	SRMR
Baseline model	4 factors: JE, AC, RPSB, ERSB	316.09	146		.92	.91	.07
Alternative 1	3 factors: (JE + AC), RPSB, ERSB	992.46	149	676.37**	.61	.55	.18
Alternative 2	2 factors: (JE + AC + RPSB), ERSB	1139.32	151	823.23**	.54	.48	.19
Alternative 3	1 factor: (JE + AC + RPSB + ERSB)	1190.85	152	874.76**	.52	.56	.18

951 ^aJE = Job embeddedness; AC = Affective commitment; RPSB = In-role service behaviour;
 952 ERSB = Extra role service behaviour; d.f.: degrees of freedom; CFI = comparative fit index; IFI
 953 = Incremental Fit Index; SRMR = standardized root mean squared residual; ** $p < .01$

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956 **Table 2.** Descriptive Statistics and Bivariate Correlations

	<i>Mean</i>	<i>SD</i>	<i>CA</i>	<i>CR</i>	1	2	3	4	5
1. SBF	.57	.46	-	-	-				
2. JE	5.17	1.14	.94	.94	-.04	-			
3. AC	5.31	.78	.93	.94	-.16*	.26**	-		
4. RPSB	5.33	.81	.67	.53	-.09	.18	.42**	-	
5. ERSP	5.36	.92	.69	.71	-.17*	.26**	.40**	.50**	-

957 *Note.* * $p < .05.$, ** $p < .01.$; SBF = Supervisors' behavioural fluctuation; JE = Job embeddedness;
958 AC = Affective commitment; RPSB = In-role service behaviour; ERSP = Extra role service
959 behaviour; CA = Cronbach's alpha; CR = Composite reliability
960

961 **Table 3.** Estimates and Confidence Intervals for the Indirect Effects of Affective Commitment

Direct effect			Indirect effect		
	<i>B</i>	<i>S.E.</i>		Point estimate	95% CI Lower Upper
JE→RPSB	.05	.05	JE→AC→RPSB	.08	.024 .146
JE→AC	.18***	.05	JE→AC→ERSB	.08	.024 .152
AC→RPSB	.42***	.08			
AC→ERSB	.42***	.09			
JE→ERSB	.14*	.06			

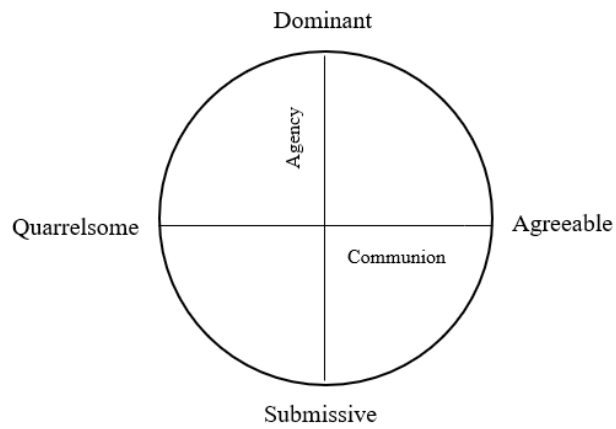
962 *Note.* * $p < .05.$, *** $p < .001.$; JE = Job embeddedness; AC = Affective commitment; SBF =
963 Supervisors' behavioural fluctuation; RPSB = In-role service behaviour; ERSB = Extra role
964 service behaviour
965

966 **Table 4.** Conditional Indirect Effects of Supervisors' Behavioural Fluctuation on In-role Service
 967 Behaviour and Extra Role Service Behaviour Through Affective Commitment

Moderator	Level	Outcome variable	Indirect effect	Boot SE	95% bias corrected bootstrap CI
SBF	High	RPSB	.07	.04	[-.007, .166]
	Medium		.07	.03	 [.022, .145]
	Low		.08	.05	 [.002, .188]
	High	ERSP	.07	.05	[-.003, .177]
	Medium		.08	.03	 [.022, .151]
	Low		.09	.05	 [.005, .199]

968 *Note.* SBF = Supervisors' behavioural fluctuation; RPSB = In-role service behaviour; ERSP =
 969 Extra role service behaviour

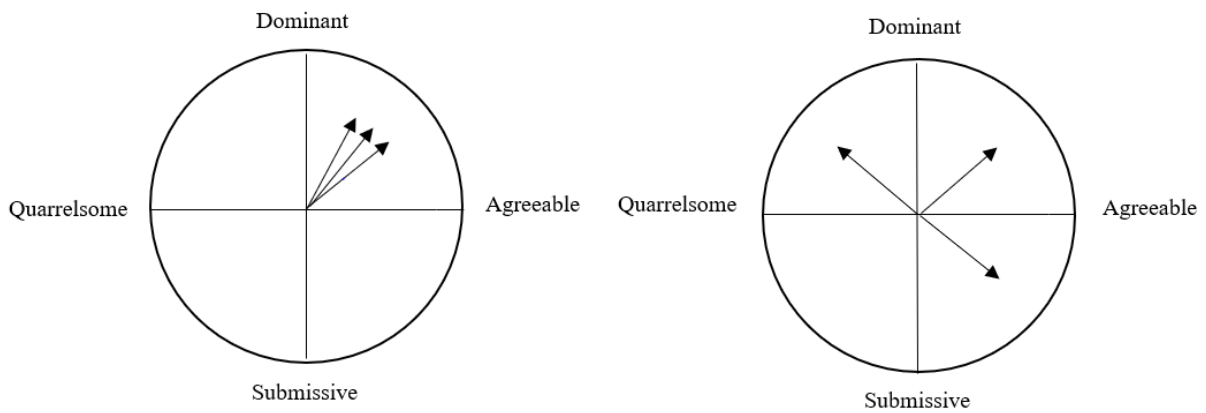
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972 **Figure 1.** The interpersonal circumplex circle. Adapted from Wiggins (1979)

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975 **Figure 2.** Representation of interpersonal spin using vectors from three social interactions: low
976 spin (left), high spin (right). Adapted from Moskowitz et al. (2009)

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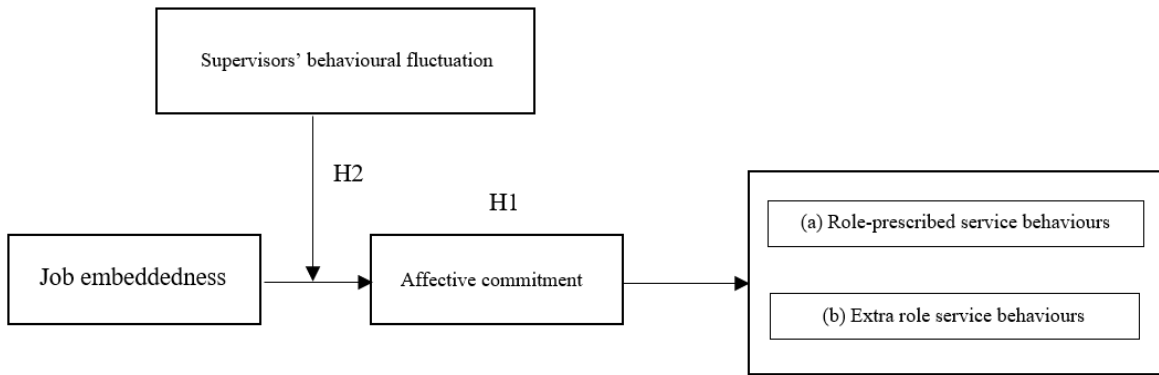
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984 **Figure 3.** The proposed moderated-mediation model