

Literature Review of Emotional Labor

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Abstract

Emotional labor in the organization as a ' double-edged sword ' has become a topic that can not be ignored. Focusing on emotional labor and taking it as a research topic is of great significance in theory and reality. Therefore, this paper mainly collects and sorts out the literature related to emotional labor at home and abroad, in order to find the corresponding research gaps, provide ideas for future research, and enrich the research results of emotional labor.

Keywords

Emotional Labor; Job Performance; Job Satisfaction.

1. Introduction

With the continuous expansion of the proportion of the service industry in the industrial structure and economic components, a large amount of human capital continues to flow into the service industry. However, in today 's service industry, employees must not only undertake physical work, but also undertake mental work, and adjust their emotional state according to the requirements of the working environment. At present, there is emotional labor in different industries, different classes and different positions, and as long as there is interpersonal interaction, employees will be required to pay the corresponding emotional labor. However, emotional labor is a ' double-edged sword ' with both positive and negative effects. For an organization, strict rules and regulations are used to manage the emotional behavior of its employees, so as to ensure their work efficiency and service quality, and continuously improve their business. For employees, on the one hand, if they can meet the needs of the company, properly express their emotions so that they can do better. On the other hand, employees ' emotions often run counter to the company 's wishes. If the individual 's internal emotions do not match the external emotions, it is possible to cause emotional disorders, thereby reducing the employee 's job well-being, and finally have a negative impact on the work, such as emotional exhaustion, turnover, etc.

In the organization, the emotional problems of employees have always been an important aspect of people 's attention. Emotional labor requires employees to express appropriate and normative emotions, and these norms have long been rooted in corporate culture. Therefore, enterprises should standardize and optimize the service behavior of employees in service industries from the perspective of emotion. A large number of empirical studies have found that employees often encounter emotional problems in work situations, such as Burnout, Emotional Disorder, Work Stress and Work Dissatisfaction. Emotional labor has increasingly attracted the attention of all sectors of society and researchers. Therefore, focusing on emotional labor and taking it as a research topic is of great significance in theory and reality. Therefore, this paper will sort out the literature on the research of emotional labor, in order to find the corresponding research gaps and enrich the research of emotional labor.

2. Literature Review

2.1. Concept of Emotional Labor

Emotional Labor was first proposed by American scholar Hochschild (1979)[1] based on a survey of the relationship between flight attendants and customers conducted by Delta Air Lines in the United States. It focuses on using an organization's desired method to express and adjust their emotions. When providing services, employees must not only pay physical and mental input, but also adjust and manage their own emotions and emotional expressions. Hochschild manages one's emotions in public, resulting in a facial expression or body movement that can be perceived by the public, which is called emotional labor. He also pointed out that although emotional labor has exchange value, it is still different from physical and mental labor and belongs to the 'third kind of labor'. Ashforth and Humphrey (1993)[2] based on the perspective of organizational behavior, studies have shown that emotional labor can promote the improvement of organizational efficiency; emotional labor is defined as 'actions that show appropriate emotions (consistent with the rules of presentation)'. Different from Hochschild's understanding of feeling, Ashforth and Humphrey focus on the behavior of employees, that is, individuals show behavior consistent with the requirements of the working environment in order to leave a good impression on others. Morris and Feldman (1996)[3] incorporated emotional labor into the framework of emotional interaction theory, which is defined as 'the effort, planning and control needed to show the emotions needed by the organization in interpersonal relationships'. In this study, emotional labor is further defined from the following four levels: the frequency of appropriate expression of emotions, the attention to the rules of expression, the multiple emotions that need to be expressed, and emotional disorders. Grandy (2000)[4] compared and integrated the definition of emotional labor of previous scholars, and constructed the causal model of emotional labor with the theory of emotional regulation. In his view, emotional labor is a necessary psychological adjustment process for individuals to express the emotions expected by their organizations. Grandy's definition This definition emphasizes the work done by employees in the process of regulating their emotions, rather than the company's behavior and needs. From the perspective of psychological control theory, Diefendorff et al. (2003)[5] regarded emotional labor as a process of monitoring and adjusting emotional disorders. On this basis, domestic scholars define emotional labor as a need for individuals to manage them in order to meet the requirements and expectations of the organization.

2.2. Emotional Labor Dimension and Measurement

Researchers from different perspectives, people's understanding of emotional labor is also different. However, most researchers regard emotional labor as a multi-dimensional and multi-component concept. Hochschild (1979)[1] divided emotional labor into three levels: surface acting, positive deep acting and negative deep acting. Ashforth (1993)[2] attributed emotional labor to self-regulation, shallow acting, deep acting and emotional disorders. Grandey (2000)[4] pointed out that the key to emotional labor is the regulation of emotions. Generally, people adjust their emotions through shallow behavior and deep behavior, and use these two ways as two dimensions of emotional labor. On the basis of Hochschild, Diefendorff et al. (2003)[5] expanded the composition of emotional labor. Emotional labor should not only have shallow and deep roles, but also have real emotional expression research. Wharton and Erickson (1993)[6] summarized emotional labor into positive emotions, neutral emotions and negative emotions. On this basis, Schaubroeck and Jones (2000)[7] applied the emotional expression rules stipulated by the organization to measure emotional labor, and concluded that emotional labor includes two aspects: positive emotion and inhibition of negative emotion. On the basis of action theory, Zapf et al. (2002)[8] conducted a factor analysis of emotional labor. The study

found that emotional labor includes seven dimensions: sensitive needs, positive emotional expression, emotional disorders, emotional expression diversity, empathy expression, regularity, and interactive control. Glomb et al. (2004)[9] summarized emotional labor into three levels, namely, real emotional expression, disguised emotional expression, and emotional suppression. Each level is divided into positive and school-level emotional states. Morris et al. (1996)[3] divided emotional labor into four levels : diversity of emotional expression, frequency of emotional expression, regular attention, and emotional disorders. Kruml et al. (2000)[10] combined Hochschild 's surface acting with passive deep acting to form a dimension, that is, emotional disorder, and defined positive deep acting as an emotional effort. Liu Wei (2015)[11] summarized emotional labor into four levels in his research.

In the current research, the three most common methods of emotional labor are: two-dimensional measure, three-dimensional measure, and six-dimensional measure. Among them, the two-dimensional scale includes two dimensions: shallow performance and deep performance, which was developed by Grandey.[12] Taiwan scholar Wu Peijun translated it, and many people in China used this scale to carry out relevant empirical analysis. The three-dimensional scale developed by Diefendorff et al.[13] includes shallow acting, deep acting and natural expression. The six-dimensional scale compiled by Brotheridge et al. includes: shallow performance, deep performance, frequency of emotional expression, intensity of emotional expression, diversity of emotional expression, and time required for communication.

2.3. Related Research on Emotional Labor

The research on emotional labor began in foreign countries, and the research results are very fruitful. Foreign scholars ' research on the antecedent variables of emotional labor mainly focuses on emotional expression rules, personality traits, emotional intelligence, demographic variables, etc. Brotheridge (2003)[14] studied the rules of emotional expression by compiling and verifying the emotional labor scale. Diefendorff (2005)[13] showed that the negative performance rule has a positive relationship with the shallow layer, while the positive performance rule has a positive impact on the deep layer. In his study, Bono (2007)[15] explored the relationship between personality traits such as extraversion, neuroticism and self-monitoring and emotional performance. Kammeyer (2013)[16] argues that if an individual 's personality is consistent with the needs and standards of the organization, it is more likely to express the emotions that the organization wants him to express. Becker et al. (2018)[17] found that surface acting not only inhibits employees ' extra-role behavior, but also affects their turnover intention. Due to the real change of internal emotions, employees who adopt deep acting avoid the continuous consumption of subsequent cognitive resources. At the same time, in the positive interaction with customers, they can also obtain compensation for resources, so as to stimulate employees to provide additional services to enhance organizational interests. Xu et al. (2020)[18] have shown that surface acting tends to make employees less likely to make customer-focused actions and less likely to make organization-focused actions. At present, Chinese scholars believe that personal factors, situational factors and organizational factors are the main factors affecting emotional labor. Huang et al. (2010)[19] conducted a questionnaire survey on service personnel, and the results showed that there was a significant positive correlation between personality characteristics and emotional labor. Liu Chao et al. (2013)[20] From the survey results, the emotional labor of bank front desk employees has different degrees of difference, and surface acting has no obvious negative effect. Li Xiaoyan et al. (2013)[21] have shown that psychological capital has a negative effect on surface acting and a positive effect on deep acting.

The research on the outcome variables of emotional labor can be summarized into these aspects: job burnout, job satisfaction, job well-being and job performance. Kone et al. (2016)[22] studied the relationship between emotional labor, job burnout and organizational effectiveness

of health care center staff. The results showed that emotional effort had a positive impact on organizational effectiveness, while emotional imbalance had a negative impact on organizational effectiveness, and job burnout played an intermediary role. Although in the aspect of 'surface acting', a large number of research conclusions have shown that 'emotional loss' can play a positive and positive predictive role in 'surface acting'. Liao Huahua et al. (2016)[23] found that the emotional labor of surface acting has a significant positive impact on the three levels of job burnout ; at the specific level of job burnout, the deeper emotional labor state is also related to personal achievement and personalized work when job burnout. Wang (2018)[24] used meta-analysis to study the influence of surface role and deep role on job satisfaction. Guan (2019)[25] found that deep emotional labor has a significant positive effect on creative work performance. Li et al. (2022)[26] explored the relationship between nurses ' emotional labor and work well-being, and found that emotional labor affects nurses ' well-being through workplace spirituality. Zhao Xueyan et al. (2023)[27] studied the relationship between emotional labor strategies and occupational well-being of middle school teachers. Studies have shown that the potential categories of emotional labor strategies used by middle school teachers are related to their gender, ethnicity, marital status, teaching age, school type and class type. Qiu Tang Chaoying et al. (2010)[28] pointed out that there was no significant correlation between deep labor and job performance, while surface emotional labor had a significant impact on creative behavior in job performance. Zhang Min et al. (2013)[29] systematically expounded the internal mechanism of ' relational embeddedness ', ' creative activity ' and ' emotional labor ' through the situational experiment method in the case of urgent work tasks. In real life, deep emotional labor can more positively regulate creative activities and emotional relationships. Xu Weimin et al. (2013)[30] studied the relationship between emotional labor and employee job performance. The results show that there is a positive correlation between deep acting and job performance. There is a positive relationship between real emotional expression and job performance, but surface acting has a significant negative impact on job performance. At the same time, perceived organizational support has a certain moderating effect on emotional labor and job performance.

3. Review

Emotional labor is a research variable in the field of emotion. It is usually used as a variable in the workplace to study employees ' work attitudes and work behaviors. Through combing the existing literature, it can be seen that many scholars have done a lot of research on the influencing factors and effects of emotional labor. However, there are still some areas to be verified and explored in the existing research. In the dimension of emotional labor measurement, most of the research is centered on employees ' emotional labor strategies, while the investigation of the cognitive dimension of emotional labor rules is ignored. In terms of the factors affecting emotional labor, there are also differences in demographic variables such as age, teaching age, educational background, and professional title. In terms of the outcome variables of emotional labor, there is no consensus on the impact of emotional labor on employee well-being. However, at present, the research on teachers ' emotional labor mainly focuses on its psychological effect on individual creation, but there is little research on how it acts on organizational climate. As for the role of organizational climate between emotional labor and well-being, there are few studies. In terms of research methods, most researchers used questionnaires, some researchers used on-site interviews and other methods to study emotional labor, and some researchers used design experiments to explore. Therefore, in the future, we can also make innovations in the research methods of emotional labor.

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