



Introduction to Emotional Labor



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“...the experience of work is saturated with feeling.”

(Ashforth & Humphrey, 1993, p. 98)



Roadmap for today

- What is emotional labor and what do we know about it?
- What can we do with it?
 - Individually
 - Organizationally



To be effective in my job, I must:

- Try to act excited, enthusiastic, proud, or determined.
- Act cheerful and sociable.
- Act interested or attentive to another person.
- To make a good impression on others (e.g., bosses, co-workers, customers, etc.), I must try to act excited, enthusiastic, proud, or determined.

(1) almost never occurs
(2) seldom occurs
(3) occasionally occurs
(4) occurs frequently
(5) occurs very frequently”

(1) is very brief (< 5 minutes)
(2) is brief (> 5 min., < 15 min.)
(3) occurs for a lengthy interval (> 15 min., < 1 hour)
(4) is fairly continuous (> 1 hour, < full shift)
(5) is continuous (lasts full shift)



To be effective in my job, I must:

- Try to suppress how upset or distressed I may feel.
- Suppress anger and contempt I may feel.
- Try to pretend I am not upset or distressed.
- Try to pretend I am not angry or feeling contempt.

- (1) almost never occurs
- (2) seldom occurs
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In order to do your job effectively, how much do you do the following behaviors?

- Put on an act in order to deal with customers in an appropriate way
- Fake a good mood.
- Put on a “show” or “performance.”
- Just pretend to have the emotions I need to display for my job.
- Put on a “mask” in order to display the emotions I need for the job.

1 = never
2 = seldom
3 = sometimes
4 = often
5 = always

In order to do your job effectively, how much do you do the following behaviors?

- Try to actually experience the emotions that I must show.
- Make an effort to actually feel the emotions that I need to display toward others.
- Work hard to feel the emotions that I need to show to others.

1 = never
2 = seldom
3 = sometimes
4 = often
5 = always



Emotional Labor

- Display rules: the rules that describe the expression or suppression of emotions
- Surface acting: when employees superficially express the required emotions without adjusting their inner felt emotions
- Deep acting: when employees reappraise a situation to evoke the required emotions


Sounds familiar?



More harm than good?

- EL is associated with positive and negative outcomes
- Obligatory display rules take a toll
- Faking *doesn't* make it!
- Deep acting is less bad, but not a magic bullet

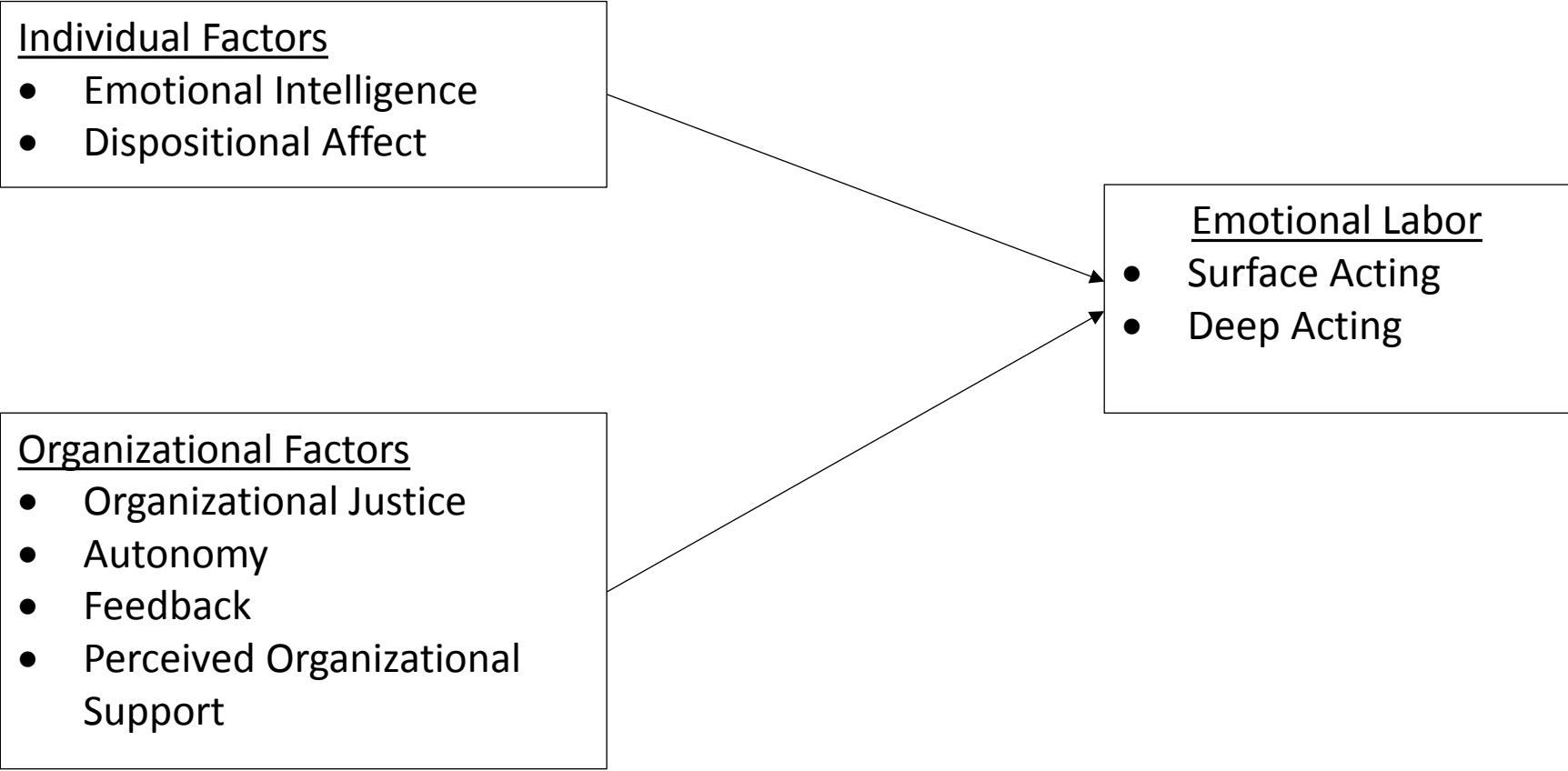
Should we perform
emotional labor?



What options do we
have?



RQ: How do individual and organizational factors differentially predict emotional labor strategies?

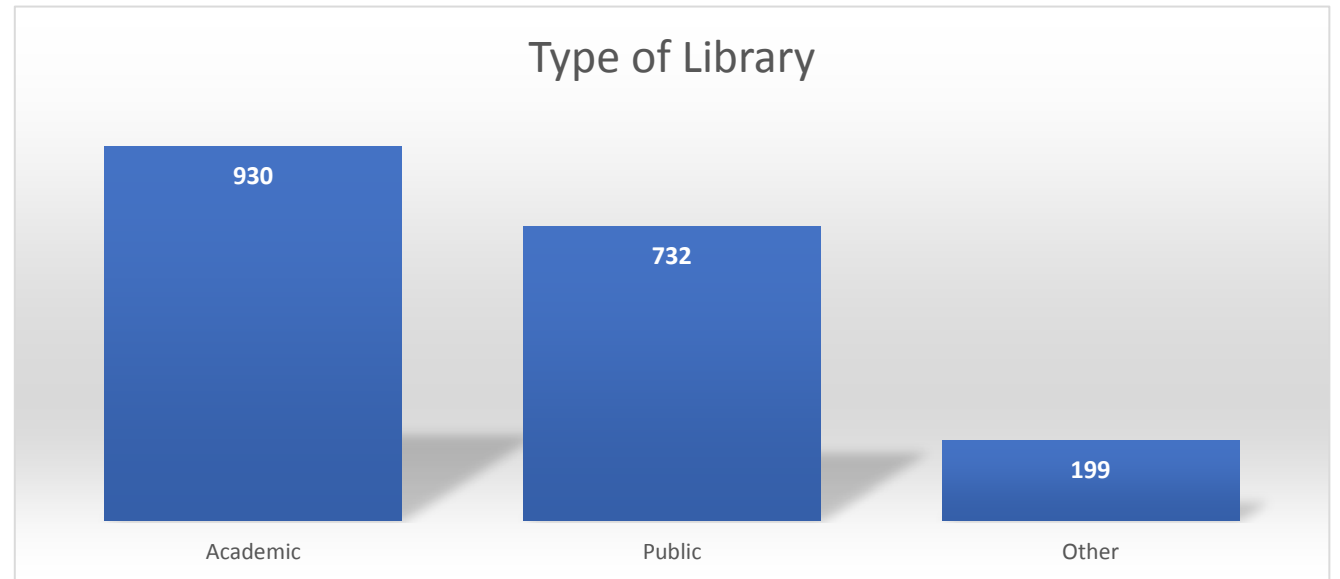
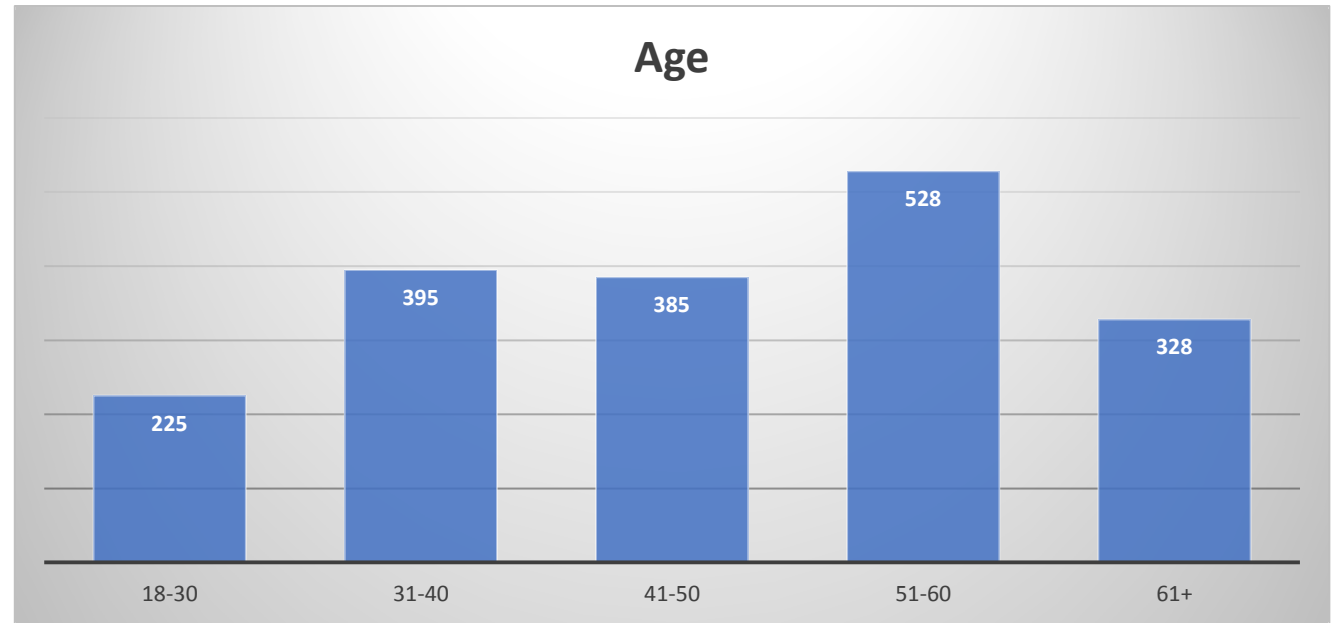


Study Sample

n=1861 librarians

f = 1646 (88.4%)

m = 215 (11.6%)



Results - Model comparison

R ² from Each Model				
Factors	Surface Acting		Deep Acting	
Individual	.208	z=14.463, p<.001	.040	z=17.199, p<.001
Organizational	.138		.013	



Discussion

Individual Factors

- NA positively predicts surface acting
- PA, EI, and NA positively predict deep acting

Organizational Factors

- Work autonomy and POS negatively predicted surface acting
- Work autonomy (negatively) and feedback (positively) predicted deep acting

Individuals

Emotional Intelligence

“The abilities that enable awareness of the emotional states of oneself and others, and the capacity to regulate or use emotions to positively affect role performance.”



Perceive and express emotions

- Identify emotions accurately in self, in others, in artwork
- Accurately express emotions
- Discriminate between accurate and inaccurate expressions

Use emotions to facilitate thinking

- Emotions direct attention to important information
- Assist with judgment and memory, problem solving
- Encourage consideration of multiple views

Understand emotions

- Label and discriminate between similar emotion terms
- Understand relationships between events and emotions
- Understand complex emotions and transitions between emotions

Manage emotions

- Engage or detach from feelings based on their usefulness
- Reflect on emotions in self and others: typical, reasonable?
- Moderate negative and enhance positive emotions

The benefits of EI

- Better social relations
- High EI is perceived more positively by others
- Better family relationships
- Better academic achievement
- Better social relations during work performance and in negotiations
- Increased psychological well-being

What you can do?

- **Recognize**: Improve recognition of your emotions
Ask: what am I feeling right now?
- **Express**: Balance authenticity with professionalism
Ask: How can I best convey what I'm feeling
- **Analyze**: Be mindful of emotion appraisal process
Ask: Why am I feeling this way?
- **Embrace**: Make the most of the emotions you feel
Ask: What can be gained by this emotion?



Organizations



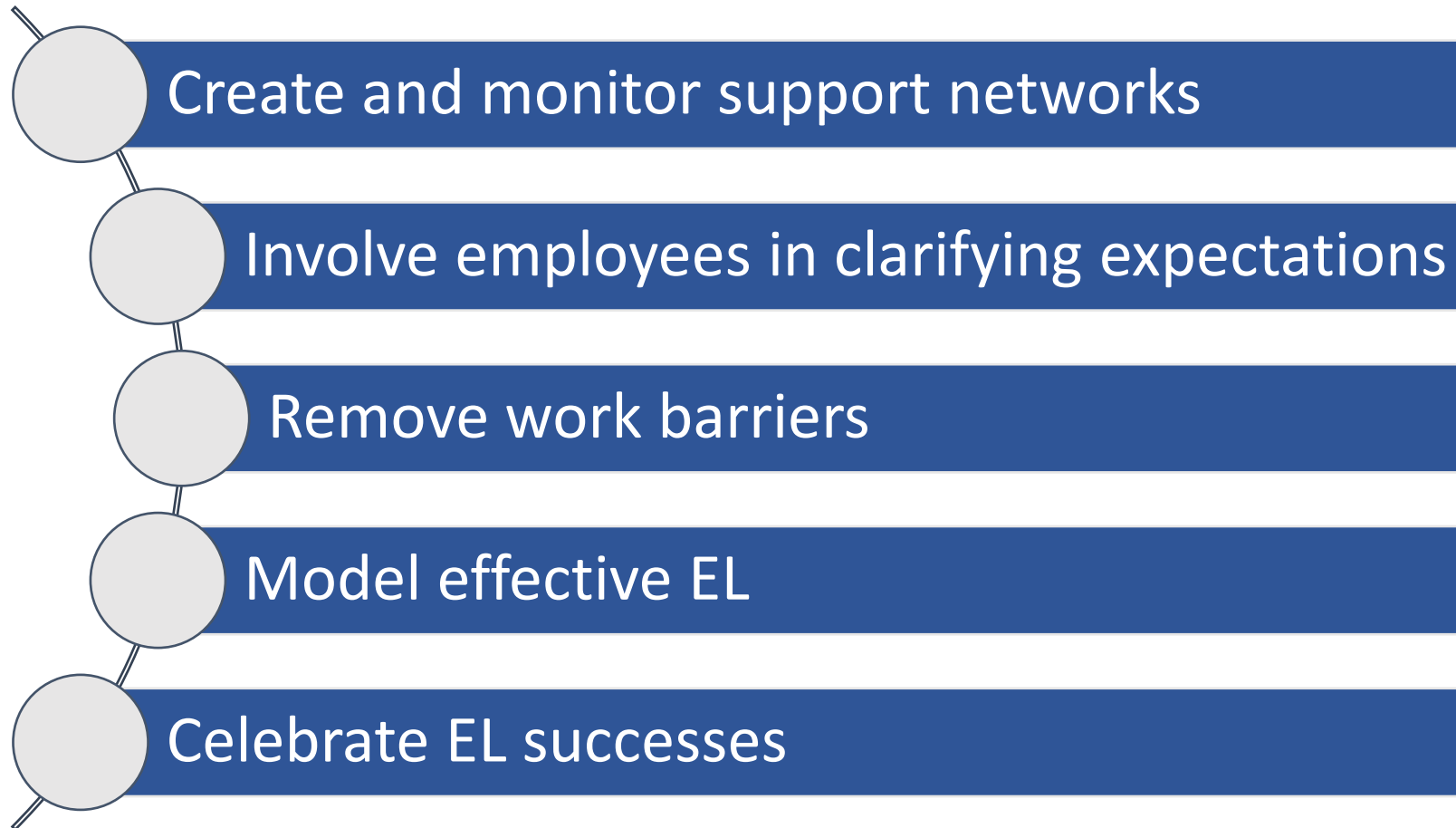
Organizational Solutions



Social Support

Social Sharing is/can...	Co-rumination is/can...
<ul style="list-style-type: none">...seeking social support and constructive advice from co-workers....healthy and positive....create positive work environments....solution oriented....seeking help/support.	<ul style="list-style-type: none">...venting to co-workers in a non-constructive way....form a vicious cycle....lead to mistreatment of customers....problem oriented....seeking pity.

Supervision





Training

For Staff

Understand Expectations

Learn about Tactics

For Managers

Understand Emotional Demands

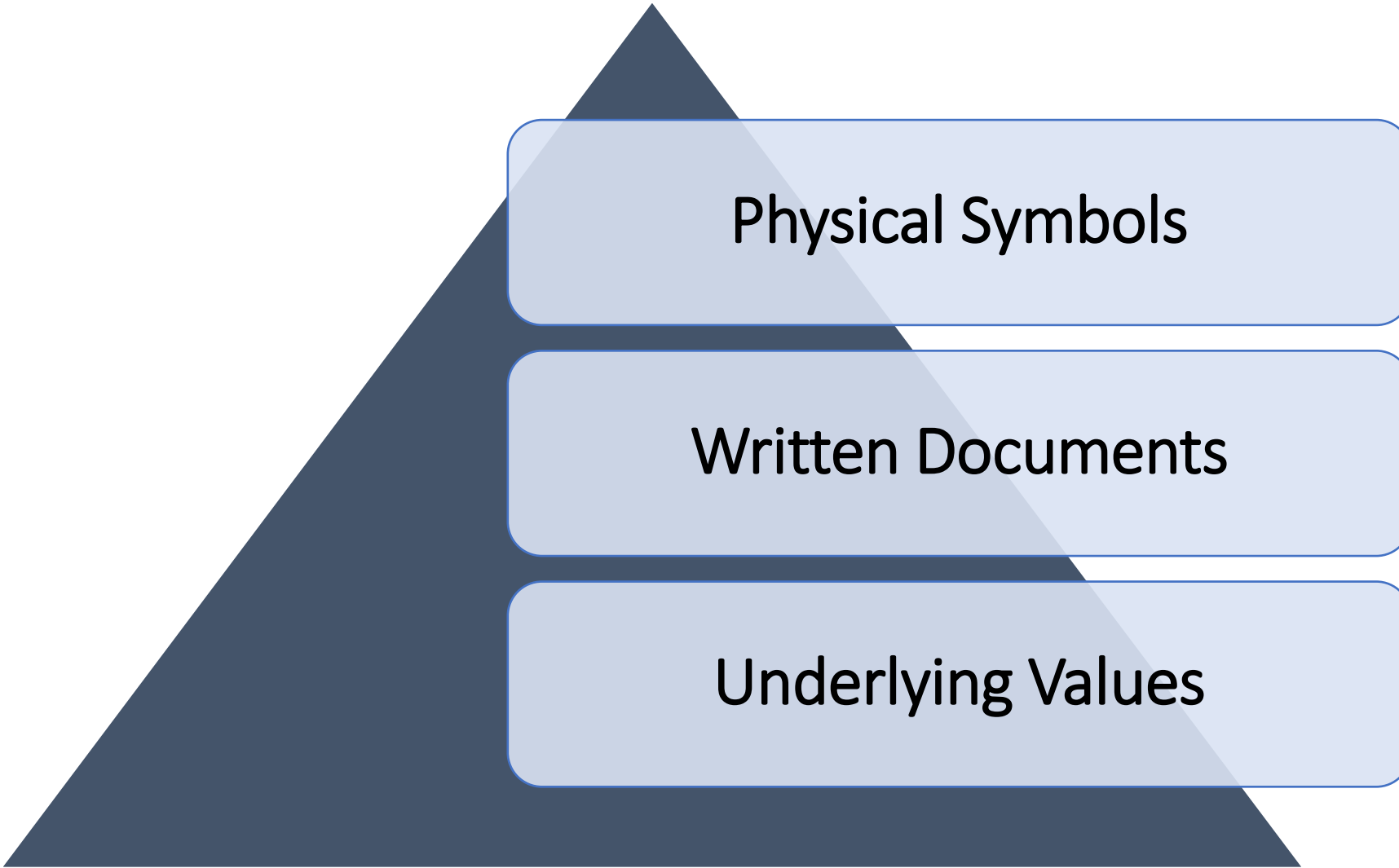
Learn about Employee Experiences

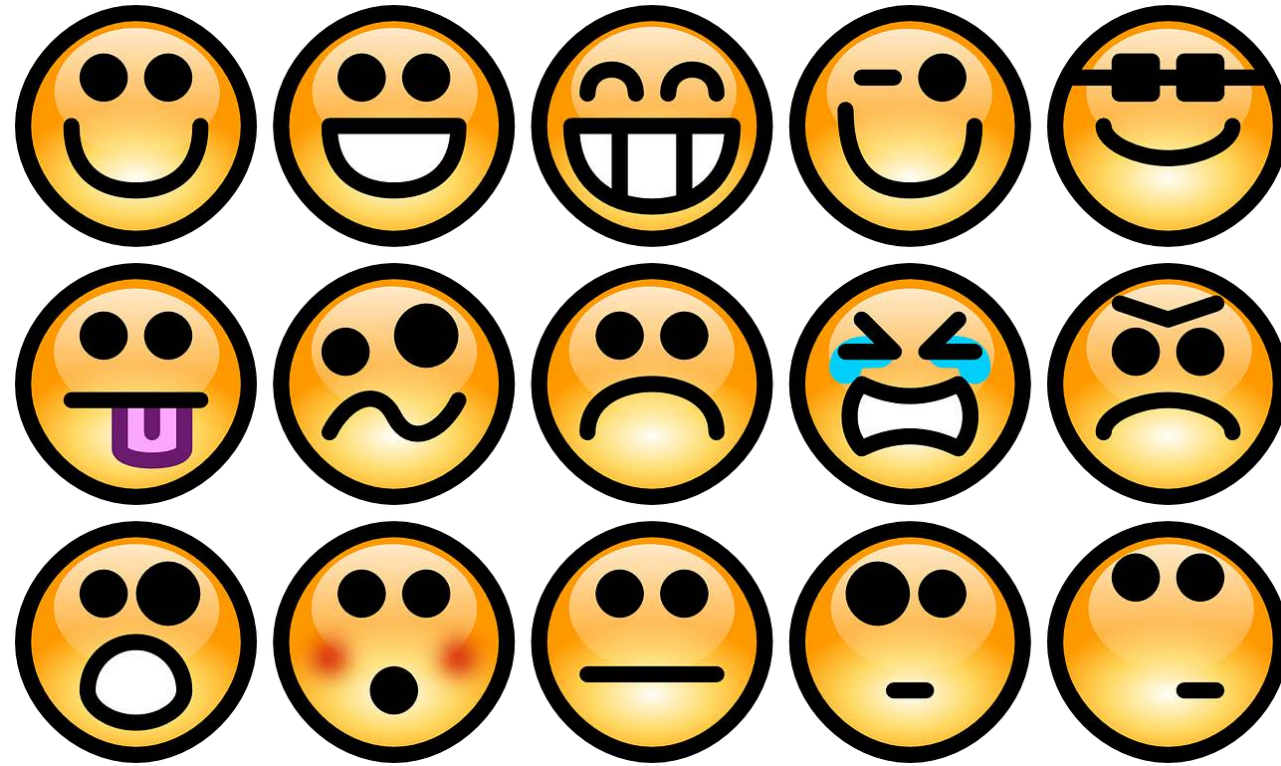
Human Resources

- Incentives, rewards, recognition
- Include EL as part of a fair performance appraisal process
- Introduce general stress management and wellness programs
- Examine job roles and demands →

Low cognitive and high emotional can be problematic

Organizational Culture





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