The Story Behind Service With A Smile: The Effects of Emotional Labor on Job Satisfaction, Emotional Exhaustion, and Affective Well-Being

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Abstract
The present study examines the process of emotional labor as performed by customer service employees. This research investigates some of the consequences of performing emotional labor such as emotional exhaustion, affective well-being, and job satisfaction, and attempts to determine which individual and organizational variables play moderating roles in these relationships. One hundred and seventy-six participants from 10 customer service organizations, ranging from retail stores to call centers, completed a 126-item survey. Correlation and regression analyses were conducted to test the proposed hypotheses. Results indicate that gender, emotional intelligence, and autonomy are key moderator variables in the relationship between emotional labor and emotional exhaustion, affective well-being, and job satisfaction. Females are more likely to experience negative consequences when engaging in surface acting. Individuals high in emotional intelligence experienced positive outcomes as emotional labor increased, and the converse is true for those low in emotional intelligence. Autonomy serves to alleviate negative outcomes primarily at the higher levels of emotional labor.

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Emotional Labor, defined by Arlie Hochschild, is the core business in the two sectors studied: health and safety. In these risky jobs, Emotional Competencies, according to Peter Salovey and John Mayer, appear as tools helping Emotional Labor. The purpose of the inclusion of these skills by HRM practices is to facilitate the Emotional Labor, limit emotional dissonance, protect the health of the professionals, and preserve the quality of interventions. The present study examines the process of emotional labor as performed by customer service employees. This research investigates some of the consequences of performing emotional labor such as emotional exhaustion, affective well-being, and job satisfaction, and attempts to determine which individual and organizational variables play moderating roles in these relationships. Results indicate that gender, emotional intelligence, and autonomy are key moderator variables in the relationship between emotional labor and emotional exhaustion, affective well-being, and job satisfaction. Females are more likely to experience negative consequences when engaging in surface acting. How Emotional Labor Affects You at Work. Do you work in a field where you’re expected to give customers service with a smile, no matter how lousy you may feel inside or how irritating they are? Or, do you work in an environment where you’re supposed to squelch your own feelings and kowtow to the wishes of clients, patients or difficult supervisors? If so, you’re personally familiar with emotional labor, though you may have never known what to call it. Emotional labor is particularly common in service or caring occupations (think: flight attendants, waiters, teachers, child care workers, social workers, nurses, nursing home attendants, customer service representatives or real estate agents). Interestingly, many teacher-coaches get a double dose. Emotional labor in service roles: the influence of identity. Academy of Management Review, 18, 88-115. Balogun, A. G. (2014). Dimensions of job stress as correlates of withdrawal intention among employees in merged and acquired banks in Nigeria. Nigerian Psychological Research. 2, 225-236. Johnson, H. M. (2004). The story behind service with a smile: The effects of emotional labor on job satisfaction, emotional exhaustion, and affective well-being. Unpublished master's thesis, University of South Florida, Tampa, Florida. Johnson, H. M., & Spector, P. E. (2007). Service with a smile: Do emotional intelligence, gender, and autonomy moderate the emotional labor process? Journal of Occupational Health Psychology, 12, 319-333.