

Abstract

Emotional labor, the management of emotions in the workplace, has captured huge attention from researchers as well as organizations. The study in emotional labor addresses the effect from display rule on emotional regulation strategies and its outcomes. Surface acting and deep acting were the two widely researched emotional labor strategies used by employees to manipulate their emotions in order to show the prescribed emotions by organizations. Besides surface acting and deep acting, this current study included the expression of naturally felt emotions, which is an automatic process, as a third strategy. Following the upcoming trend of positive psychology, this study extended the knowledge of emotional labor to examining work engagement and job performance as the consequences. Another feature of this study is the inclusion of third person ratings on the outcome variables which helped to reduce common method variances. Customer service representatives in a hotel in China participated in this study. Results showed that surface acting, deep acting, and the expression of naturally felt emotions were three distinct emotional labor strategies that are available for employees. Moreover, deep acting and the expression of naturally felt emotions, which were predicted by empathy, were positively related to work engagement which in turn led to better performance. Implications on employee selection and training, and future directions were also discussed.

摘要

一直以來學術研究人員以及機構組織都着力研究情緒勞動 (emotional labor)。情緒勞動是在工作中需要到的情緒調節。情緒勞動研究着重於研究情緒表現規例 (display rules) 對情緒勞動策略 (emotional labor strategies) 及其後果的影響。過往研究着重於探討員工怎樣利用表面演繹 (surface acting) 和深層演繹 (deep acting) 來幫助他們造出公司所要求的情緒。本研究除了表面演繹和深層演繹之外還有調查員工自然感受的情緒表達 (the expression of naturally felt emotions)。跟據近年來正向心理學 (positive psychology) 的熱潮，本研究把情緒勞動跟工作投入 (work engagement) 和工作表現聯繫起來。另一特點是包括其他人的評分來量度後果的變數以減低共同方法偏差的影響。本研究的參與者由中國一所酒店的前線員工所組成。結果顯示表面演繹、深層演繹和自然感受的情緒表達是三個獨立的情緒勞動策略。同理心 (empathy) 是可以帶動員工表達自然感受的情緒而深層演繹及自然感受的情緒表達是可以提升員工的工作投入，從而提升工作表現。最後，本文亦提及本研究對機構組織和員工培訓及選拔的意義和未來研究方向。

