

A Review of Emotional Labor

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Abstract: Emotional labor refers to the process in which employees manage their emotions and expressions for the purpose of organizational goals. Most of the research on emotional labor is in the service industry, education and other industries. Through the research in recent years, emotional labor is extended to the organizational context, which is used as a variable to explore its impact on employee performance, employee physical and mental health and other aspects. Moreover, most studies on emotional labor are limited to its negative effects, and there are still few studies on whether it has positive effects, which also need to be explored and studied in various aspects in the future. Given for later, introduced the concept of emotional labor, domestic related research is less, this article mainly through related literature at home and abroad, to comb the literature and analysis, summarizes the concept, dimension of emotional labor, emotion regulation strategies, influence factors and the relationship between the relevant variables, finally according to the current situation of the development of emotional labor research and overall grasp of the current situation of its later, for its future research direction of a positive outlook.

1. Introduction

For enterprises, the survival and development of employees have a significant impact on them. In today's era of fierce competition, the competition between enterprises is the competition between talents, and the role of employees cannot be ignored. Measure whether the state of enterprise development is good, the main index is its performance, and the enterprise for employee performance measure often pay attention to the results and the behavior, the measure of the employee's psychological and feelings is not enough and they are lack of related aspects of these indicators. Since the 80 s, After American sociologist Hoch child putting forward the concept of emotional labor [1], more and more scholars begin to pay close attention to staff's psychological research, so how to manage the emotion also become an important topic of human resource being discussed.

2. The concept of emotional labor

In 1983, Hoch child formally proposed the concept of Emotional Labor in his book *The Managed Heart: "by managing their own emotions, they create a kind of externally observable facial expressions and physical behaviors"*. [1] Since then, more and more scholars began to study the concept of emotional labor, resulting in no unified definition of the concept of emotional labor.

Table 1. Related concepts of emotional labor

Researcher	Year	Concept
Hochschild	1983	It refers to the emotion expressed by the individual's facial expression, body language and other emotional expressions in line with the work requirements.
Ashforth&Humphry	1993	The emotional state that a particular job/position requires.
Morris & Feldman	1996	The emotional expression of an individual in interpersonal communication and personal accomplishment conforms to the emotional state required by work.
Grandey	2000	In order to achieve work goals, individuals manage and control their emotions to make them conform to the emotional state of work requirements.
Diefendorff& Gossierand	2003	Including the individual's external emotional expression and the inner real emotional state.
Brotheridge & Lee	2003	Refers to the external and internal emotional state of an individual at work, as well as the requirements (such as duration, frequency, intensity and diversity) for emotional state at work.
Diefendorff Croyle & Gossierand	2005	The internal and external emotional states of an individual at work and the emotional states that the individual exhibits are consistent with the work requirements.

3. Dimensions of emotional labor

Because there are different concepts of emotional labor, the dimensions of emotional labor are not yet clear. Currently, the dimensions widely popular and applied in this field are two-dimensional, four-dimensional and six-dimensional.

In 1996, Feldman and Morris first proposed the structure of emotional labor. They divided the dimensions of emotional labor into four dimensions: frequency of emotional display, attentiveness to required display rules, and variety of emotions expressed, and emotional disorder;

In 2000, Kruml and Geddes divided emotional labor into two dimensions: emotional disorder and emotional effort, and pointed out that the first three dimensions of Feldman and Morris's four-dimensional structure had little relationship with the definition of emotional labor, mainly reflecting the intensity of personal effort, planning and control;

In the same year, Grandey also put forward his own two-dimensional structure theory: surface behavior and depth behavior, and pointed out that individuals can regulate emotional expression in the process of work;

In 2002, Zapf et al. included variables such as empathy, regularity, and interactive control into the structural dimension of emotional labor. They divided emotional labor into seven aspects and elaborated the meaning represented by each dimension;

The method of six-dimension division was put forward by Davies in 2002. This division is based on the four-dimension structure of Morris et al. the difference lies in that the six dimensions include the intensity, effort and persistence of emotion into the structure.;

In 2003, Brotheridge, according to different focuses, divides emotional labor into job-center dimension and employee-center dimension. This division method has a unique perspective, but it is not very practical, because it is difficult to clearly distinguish between job-center and employee-center;

In 2004, Glomb et al. proposed the two concepts of real emotion and fake emotion, and pointed out that there are expressions of repressed emotions in the expression of emotions.

Table 2. Dimension classification of emotional labor

dimensions	researcher	year	contents
two-dimensional	Hoch child	1983	Surface behavior, deep behavior
	Kruml and Geddes	2000	Emotional disorders, emotional effort
	Brotheridge	2003	Job-center, employee-center
four-dimensional	Feldman and Morris	1996	frequency of emotional display, attentiveness to required display rules, variety of emotions expressed, emotional disorder
six-dimensional	Glomb	2004	Real positive emotions, fake positive emotions, real negative emotions, fake negative emotions, repressed positive emotions, repressed positive emotions
seven-dimensional	Davies	2002	emotional intensity and effort, persistence of expression, frequency of emotional display, attentiveness to required display rules, variety of emotions expressed, emotional disorder
	Zapf	2002	Empathy, regularity, interactive control, positive emotional expression, variety of emotions expressed, sensitivity requirements, emotional disorders

4. Regulation strategies of emotional labor

Emotional labor of employees is inevitable. Sometimes, the emotions that employees want to express are not consistent with the emotions that the organization wants. At this time, in order to achieve the desired emotions of the organization, employees need to adopt certain strategies to regulate their emotions. At present, scholars generally agree that emotional labor regulation strategies mainly include surface acting, deep acting and natural and real emotional labor.

4.1 Surface acting

When Hoch child proposes the concept of emotional labor, he also proposes two kinds of emotional labor strategies, namely surface acting and deep acting. Surface acting is when employees find that their real emotions are not consistent with the organizational emotions, they only change the externally visible behavior performance, such as language, posture, facial expressions, etc., but the internal emotions do not change [1, 2]. Therefore, it is an individual's external behavior strategy and a temporary performance of pretending emotions. Therefore, Grandy (2003) thinks that surface acting is an act of "dishonesty".

4.2 Deep acting

Contrary to surface acting, deep acting is to achieve the mood that the organization wants by regulating their own inner emotions. Moreover, scholars have found that emotional regulation is actually a controlled process and an automatic process. Therefore, Hoch child then subdivides deep acting into active and passive deep acting. Active deep acting is deep acting in general sense, emphasizing individual initiative, while passive deep acting is an unconscious emotion regulation strategy. In addition, Hoch child describes two deep acting approaches: emotional stimulation and the exercise of imagination (remembering events in the past that you feel the emotion you want to play).

4.3 Natural and real emotional labor

The regulation strategy of natural and real emotional labor was proposed by Ashforth and Humphrey, who believed that besides surface acting and deep acting, there is a third form of

expression of emotional labor, namely natural and real emotional labor. In many cases, employees' natural emotions are aligned with social expectations and organizational expression rules, so they don't have to deliberately summon the right emotions [3]. For example, a doctor may naturally feel sympathy and concern when he sees an injured person.

5. Influencing factors of emotional labor

Emotional labor occurs in the work environment and is related to the organization, so the factors affecting emotional labor should be divided into three aspects: individual, job and organization, all of which will have an impact on the emotional labor of employees.

5.1 Individual factors

5.1.1 Gender and Age

The gender difference has been generally verified in the research of emotional labor. According to Wharton and Erickson (1993), women are generally more emotional and easier to express their emotions than men. Moreover, women have much more emotional labor in their family and work and bear more pressure, so they are prone to emotional exhaustion and work fatigue. But some scholars have come up with inconsistent conclusions. Adekola (2010)'s research shows that there is no significant difference between the sexes in emotional labor, so there is no problem that women are more emotionally exhausted than men. Burke (1996) et al. showed that in terms of emotional labor, men need to invest more energy than women, and emotional exhaustion is greater. Johnson and Spector found that women are better at using deep acting, while men prefer surface acting [4].

In terms of age, relevant studies have been demonstrated. Research of Kruml (2000) shows that older employees manage emotional labor better than younger employees in the same work. Generally speaking, with the growth of age, individuals' emotional regulation skills will be correspondingly improved, so age is also considered to be related to emotional labor. Moreover, while older employees are good at using deep acting, younger staff tend to use surface acting [4].

5.1.2 Personality characteristics

Personality is a broad topic in the study of emotional labor. Diefendorff & Richard (2003) found that extroverted employees are more sensitive to the need to express positive emotions, while neurotic employees will express negative emotions. Judge et al. (2009) found that extraversion significantly moderates the relationship between emotional labor and outcome variables. Deep acting led extroverts to be in a stronger emotional state for a period of time than introverts, while surface acting led extroverts to experience more emotional exhaustion. Emotional labor is more difficult and less rewarding for introverts in general [5].

5.1.3 Emotional intelligence

Emotional intelligence refers to the ability to understand, analyze and use emotions. Scholars Mayer and Salovey (1997) expanded the content of emotional intelligence into four dimensions, namely, the ability to perceive and express emotions, the ability to promote thinking through emotions, the ability to understand emotions and the ability to manage emotions. Generally speaking, the emotional intelligence is higher, the ability to regulate one's own emotions is higher. Emotional intelligence is often used to study variables in the field of emotional labor research and has been widely explored and studied. Wang et al. found that emotional intelligence was negatively correlated with surface acting and positively correlated with deep acting. The research of Grandey (2000) shows that due to the difference in emotional intelligence, employees with high emotional intelligence are better at using deep acting to regulate emotions than those with low emotional intelligence [6].

5.2 Job itself

5.2.1 Nature of job

Due to the difference in occupational nature, the emotional labor undertaken by different occupations is not the same, especially in the service industry [8] [11] [12], which needs to be customer-oriented and has a relatively large amount of emotional labor. Therefore, employees will inevitably generate emotions and perform emotional labor.

5.2.2 Job autonomy

Job autonomy refers to the freedom, independence and determination of employees when they carry out work tasks. The study found that employees with high work autonomy have lower emotional exhaustion, and with the autonomy stronger, they can regulate their emotional labor according to the requirements of the organization and their own will, so as to adapt to different interpersonal communication, and the possibility of emotional disorder will be greatly reduced.

5.2.3 Job satisfaction

Job satisfaction means that employees are satisfied with their current positions, can reflect their skills and values, and have a sense of accomplishment. Relevant research shows that job satisfaction is negatively correlated with emotional labor, that is to say, employees with high job satisfaction will perform more deep acting and less surface acting.

5.3 Organizational factors

5.3.1 Leadership style of leaders

The leadership style of leaders in an organization often determines the relationship with employees and the degree of acceptance of employees. Different organizations adopt different leadership styles, which need to be selected and decided according to the actual situation of the organization. Kennedy and Anderson(2005) showed that among the three different leadership styles, transformational leadership style can increase employees' positive emotions, reduce negative emotions such as depression and emotional disorder, and make employees better perform emotional labor than *laisse-faire* and transactional leadership style. More leadership styles have emerged recently, such as abusive leadership, and the impact of different leadership styles on emotional labor should be studied in the future [7].

5.3.2 Organizational support

Organizational support refers to the organization's perceived help and support for employees, including superior support and colleague support. When employees get these supports, they can work with ease and pleasure, thus expressing the expected emotions of the organization. In addition, organizational support can reduce employees' surface acting, increase deep acting, and reduce negative emotions such as emotional exhaustion, so as to improve employees' job satisfaction and performance.

6. Domestic research status

6.1 number of journal articles published

In the database of "Chinese journal full text" in cnki, "emotional labor" was used as the retrieval term and the title of the article was set as the retrieval item. A total of 838 articles were searched. Based on the analysis of the number of journal articles published, this paper concludes the general development trend of emotional labor research. Figure 1 shows that the number of published papers shows a trend of gradual increase.

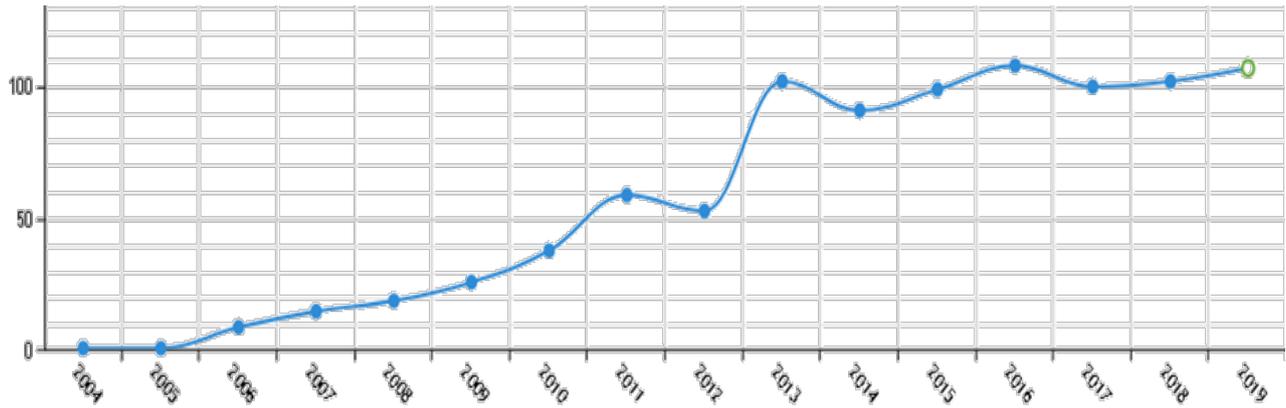


Figure 1. Trend chart of the number of journal articles published

6.2 Quality of journal publication

In terms of the quality of Chinese periodicals, 499 were published in core journals and 339 in non-core journals, among which core journals accounted for 59.55% of the total number. On the one hand, it shows that the research on emotional labor has high academic value and practical significance.

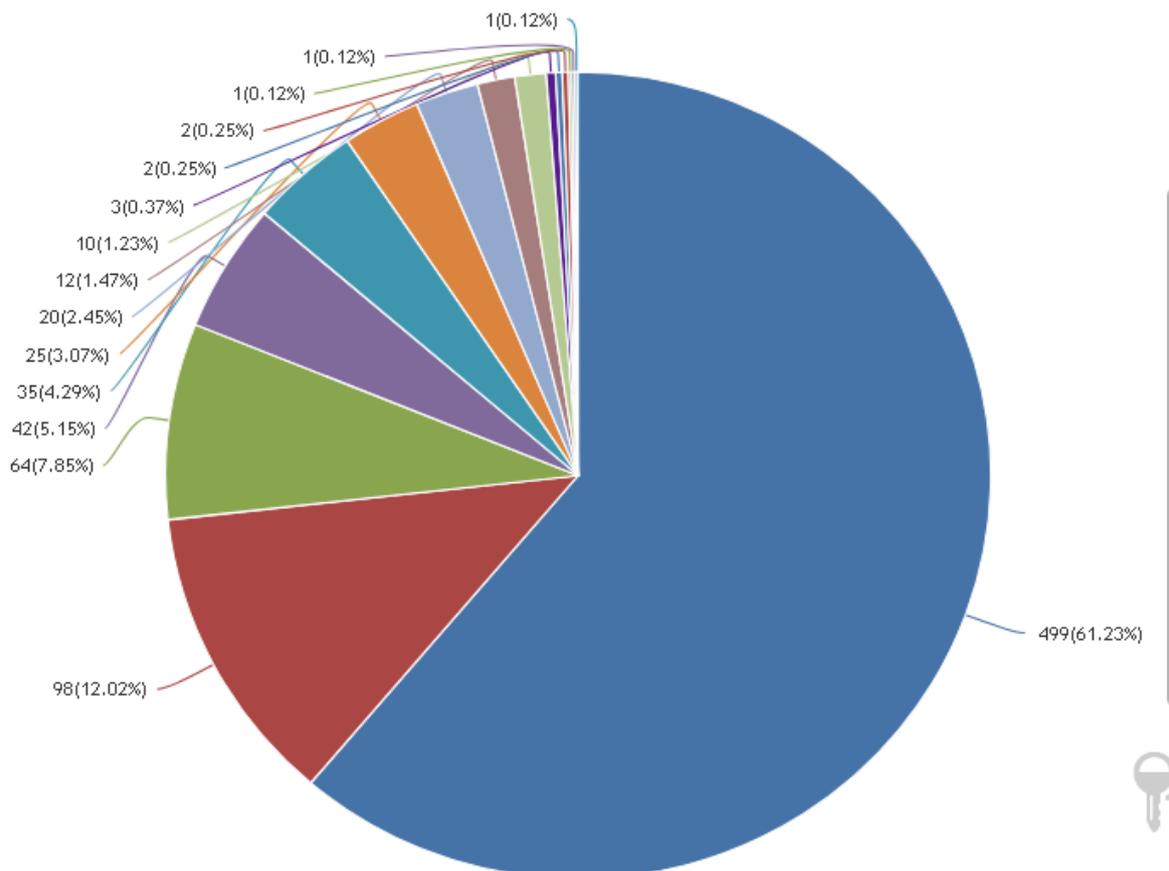


Figure 2. Distribution of Chinese periodicals

6.3 Classification of research questions

According to the classification and statistics of related papers, among 838 related research materials, the research on emotional labor can be roughly divided into two categories. One is to study the role of emotional labor in organization, development and management from the perspective of organization. The research focuses on the rules and regulation strategies for regulating emotional expression and managing employees' emotions at work. There are few studies

on job performance, which is an area to be further explored in the future.

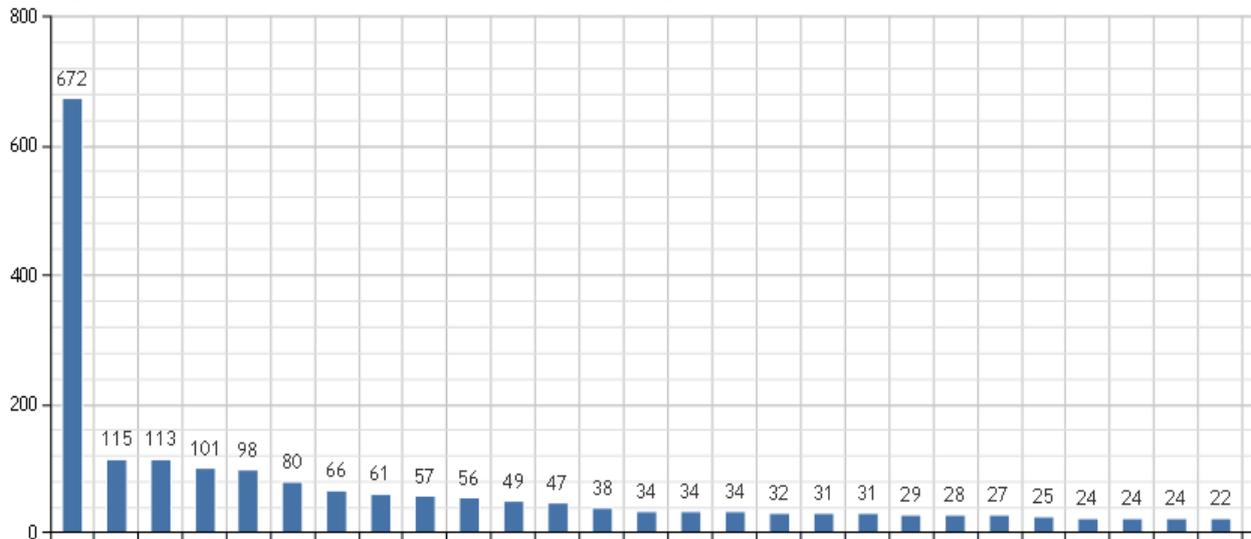


Figure 3. Classification of emotional labor research problems

7. Research on variables related to emotional labor

Since Morris&Fledman (1996) put forward the cause-and-effect model of emotional labor, scholars have conducted a large number of theoretical and empirical studies in this field. It can be said that the research in this direction is the mainstream of current studies on emotional labor. Most scholars have taken emotional labor as the influencing factor of other variables, that is, as the outcome variable to conduct research. The results of emotional labor can be roughly divided into organizational level and individual level. Organizational level mainly focuses on employee performance, organizational citizenship behavior, turnover and counterproductive behavior, while individual level mainly focuses on job satisfaction, emotional exhaustion and work pressure. However, the current studies on the antecedent variables of emotional labor focus on three aspects: individual factors, contextual factors and organizational factors. In terms of individual factors, according to the current research results, individual factors that have an impact on emotional labor include gender, age, role identity, self-efficacy, emotional intelligence, personality and other factors [8]. There are relatively few studies on contextual factors and organizational factors. The following two aspects of antecedent variables and outcome variables respectively illustrate the relevant research.

7.1 Antecedent variables

The research on the antecedent variables of emotional labor is about which factors will affect emotional labor, mainly the research on the relationship between the influencing factors and the dimensions of emotional labor. From the relevant literature at home and abroad, the research on this aspect has become mature. Factors affecting emotional labor include individual, contextual and organizational factors, so it can be seen that the antecedent variables of emotional labor are diverse.

7.2 Outcome variables

The research on outcome variables of emotional labor is about which aspects will be affected by emotional labor, positive or negative, mainly focusing on negative effects; Research objects can be divided into individual variables and organizational variables. This paper mainly introduces the research on emotional labor and job performance.

Few domestic scholars study the relationship between emotional labor and job performance, not pay attention to the research of this field, and most of the research are just stay on the level of emotional labor theory, mainly including the definition of emotional labor, structure, strategy, the domestic research object is mostly concentrated in the service industry, and nonprofit organizations,

such as teachers, nurses, rarely involves the management field.

8. Limitations of emotional labor

Since the introduction of emotional labor, there has been a continuous stream of related researches on emotional labor. However, all researches in any field have their limitations and deficiencies, and the research on emotional labor is no exception. In my opinion, there are the following deficiencies:

① Research scope: the research scope of emotional labor is mostly service industry, and most of the research is also focused on front-line service employees in such industries as call centers, Banks, hotels, schools and hospitals. Although the emotional labor of employees in the service industry is inevitable and of high research significance, as long as there are people in any industry, there will be emotions and emotional labor will be carried out accordingly. Therefore, the research field should not be too limited.

② the object of study: the study of emotional labor are mostly focused on the employee level, and research the emotions of employees a lot, including the influence factor and so on, but for managers or leaders, they must also have emotional labor, variables may affect their emotional labor and employees are not quite same, it is worth our further to explore the future, so the object of study can not only limited to the employees [9].

③ Research variables: although there have been many previous studies on antecedent variables and outcome variables of emotional labor, there are far more than these. Moreover, the research on these variables is not detailed enough and lacks theoretical and empirical basis, especially the research on the relationship between emotional labor and job performance.

④ Research method: a lot of research in the data collection, have used more classic foreign scale or questionnaire. Although most of these questionnaires have been verified and have high reliability and validity. But research on whether they are the best statistical tools for a country's situation, and in what ways they can be improved, is also lacking. In addition, most of the research methods are questionnaire and scale survey, and the form is relatively simple. Moreover, in the quantitative research, scholars basically adopt the cross-sectional research method to analyze emotional labor, but this research method cannot reflect the dynamic development process.

9. Research prospect of emotional labor

In view of the above mentioned deficiencies and limitations of emotional labor research, we can find the future research direction.

The first is to expand the scope of research. With the increasing proportion of the service industry in China's economic development, the research on the service industry cannot be ignored. It is also necessary to strengthen the research on some high-end modern service industries with strong professional knowledge, such as consulting and law, as well as the emotional labor of employees in other industries besides the service industry.

The second is the diversity of subjects. Previous research subjects are mainly employees, which are relatively thin. In fact, in an organization, besides employees, there is another important subject, namely managers. The position and role of managers in the organization is not less than that of employees, which will not only have a direct impact on employees, but also play a crucial role in the realization of organizational goals. Moreover, emotional labor is also related to the leadership style of leaders, so it is necessary to study leader [10].

The third point is the elaboration and diversification of research variables. Current relevant variables and studies of the emotional labor has become rich, but the emotional labor of antecedent and consequence variables is diverse, and need further exploration and innovation, and to conduct detailed research, to provide adequate theoretical and empirical demonstration, has the practical value, for the enterprise human resources management to provide some inspiration and thinking, better service for the enterprise development. In addition, the moderators and mediators of

emotional labor are also diversified and need to be further expanded in the future.

The fourth point is the improvement of research methods. We cannot just rely on foreign mature scales or questionnaires, but need to develop research methods that are in line with the Chinese situation, which requires innovative thinking to promote this research. In addition, we also need to adopt diversified research methods. Instead of using a single scale or questionnaire, we can combine qualitative research methods such as interview and observation, which will make the research more rigorous and scientific. In addition, longitudinal research methods should be adopted in the future, and relevant studies should be completed in a dynamic time, so as to obtain more valuable research conclusions.

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