

Individual Differences in the Effects of Emotional Work on Job Satisfaction and Organizational Commitment: The Moderating Effects of Locus of Control and Role Identity

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Abstract

The study of emotional labor has garnered significant attention recently. Past research showed inconsistent results for consequences of emotional labor. It was suggested that clarification of the concept and studies of individual differences help to advance knowledge about this inconsistency. Based on the literature, it was hypothesized that locus of control (LC) and role identity (RI) have moderating effects on the relationships between: firstly, display rule (DR) and emotion work (EW); and secondly, between EW and job satisfaction (JS) and organizational commitment (OC). Results show significant moderating effects of LC and RI on these relationships. For 'internals', a negative relationship between DR and EW, and positive relationships between EW and JS/OC were found. For higher RI, a negative relationship between DR and EW, and positive relationships between EW and JS/OC were found. It is suggested that LC and RI have different implications for the practice of emotion work.

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1. INTRODUCTION

The experiences of emotions in the work place have been increasingly recognized as important issues in organizational life. Of the major topics regarding emotions in organizations (Ashkanasy, Härtel, & Daus, 2002), emotional labor (Hochschild, 1983) has important meanings to the customers, organizations, and service staff simultaneously, and thus has been a focus of study for the service industry. Following Hochschild, much research has been conducted to investigate this issue. These studies have advanced our knowledge about this issue by exploring the nature of emotional labor (EL) (e.g., Morris & Feldman, 1996), the effects on customers (e.g., Rafaeli & Sutton, 1987; Tsai, 2001), and the consequences of emotional labor (e.g., Wharton, 1993, 1999).

The consequences of emotional labor on individuals' well-being are central to the current study. From the beginning, one of the major themes of emotional labor is its detrimental impact on individuals. Research results about the impact of emotional labor have been equivocal, however. The reasons, as latter studies show, may partly lie in the different dimensionalities of emotional labor (Morris & Feldman, 1996). It could also be that people who devote much emotional labor tend to experience burnout, yet have no difficulty in managing an authentic sense of self (as argued by Wharton, 1999). Some other research has argued against the emotional labor theme and suggested that a consistent self is no longer an issue in a postmodern society, as individuals have no difficulty in reconciliation between a 'real self' and a performed self through

emotional expression as required by the job (e.g., Sharpe, 2005).

It could also be that different job attributes and individual characteristics tend to moderate the effects of emotional labor, and therefore the consequences of emotional labor are different from individual to individual. These attributes and characteristics include job control (Zapf, 2002), gender and self-monitoring (Grandey, 2000), self-efficacy (Heuven, Bakker, Schaifeli, & Huisman, 2006), negative affectivity and political skills (Liu, Perrewé, Hochwarter, & Kacmar, 2004), and job involvement (Schaubroeck & Jones, 2000), etc.

Locus of control – another control-related personality concept – has been shown to relate to many outcome variables (Spector, 1982). Besides, social identity (SI) - a social psychological variable - was proposed by Ashforth and Humphrey (1993) as a moderator for the effects of emotional labor, yet has never been examined using quantitative methods. The major purpose of this study is to help advance knowledge about the relationships between emotional labor and its correlates. It is argued that emotional labor is best conceptualized in terms of *effort*; display rule (DR), on the other hand, rather than being conceptualized as emotional labor *per se*, is better treated as the antecedent of emotional labor. The relationship between emotional labor (emotion work and effort) and display rule, job satisfaction (JS), and organizational commitment (OC) will be examined. As will be shown later, locus of control and role-identity play a role in the consequences of emotional labor, and each conveys different meanings for individuals and organizations.

1.1 Emotional Labor

Hochschild's seminal work (1983) has focused researchers' attention on emotions as another type of labor – in contrast to physical and cognitive labor – and a commodity to be exchanged for a wage in the market. In a society in which the service economy has become predominant, emotion work has become increasingly important for the daily operation of many walks of life.

Managing publicly observable facial and bodily display and/or regulating feelings, in order to align with the management's display rule and the employing organizations in return for a wage, lies at the core of the concept of emotional labor (Hochschild, 1983). Two ways for 'acting' emotional labor are 'surface acting' and 'deep acting'. Managing expressions and faking in good/bad faith is 'surface acting', while attempting to actually experience the emotions that one wants to display is 'deep acting' (Grandey, 2000). The concept of acting refers to 'the *effort* or act of trying to display the appropriate emotion, not the *outcomes...*' (p.93) [*italic original*](Ashforth & Humphrey, 1993). Hochschild's major concern, which has also been widely researched and much debated, is the supposedly negative consequence of emotional labor on service staff. With personal emotions becoming a commodity, individuals who sell emotional labor may feel a distortion of their true selves and thus induce a sense of inauthenticity, which in turn may be detrimental to their health.

Researchers have strived for an appropriate operational definition of emotional labor for quantitative studies. Some formulated emotional labor as *observable behavior*, and defined emotional labor as the act of expressing

socially or organizationally desired emotions during service transactions (Ashforth & Humphrey, 1993; Morris & Feldman, 1996). For example, Ashforth and Humphrey (1993) have emphasized compliance with display rule through surface acting, deep acting, and the expression of spontaneous and genuine emotion as essential to emotional labor. Morris and Feldman (1996) proposed four dimensions of emotional labor: 'frequency of appropriate emotional display', 'attentiveness to required display rule', 'variety of emotions to be displayed', and 'emotional dissonance'.

In contrast to the above 'job-focused' conceptualization of emotional labor (Morris & Feldman, 1996), an 'employee-focused' version was developed (Brotheridge & Lees, 2003; Grandey, 2000). Rather than focusing on the emotional labor job, the focus fell on the emotional experience of the employees enacting emotional labor at work. A comparison of these two conceptualizations (Brotheridge & Grandey, 2002) has reported the latter to be a better predictor of job burnout.

Morris and Feldman (1996) have suggested that, among the four dimensions of emotional labor as proposed by them, emotional dissonance is responsible for the negative outcomes. Based on surface acting, deep acting and acting of genuine emotions, a scale with two dimensions – emotive dissonance and emotive effort – was developed (Kruml & Geddes, 2000; Chu & Murrmann, 2006), with emotive dissonance being composed of surface acting at one end and genuine acting at the other end, and emotive effort basically a reflection of deep acting. This is, however, different from the conceptualization of emotional dissonance as a consequence of emotional labor

rather than the emotional labor *per se* (Ashforth & Humphrey, 1993; Brotheridge & Lee, 2003). For those who argued against emotional dissonance as a component of emotional labor, while emotional dissonance is important to the concept of emotional labor, it is the immediate *outcome* of emotional labor or the *mediator* to further outcomes (Heuven et al., 2006).

Display rules or feeling rules are important to emotional labor. Without adhering to the display rule for a wage, emotion cannot be considered labor. While display rule is central to emotional labor, whether it *is* emotional labor *per se* has yet to be clarified. While Ashforth and Humphrey (1996) stressed the importance of complying with display rule as being central to emotional labor, the dimensions of emotional labor developed did not include display rule as a dimension. Their study on emotional labor seems to indicate ‘display rule’ as an immediate antecedent of emotional labor, rather than emotional labor *per se*. Thus, while emotional labor consists of a complex of concepts, conceptually, emotive *effort* or *work* seems to lie at the center, with display rule as an antecedent and emotional dissonance an immediate outcome.

As for the consequences of emotional labor, while some studies reported negative physical and psychological influences by regulating emotions (e.g., Erickson & Ritter, 2001; Schaubroeck & Jones, 2000; Pugliesi, 1999), others (e.g., Wharton, 1993) found non-significant or even a positive relationship between emotional labor and outcome variables such as job satisfaction. Still others even argued for emotional labor to be beneficial and functional for the individuals in the workplace (e.g., Shuler & Sypher, 2000; Mears & Finlay, 2005).

Generally, recent developments regarding the study of emotional labor seem to indicate that emotional labor comprises a group of multiple concepts, including display rules, emotive efforts, emotional dissonance, etc. These concepts may not be the 'dimensions' of a multi-dimensional concept, since there seem to be causal relationships among them, as display rule is a prerequisite for emotion work, whereas emotion work would possibly lead to emotional dissonance. Thus, the definition of emotional labor in the current study refers to a combination of display rule, emotion work, and emotional dissonance, and the linkages among them. The two terms - 'emotive effort' and 'emotion work' are considered to be synonyms. Besides, the antecedents and consequences of emotional labor may be moderated by various variables, and more research on individual differences concerning emotional labor helps to create a better understanding of emotional labor.

Knowledge about a moderator is important for clarifying causal relationships among variables (Baron & Kenny, 1986). It is necessary to 'contextualize' the process by considering moderators impacting upon the relationship between emotive effort and its correlates. One of the purposes of this current study is to investigate the relationship between 'display rule' and 'emotion work,' particularly the role that personal attributes such as locus of control and the social psychological variable in role identity play in such a relationship. It is this theme to which we now turn.

1.2 Locus of Control (LC)

Locus of control is the abbreviated expression for 'a generalized expectancy for internal versus external control of reinforcement,' a concept

developed out of social learning theory (Rotter, 1966). This concept was widely applied in psychological and social studies ever since its introduction. The concept of locus of control refers to the expectations that individuals hold regarding their level of control over a situation. An internal locus of control represents an individual's belief that positive results are due to one's own behaviors. An external locus of control represents the belief that reinforcements are controlled by forces other than one's self, such as fate, mighty and supreme beings, or powerful others, and thus occur independently of one's action. In much research internal locus of control was consistently found to be related to positive outcomes including: academic performance (Lefcourt, 1966), job satisfaction (Judge & Bono, 2001), reaction to being promoted (Lam & Schaubroeck, 2000), moderating effects in intra-organizational rationality influence tactics (Barbuto & Moss, 2006), moderating effects between organizational structure and job stress (Marino & White, 1985), and moderating effects between job-related satisfaction, withdrawal cognition, leave intention and turnover (Blau, 1987), to only name a few.

Given the strong relationships between locus of control and so many organizational variables (Spector, 1982), it should be no surprise, or even be expected that locus of control is related to emotional labor. Earlier studies on alienation had found a strong association between external locus of control and degree of alienation (see Lefcourt, 1966). Emotional labor, by any measure, is derived from the concept of alienation, which in turn is a description of lack of control. Thus, emotional labor has the implication of "control," and can be

categorized in this thread of research, including mastery, autonomy, competence, self-efficacy, powerlessness, and alienation (Strickland, 1989).

Thus, hypothesis 1 was proposed as follows:

Hypothesis 1. ‘Locus of control’ moderates the effect of ‘display rule’ on ‘emotive work’. For ‘internals,’ the relationship between ‘display rule’ and ‘emotive work’ is different from the ‘externals.’ For the ‘internals,’ ‘display rule’ tends to be negatively related to ‘emotion work’, as ‘display rule’ may prompt the internals to feel a loss of control; while for the ‘externals,’ ‘display rule’ tends not to be related or tends to be positively related to ‘emotion work’, as ‘display rule’ may be perceived as something to attribute responsibility to rather than the selves.

1.3 Job Satisfaction (JS) and Organizational Commitment (OC)

Job satisfaction is often studied as an outcome of emotional labor (Grandey, 2000; Wharton, 1999; Morris & Feldman, 1996). It is often formulated that emotional labor has an effect on job satisfaction, although whether the effect is negative, positive, or neutral is rather equivocal. While individuals’ job satisfaction may vary from one aspect to another within a job, it can be generally defined as the extent to which workers feel positive or negative about their jobs as related to the individuals’ values (Locke, 1969). It reflects the employees’ attitudinal evaluation of their job. In this study, job satisfaction was defined more broadly, consisting of satisfaction toward various aspects of one’s job, including general attitude, as well as satisfaction with the working environment such as interpersonal, benefit, etc.

Organizational commitment generally refers to the degree to which individuals identify and attach themselves to a certain organization (Mowday, Steers, & Porter, 1979; Meyer & Allen, 1991). Commitment to an organization implies satisfaction and a better working environment for the workers (Mathieu and Zajac, 1990). The most widely used conceptualization of organizational commitment is attitudinal or affective, as conceptualized by Mowday et al. (1979).

While Mowday et al.'s conceptualization emphasizes the affective relationship to the organization, Meyer and Allen (1991) argued that organizational commitment should be defined as a psychological state, and that literature on organizational commitment can be categorized into three psychological state: affective (reflecting a desire, represented by Mowday et al., 1979), continuance (reflecting a need, Becker's idea of 'side bets'), and normative (reflecting an obligation, Wiener, 1982).

In contrast to Meyer and Allen's model, Mathieu & Zajac (1990) and Mowday (1999) categorized organizational commitment to attitudinal and calculative, in which the former includes normative and affective organizational commitment. Calculative organizational commitment refers to calculation of gains and losses to decide whether to stay in the organization or not, can be seen as stay commitment; the former is employees' active commitment to organizations, is an attitude or orientation of the connection between individuals and organizations, similar to devotion, identity or motivation.

The most widely used conceptualization of organizational commitment is

attitudinal or affective, as conceptualized by Mowday et al. (1979) in their Organizational Commitment Questionnaire (OCQ). It is also reported that affective commitment is positively related to several indexes of job performance, and is the desirable type of organizational commitment that organization should seek to breed among its members, compared to continuance commitment, (Meyer, Paunonen, Gellatly, Goffin, and Jackson, 1989). For this reason, the current study adopted the affective conceptualization of organizational commitment.

Compared to job satisfaction, organizational commitment is a more global concept (Mowday et al., 1979), and should be more stable than job satisfaction. Job satisfaction is an often-mentioned consequence of emotional labor, but not organizational commitment. While emotional labor may influence organizational commitment indirectly, direct relationships are likely to exist given the affective nature of both constructs.

Personal attributes have been shown to predict and to have moderating effects on job performance and satisfaction (e.g., Karatepe, Uludag, Menevis, Hadzimehmedagic, & Baddar, 2006; Elovainio, Kivimäki, Vahtera, Virtanen, & Keltikangas-Järvinen, 2003). A vast body of past research has reported strong relevance of locus of control to many outcomes variables, including job satisfaction (Spector, 1982; Spector & O'Connell, 1994; Judge, Erez, and Bono, 1998; Judge & Bono, 2001), organizational commitment (Meyer & Allen, 1991), academic performance (Lefcourt, 1966), and reaction to being promoted (Lam & Schaubroeck, 2000).

Locus of control was also found to have moderating effects between

intra-organizational rationality and tactics (Barbuto & Moss, 2006), between organizational structure and job stress (Marino & White, 1985), between stereotype threats and subsequent performance (Cadinu, Maass, Lombardo, & Frigerio, 2006), and between job-related satisfaction, withdrawal cognition, leave intention and turnover (Blau, 1987). In most cases, 'internal' locus of control is positively related to desirable outcomes, while 'external' locus of control is negatively related to these outcome variables. Given its association with alienation (Lefcourt, 1966) and the affinity of alienation to emotional labor as mentioned earlier, locus of control is likely to have an influence on the effect of emotional labor on job satisfaction and organizational commitment.

Thus, an examination of whether and how locus of control moderates the effect of emotional labor on job satisfaction and organizational commitment would advance the knowledge on the consequences of emotional labor. Hypothesis 2 is therefore proposed as follows:

Hypothesis 2. 'Locus of control' moderates the effect of 'emotion work' on 'job satisfaction' and 'organizational commitment'. The effect of 'emotion work' on 'job satisfaction' and 'organizational commitment' for the 'internals' is different from for the 'externals.' For the 'internals', 'emotion work' tends to be positively related to 'job satisfaction' and 'organizational commitment'; for the 'externals', efforts tend not to or tend to be negatively related to 'job satisfaction' and 'organizational commitment'.

1.4 Role Identity (RI)

Role-identity refers to the level or degree one identifies with a certain role

with affective attachment. People who identify with a social role tend to categorize themselves from others and define themselves by this role. Such an identity is important and central to them compared to other identities. Contrasted to 'locus of control' as a personality concept, 'role-identity' is a social psychological construct that focuses on the linkages (i.e., role) between society and persons (Hewitt, 1991). People tend to internalize such linkages into their self-concept, and 'role-identity' thus conveys behavioral implications. Trying to solve the inconsistent results of the effects of 'emotional labor', Ashforth and Humphrey (1993) proposed that 'some effects of emotional labor on the service agent may be moderated by identification with the role in question: the greater the identification, the weaker the negative effects on well-being and the stronger the positive effects' (p.89).

Based on social identity theory, Ashforth and Humphrey (1993) argued that, when one identifies with a certain social category in question, there will be a positive association between the efforts that one puts into the job as related to the social category and the psychological outcomes for the individuals, since more efforts would enhance individuals' self-concept. On the other hand, if such a social category is less relevant to the individual, then no association is to be expected between effort and outcomes. Finally, if one has a negative identity regarding a certain social category, then enactment of identity-related effort would be painful, and hence 'identity-threatening.'

While identification with the organization has shown to play a role in the relationship between emotional labor and its outcomes (physical symptoms) (see Schaubroeck & Jones, 2000), not much research has been conducted to

test the moderating effect of job related role-identity on the relationship between emotional labor and its outcomes. Furthermore, individuals' degree of identity with a certain role may also influence their perception of display rule regarding the role and the extent to which they put emotive effort into their work. Since display rule is a requirement for a certain role as specified by the organization, whereas role-identity is the identity as related to that role, individuals with higher role-identity may take the display rule more seriously, and thus exert more effort in their emotion work.

The third and fourth hypotheses are proposed as follows:

Hypothesis 3. Role-identity moderates the effect of 'display rule' on 'emotion work'. The stronger the identity, the more positive the relationship between 'display rule' and 'emotion work' will be. The weaker the identity, the relationship between 'display rule' and 'emotion work' tends to be neutral or more negative.

Hypothesis 4. Role-identity moderates the effects of 'emotion work' on 'job satisfaction' and 'organizational commitment'. The stronger the identity, the more positive the relationship between 'emotion work' and 'job satisfaction/organizational commitment' will be. The weaker the identity, these relationships tend to be neutral or more negative.

2. METHODS

2.1 Participant and Procedure

600 self-administered questionnaires were distributed to hotel frontline

service employees of 14 hotels via personal contacts, most of which were 4- or 5-star hotels based on local standards and regulations. These personal contacts are acquaintances of the author during his service in the industry. Most of them are departmental managers, including HR, marketing, banquet, and reservation department. A total of 466 questionnaires were collected and of these 403 are valid, yielding a 77.7% response rate, and 67.2% valid questionnaires. The participants were either staff members who have to interact daily and extensively with the guest on a face-to-face basis, or engage in frequent conversations with the guests via telephone.

More of the respondents are females (69%), which is consistent with the fact that local hotel frontline service staff members are mostly young women, as more were in the 21~25 age group (51%) and most were unmarried (79%). Most employees did not supervise any other (77%), while the others were supervisors or managers of various levels (23%). Most of the respondents worked for international tourist hotels (68%) (5-star based on local regulations) and for a chain hotel (54%) (the others for an independent hotel). Most of samples were from employees of business hotels (75%, as opposed to leisure hotels), as the majority of the hotels sampled were located in the two largest cities in Taiwan. More (33%) had tenure of one to three years in the hotel industry, with most (47%) having tenure of less than one year in their current position. This seems to indicate the high turnover rate in this industry.

According to Guerrier (1999) and Lashley and Lee-Ross (2003), frontline service staffs of the hospitality industry at the entry level are mostly single young females with high turnover rate and low salary. Thus, the sample does

not seem to deviate from the overall research population, and can be taken as reasonably representative of the population.

2.2 Measurement

Display rule and *emotion work* were measured based on the conceptualization of Brotheridge and Lee (2003) and Diefendorff, Croyle, and Gosserand (2005) on EL and worded for the hotel industry. *Display rule* was measured by six questions focusing on the perceived display requirements and expectations from the organization: “*Hotel employees should apply facial expression, attitude, speaking tone, or behavior to make customers feel at ease and secure*”; “*My job requires me to converse face to face or by phone with the customers*”; “*So far in my current job, the company makes it clear that my service attitude and smile are important assets in soliciting customers*”; “*The management requires me to react with different emotions according to the atmosphere and the amount of business, in order to push customer spending*”; “*My company requires me to present different facial expressions when facing different customers*”; “*The company requires me to stay friendly, even when the customers have unreasonable requests and I am not able to satisfy them*”; “*The company requires me to express my emotions in a way that differs from how I really feel*”; and “*Even if I am exhausted, the company requires me to keep my best in staying calm.*”

Emotion work scale consisted of four items regarding the effort put into expression: “*I will do my best to overcome my negative emotions at work, and serve guests with a sincere, cordial, and friendly attitude*”; “*Even knowing that guests are unreasonable on some occasions, I can still empathize with*

them and cordially solve problems for them”; “If I have to express certain emotions in front of others (such as cordiality and friendliness), I will try my best to do so from my heart, instead of pretending”; and “When I am in a bad mood, I will put it aside in order to assume a good one when interacting with guests for my work.”

Job satisfaction was measured with an eleven-item scale adapted from the Minnesota Job Satisfaction Questionnaire (Weiss, Dawis, England, & Lofquist, 1967). The questions include overall satisfaction, satisfaction regarding salary, training, promotion, benefits, workload, relationship and interaction with colleagues and supervisors. Sample questions include: “*Generally speaking, I am satisfied with my present job*”; “*My current salary is acceptable compared with other hotels*”; and “*The interaction between my direct supervisor and me is satisfactory.*”

Organizational commitment was measured with an eight-item scale consisting of 3 reverse-phrased items adapted from Mowday et al. (1979). Sample items include: “*I am willing to put in a great deal of effort beyond what is normally expected in order to help this organization be successful*”; and “*I am not in agreement with the corporate culture of my company*” (reverse coded).

Role identity was measured with a four-item scale as developed by Callero (1985) in measuring role-identity salience. The questions are: “*The hotel job is a very important part of who I am*”; “*I rarely think about my hotel job when I am not working*” (reverse coded); “*I will feel at a loss if forced to give up my hotel job*”; and “*For me, my hotel job is very important and requires full*

devotion".

The response format for all the above scales employed a 7-point Likert scale with the following anchors: strongly agree, agree, somewhat agree, neutral, somewhat disagree, disagree, and strongly disagree. Several items were negatively phrased and reverse coded in order to reduce response bias.

Locus of control scale was adapted from the 40 items Nowicki-Strickland Locus of Control Scale for Children (Nowicki & Strickland, 1973). This scale was adopted for its ease of use considering the wide variety of hotel employees' background (Strickland, 1989). Responses are "yes" or "no" to each item, with each response in the external direction receiving a point. The scale was adapted and 21 items were kept for the research, thus scores can range from 0 (extreme internal locus of control) to 21 (extreme external locus of control). Sample items include: "*There's no point in working too hard, as it doesn't necessarily yield good results*" (external); and "*Good work performance is important for the future*" (internal).

2.3 Analytical Model

For a continuous variable to have a moderating effect, it needs to fit the standardized Moderated Multiple Regression model (MMR, Baron & Kenny, 1986) shown below:

$$\hat{Y} = \beta_1 X + \beta_2 Z + \beta_3 Z \times Z$$

Where β_3 is the interaction coefficient, \hat{Y} the dependent variable, X the independent variable, Z the moderating variable, and $X*Z$ the interaction term.

The significance of β_3 decides whether a moderating effect exists for Z . There is no constant in standardized MMR model (Neter, Wasserman, & Kutner, 1989). The moderating effect can also be shown by the incremental change of F score and R^2 by adding the interaction term to the model using hierarchical multiple regression.

3. RESULTS

3.1 The Preliminary Analysis and Effect of Emotion Work on Job Satisfaction & Organizational Commitment

The Cronbach's α was 0.81 for DR, and 0.83 for 'emotion work', which indicated satisfactory internal consistency. Two dimensions for 'job satisfaction' were found by exploratory factor analysis: "Overall & interpersonal job satisfaction" (including the one general satisfaction item and all items related to co-workers or supervisors) and "Benefit-related job satisfaction" (the latter includes all questions regarding salary, promotion, and benefit), with two items dropped for low and double factor loadings. The Cronbach's α was 0.86 & 0.85 for each factor, with accumulative accounted variance to be 67.22%. The short form for Minnesota Job Satisfaction Questionnaire consists of 20 items, with two dimensions in 'intrinsic' and 'extrinsic' job satisfaction. The result from EFA was generally consistent with those two dimensions. An analysis using CFA (confirmatory factor analysis) also indicates good fit for these two dimensions of job satisfaction, with Chi-square=58.22, d.f.=24, RMSEA=0.060, GFI=0.97, NFI=0.98, CFI=0.99, SRMR=0.035. The results show good construct validity for the job satisfaction

measurement.

Factor analysis also found two dimensions for organizational commitment, based completely on positive or negative phrasing. However, the study follows Mowday's (1999) argument that such a distinction lacks theoretical implications, thus all items were added to form a measure of organizational commitment. As for the moderators, locus of control has a mean of 7.99 (with possibility from extremely internal '0' to extremely external '21'), with SD = 3.15. The second item of role identity scale was dropped for bad inter-item correlations, yielding 0.82 for the Cronbach's α .

Preliminary analyses of organizational and personal attributes showed significant and consistent effects of age, tenure, and managerial position (as opposed to non-supervisory position) on all the above concepts. The results showed that older employees, and those with longer tenure tend to show higher emotion work, high in both 'overall and interpersonal job satisfaction' and 'benefit-related job satisfaction,' higher in 'organizational commitment,' higher in 'internal locus of control,' and higher in role-identity. It was also found that people in supervisory positions were significantly higher in all aspects with the exception of no significant difference in display rule.

The correlations have shown significant relationships among these concepts as Table 1 shows. Significant and positive correlations were found among display rule, emotion work, two dimensions of job satisfaction, organizational commitment, and role-identity. External locus of control was significantly and negatively related to all concepts. Display rule was less significantly correlated with all other variables when compared to emotion

work. The finding that ‘display rule’ showed less significant relationship with the outcome variables (job satisfaction & organizational commitment) while ‘emotion work’ showed more, was partially consistent with Heuven et al. (2006) in that ‘*feeling rule*’ showed no significant correlations with outcome variables, while emotional demand did.

The correlation matrix also shows that the coefficients among job satisfaction, organizational commitment, and role-identity are rather high. These high correlation coefficients are likely due to ‘respondent error’, in which respondents tend to give answers in the same direction for question items in adjoining sections. These three scales were indeed arranged next to each other. While not inevitable, this error is difficult to avoid in such a self-reported, volunteering questionnaire. Future questionnaires should work to avoid this problem by relocating these scales.

Table 1: Correlations among conceptual variables

Dimensions of Conceptual Variables		EL		JS		OC	LC
		Display Rule	Emotion Work	Overall & Interpersonal	Benefit Related		
EL	Display Rule	1.000					
	Emotion Work	0.65***	1.000				
JS	Overall	0.25***	0.45***	1.000			
	Benefit Related	0.33***	0.41***	0.69***	1.000		
	OC	0.32***	0.46***	0.88***	0.91***	1.000	
	LC	-0.17***	-0.40***	-0.60***	-0.39***	-0.53***	1.000
	Role-identity	0.41***	0.46***	0.66***	0.71***	0.71***	-0.35***

*p<0.05 **p<0.01 ***p<0.001

3.2 Moderating Effects of Locus of Control

3.2.1 Moderating Effects of Locus of Control (Between Display Rule and Emotion Work)

The standardized MMR model was: $\hat{Y} = 0.358*X - 0.919*Z + 0.628*X*Z$. The model shows that 1 standard deviation increases in locus of control, the slope of Y (impact of X on Y) increases by 0.628. That is, the more external one's locus of control is, the higher (and more positive) the impact of perceived 'display rule' on 'emotion work'. Table 2 shows that the interaction coefficient to be significant at $p < 0.01$. The addition of the interaction term slightly increases the R^2 by 0.9%. Rotter (1966) has indicated that locus of control is a continuum that follows a normal curve rather than focuses on two extremes. To illustrate the moderating effect, instead of artificially dichotomized locus of control to high and low, three lines based on this model with $Z = 0$ (locus of control = mean), $Z = 1$ (locus of control = one SD above average, i.e. 'externals'), and $Z = -1$ (locus of control = one SD below average, i.e. 'internals'), were drawn, as shown on Figure 1. Hypothesis 1 is therefore supported.

3.2.2 Moderating Effect between Emotion Work and Job Satisfaction (Overall & Interpersonal)

The standardized MMR model is: $\hat{Y} = 0.885*X + 1.036*Z - 1.427*X*Z$. The model shows that 1 SD increases in Z, the slope of Y decreases by 1.427. That is, the more external one's locus of control is, the less (or more negative) the impact of emotion work on Overall & Interpersonal job satisfaction. Table

2 shows the moderating effect to be significant at $p < 0.001$. The addition of the interaction term also increases the R^2 by 4.34%. The three lines based on this model with $Z = 0$ (locus of control = mean), $Z = 1$ (locus of control = one SD above average, i.e. 'externals'), and $Z = -1$ (locus of control = one SD below average, i.e. 'internals'), were drawn, as shown on Figure 2. The moderating effect, while also significant, went in a different direction from that between 'display rule' and 'emotion work'.

Table 2: Moderating effects of locus of control

	Emotion work		Job Satisfaction		Job Satisfaction Benefit-related		Organizational Commitment	
	Main effect	Interaction	Overall & Interpersonal	Interaction	Main effect	Interaction	Main effect	Interaction
DR	0.600***	0.358***	0.244***	0.885***	0.299***	0.623***	0.299***	0.851***
LC	-0.305***	-0.919***	-0.509***	1.036***	-0.270***	0.514	-0.411***	0.925***
DR*LC		0.628**		-1.427***		-0.724*		-1.234***
R ²	0.5163	0.5256	0.4201	0.4635	0.2234	0.2386	0.3575	0.3899
ΔR^2		0.9%		4.34%		1.52%		3.24%

DR, Perceived display rule; LC, External locus of control; EW, Emotion work

*** $p < 0.001$

** $p < 0.01$

* $p < 0.05$

Table 3: Moderating effects of role-identity

	Emotion work		Job Satisfaction		Job Satisfaction Benefit-related		Organizational Commitment	
	Main effect	Interaction	Overall & Interpersonal	Interaction	Main effect	Interaction	Main effect	Interaction
DR	0.549***	0.645***	0.180***	-0.491*	0.102*	0.195	0.167***	-0.372**
RI	0.246***	0.390	0.589***	-0.545***	0.672***	-0.218	0.645***	-0.162
DR*RI		-0.204		1.565***		0.691*		1.168***
R ²	0.4734	0.4739	0.4775	0.5091	0.5253	0.5314	0.5438	0.5614
ΔR^2		0.05		3.16%		0.61%		1.76%

DR, Perceived display rule; RI, Role identity; EW, Emotion work

*** $p < 0.001$

** $p < 0.01$

* $p < 0.05$

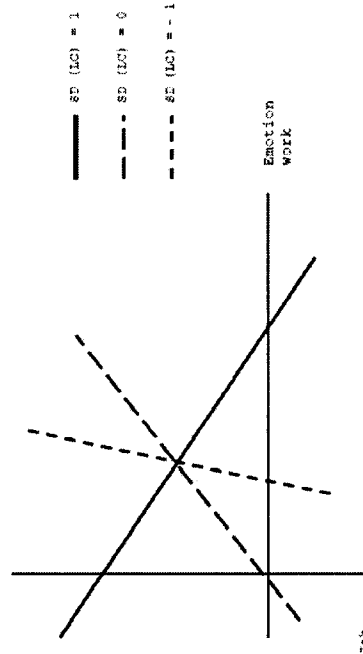


Figure 1: Moderating effect of LC on DR & EW

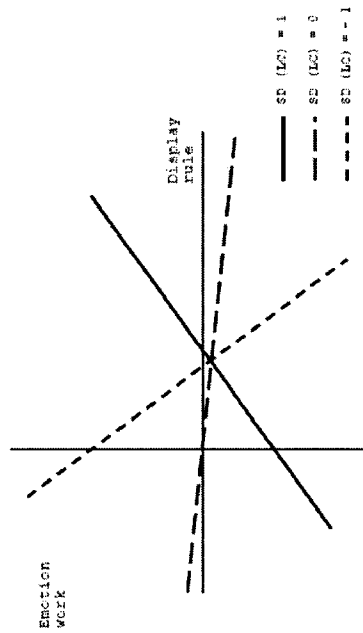


Figure 2: Moderating effect of LC on EW & JS - O & I

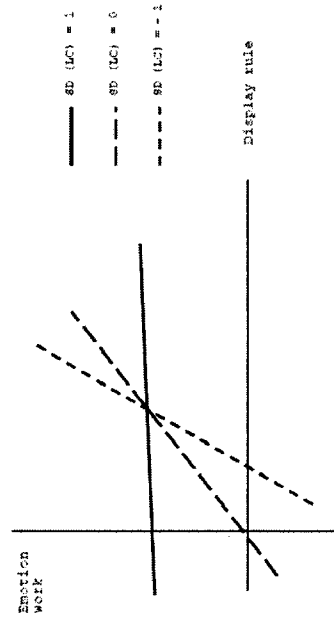


Figure 3: Moderating effect of RI on DR & EW

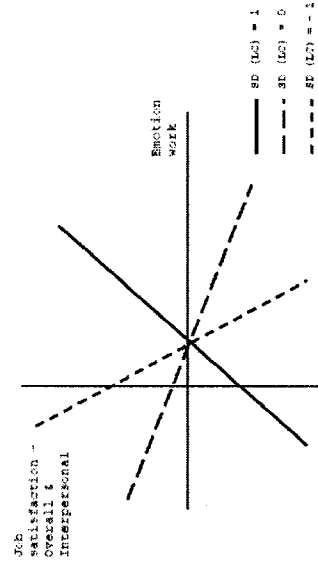


Figure 4: Moderating effect of RI on EW & JS - O & I

3.2.3 Moderating Effect between ‘Emotion Work’ and ‘Job Satisfaction’ (Benefit-Related)

The coefficient of the interaction term was -0.724 , significant at the $p < 0.05$, as Table 2 shows. The addition of the interaction term also increases the R^2 by 1.52%. 1 SD increases in Z, the slope of Y decreases by 0.724. That is, the more external one’s locus of control is, the less (or more negative) the impact of emotion work on benefit-related job satisfaction. The moderating effect follows similar pattern and direction as Figure 2 shows.

3.2.4 Moderating Effect between ‘Emotion Work’ and ‘Organizational Commitment’

The coefficient of the interaction term was -1.234 , significant at the $p < 0.001$, as the final column of Table 2 shows. The addition of the interaction term also increases the R^2 by 3.24%. 1 SD increases in Z, the slope of Y decreases by 1.234. That is, the more external one’s locus of control is, the less (or more negative) the impact of emotion work on benefit-related job satisfaction. The moderating effect follows a similar pattern and direction as shown in Figure 2.

Hypothesis 2 is supported by the above results.

3.3 Moderating Effects of Role Identity (RI)

3.3.1 Moderating Effects between ‘Display Rule’ and ‘Emotion Work’

Table 3 shows that the interaction coefficient was not significant. The addition of the interaction term only increases the R^2 by a minimal 0.05%. This

result does not support hypothesis 3.

3.3.2 Moderating Effect between ‘Emotion Work’ and Overall & Interpersonal ‘Job Satisfaction’

The standardized MMR is: $\hat{Y} = -0.491 * X - 0.545 * Z + 1.565 * X * Z$. The model shows that 1 SD increases in Z, the slope of Y increases by 1.565. That is, the higher one identifies with one’s hotel job, the higher (or more positive) the impact of emotion work (EW) on overall and interpersonal job satisfaction. For those who identified more with their hotel work role, the more one put in emotional effort, the more satisfied one would be. Table 3 shows the interaction coefficient to be significant at $p < 0.001$. The addition of the interaction term also increases the R^2 by 3.16%. The three lines based on standardized MMR model with $Z = 0$ (role-identity = mean), $Z = 1$ (role-identity = 1 SD above average), and $Z = -1$ (role-identity = 1 SD below average), were drawn, as shown in Figure 3.

3.3.3 Moderating Effect between ‘Emotion Work’ and Benefit-Related ‘Job Satisfaction’

The coefficient of the interaction term was 0.691, significant at the $p < 0.05$, as Table 3 illustrates. The addition of the interaction term slightly increases the R^2 by 0.61%. One SD increases in Z, the slope of Y increases by 0.691. That is, the more one identifies with one’s hotel role, the more (or more positively) the impact of ‘emotion work’ on benefit-related ‘job satisfaction’. The moderating effect follows a similar pattern and direction as indicated in Figure 4.

3.3.4 Moderating Effect Between ‘Emotion Work’ and ‘Organizational Commitment’

The coefficient of the interaction term was 1.168, significant at the $p < 0.001$, as the final column in Table 2 shows. The addition of the interaction term also increases the R^2 by 1.76%. 1 SD increases in Z, the slope of Y increases by 1.168. That is, the more one identifies with one’s hotel role, the more (or more positively) the impact of ‘emotion work’ on ‘organizational commitment’. The moderating effect follows a similar pattern and direction as Figure 3 shows.

Hypothesis 4 is supported by the above results.

4. DISCUSSIONS

The research findings have shown locus of control to be effective moderators for the relationship between display rule and emotion work, as well as between emotion work and job satisfaction/organizational commitment. The results have also shown role-identity to be effective moderators for the relationship between emotion work and job satisfaction & organizational commitment, but not between display rule and emotion work. A few points are to be further explicated and discussed below.

First, the fact that higher perceived display rule led to lower emotion work while more emotion work yields higher satisfaction for the ‘internals’ than the ‘externals’ seems to indicate the importance of one’s perception of control (and hence responsibility) over their working environment. Frontline employees

who believe that they can control the reinforcement of the outcome in the context, when they perceived higher feeling rule being a requirement of the organization, tend not to be motivated to work harder emotionally. The same employees, when they work hard emotionally, tend to be more satisfied with their job and more committed to the organization.

Such an opposite direction of moderation can be conceived by one's perceived control over one's working environment, which can be understood as the 'intricacies of the situation' (Rotter, 1975). For one, when the 'internals' perceived higher display rule, since the outcome – emotion work – was to be attributed to this display rule instead of their own control, they were less motivated to work hard emotionally. This is consistent with the finding that the 'internals' prefer a participatory to directive supervisory style (see Spector, 1982).

Furthermore, the positive moderating effect between emotion work and job satisfaction/organizational commitment for the internals may indicate that they believe that the outcome of the efforts (emotion work) lead to desirable reinforcement. On the other hand, the 'externals' see no connection between the input of their emotional work and the desirable reinforcement, thus effort tends to be weakly or negatively associated with job satisfaction and organizational commitment. If one perceives one's effort as leading to nothing, then one would be unhappy with more effort that had to be put in.

Recent qualitative research (e.g., Shuler & Sypher, 2000) suggests that the desirable reinforcement is a pleasant working environment and positive experience of interaction and encounters with the guests, as indicated by the

positive impact of emotion work on overall and interpersonal job satisfaction as well as organizational commitment. It could also be the expectation of a raise and promotion, as indicated by the benefit-related job satisfaction.

Second, while role-identity does not have a significant moderating effect on the relationship between display rule and emotion work, it does indicate a significant effect between emotion work and job satisfaction/organizational commitment, which is consistent with the prediction by Ashforth and Humphrey (1993). The result showed that individuals who identify more with their hotel job role, when they put in more emotion effort, tend to be more satisfied and committed.

Third, the results had shown locus of control and role-identity to have very significant moderating effects on the relationships between emotion work and overall and interpersonal job satisfaction and organizational commitment (all at $p < 0.001$). However, the moderating effects between emotion work and benefit-related job satisfaction were not as strong, only significant at $p < 0.05$. This is probably due to the affective nature of emotion work, overall and interpersonal job satisfaction, and organizational commitment, in contrast to the calculative nature of benefit-related job satisfaction.

5. IMPLICATIONS FOR RESEARCH AND PRACTICE

First, as Rotter (1975) and Strickland (1989) indicated, the value of the reinforcement is important for the impact of locus of control. To emotionally please customers is deemed a norm, or even being a moral imperative in the

hospitality industry. Positive emotional display is consistent with both organizational context and social context. For other occupations such as debt collectors, where a negative emotion is usually required, individuals may be more prone to psychological dissonance and encounter greater difficulties in identifying with their role, or they would have to build a 'value' that is consistent with their locus of control or justify their identity. A study using samples from these occupations would be informative about these moderating effects.

Second, the moderating effect of role-identity, given it is a social psychological variable instead of a personality variable like locus of control, indicates a necessity to investigate how socialization of emotions for the workplace is related to emotional labor. Emotional labor is developmental rather than static or a given, as it is often treated now. The issue of whether and why employees adhere to display rule is also important, and while Ashforth and Humphrey (1993) proposed answers on this issue, it requires further study. The important implication from the moderating effect of role-identity is for the organization to provide a fostering environment, so that employees develop a strong identity for the job and the position. This is the preferred option rather than for the organization to require and regulate the display rule. Furthermore, this is also where intervention enters, whereby intervention would be much less effective for a personality variable like locus of control. Therefore, the issue for a personality variable such as locus of control is for the employers to find the 'correct' persons or for the employees to find a suitable job, whereas the issue for a social psychological variable such as role-identity is for the

management to foster an environment conducive to the building and development of identity.

Finally, there now appears to be a need for a clearer conceptualization of emotional labor. While previous studies considered emotive effort (in the name of acting, demand, or interaction), display rule (or feeling rule, or frequencies and varieties of emotions to be displayed), and emotional dissonance to be different dimensions of emotional labor, it seems that these concepts are better conceived as parts of emotional labor. That is, emotional labor is better conceived as a *process* constituted by several concepts, not just one concept. While display rule is essential in making emotional effort labor, it is better conceived as the immediate antecedent of emotion work as indicated by Rafaeli and Sutton (1987). Research also indicates that emotional dissonance, which is also an important component of the complex concept of emotional labor, seems to be the immediate consequence of such effort, instead of such an effort *per se* (Heuven et al., 2006; Brotheridge & Lee, 2003; Rafaeli & Sutton, 1987).

6. LIMITATIONS AND SUGGESTION FOR FUTURE RESEARCH

The findings from this study should be interpreted with caution. First, the data are one-time and cross-sectional, and therefore any causal inference can only be tentative; second, the sample was not a probability sample, although it does not seem to show any systematic difference from the population; third, all data including both independent and dependent variables were collected from

self-report of the respondents, and therefore a common method variance problem may exist (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003); fourth, the results are from a study concerning hotel employees, and may be different when applied to other industries or professions; fifth and last, the data were collected in an Asian society, and it has been shown that cultural differences influence identity consistency (e.g., Suh, 2002). Thus the generalizability of the results may be limited.

Future research can add more measures to outcome variables, such as burnout, job performance, or intention to leave. The relationship between emotional labor and continuance and normative commitment (other than just affective organizational commitment, Allen & Meyer, 1991), and the moderating effects of locus of control and role-identity (as well as other moderators) would also be interesting to see.

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情緒勞務對工作滿意度與組織承諾之影響 的個人差異：內外控與角色認同的調節效果

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摘要

針對服務組織情緒勞務的研究，在近年來吸引了許多的注意。過去對情緒勞務後果的研究結果並不一致。這顯示這個概念仍然需要更進一步的釐清，而且研究其影響的個別差異之研究當有助益。以過去的文獻與研究為基礎，本研究假設內外控與角色認同對以下變數之間的關係具有調節（干擾）的效應：第一、展示規則與情緒努力之間；第二、情緒努力與工作滿意度/組織承諾之間。研究結果顯示內外控與角色認同具有顯著的調節效果。傾向內控的人，在展示規則與情緒努力之間存有負面關係，但在情緒努力與工作滿意度/組織承諾之間則有正面的關係。在角色認同的效果上，較認同其旅館服務工作角色者，負面關係存在展示規則與情緒努力之間，而正面關係存在情緒努力與工作滿意度/組織承諾之間。研究結果建議內外控傾向與角色認同對服務組織在情緒管理上具有實質的意義。

關鍵字：情緒勞務、展示規則、情緒努力、工作滿意度、組織承諾、內外控、角色認同

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