“WHEN THE SHOW MUST GO EVERYDAY: How Supervisory Support Shapes the Effects of Emotional Labor on Organizational Commitment and Job Satisfaction in Commercial Sex Industry”

By

Dr. Wing Lam

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Venue: M802

All interested are welcome
“WHEN THE SHOW MUST GO EVERYDAY: How Supervisory Support Shapes the Effects of Emotional Labor on Organizational Commitment and Job Satisfaction in Commercial Sex Industry”

ABSTRACT

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I proposed and examined how supervisory support shapes the effects of emotional labor on organizational commitment and job satisfaction in Commercial Sex Industry. A questionnaire survey was conducted with a sample of 206 female employees from three branches of a Karaoke-Hotel located in Shandong province, mainland China. Results showed that supervisory support strengthened the negative effect of surface acting (involves suppressing one’s felt emotions and faking the desired emotions) on organizational commitment and job satisfaction and also strengthened the positive effect of deep acting (involves actually experiencing the desired emotions) on commitment and satisfaction.
WHEN THE SHOW MUST GO ON EVERYDAY: How Supervisory Support Shapes the Effects of Emotional Labor on Organizational Commitment and Job Satisfaction in Commercial Sex Industry?

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Research Questions

1. How emotion regulation strategies affect one’s job satisfaction and affective commitment?

2. Does supervisory support help subordinates feel better when they are using emotion regulation strategies?
Emotional labor

Definition

The effort and management of feeling to express organizationally desired emotions including facial and bodily displays at work

(Diefendorff et al., 2005; Gosserand & Diefendorff, 2005)

Dimensions (strategies)

**Surface acting**: involves suppressing one’s felt emotions and faking the desired emotions

**Deep acting**: involves actually experiencing the desired emotions

(Diefendorff et al., 2005; Gosserand & Diefendorff, 2005; Grandey, 2003)
Research Model

Supervisory support

Surface acting

Deep acting

Job satisfaction

Affective commitment

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Methods

- 206 female employees (prostitutes)
- Three branches of a Karaoke-Hotel located in Shandong province, mainland China
- Data were collected in November 2005
- Response rate: 78.9%
# Measures

<table>
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<th>Alpha</th>
<th>Sources</th>
<th>No. of items</th>
<th>#-point scale</th>
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<td><strong>Independent variables</strong></td>
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<tr>
<td>Surface acting</td>
<td>.88</td>
<td>Diefendorff et al. (2005)</td>
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<tr>
<td>Deep acting</td>
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<td>Affective commitment</td>
<td>.85</td>
<td>Meyer &amp; Allen (1996)</td>
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</tbody>
</table>
1. How emotion regulation strategies affect one’s job satisfaction and affective commitment?

Surface acting – Job satisfaction: \( \beta = -0.13, p < 0.05; \Delta R^2 = 0.09 \)
Deep acting – Job satisfaction: \( \beta = -0.16, p < 0.05; \Delta R^2 = 0.07 \)

Surface acting – Affective commitment: \( \beta = 0.25, p < 0.001; \Delta R^2 = 0.09 \)
Deep acting – Affective commitment: \( \beta = 0.19, p < 0.01; \Delta R^2 = 0.07 \)

**Surface acting** was found to be negatively related to job satisfaction and affective commitment.

**Deep acting** was found to be positively related to job satisfaction and affective commitment.
2. Does supervisory support help subordinates feel better when they are using emotion regulation strategies?

Results (con’t)
Results (con’t)

2. Does supervisory support help subordinates feel better when they are using emotion regulation strategies?

[Graph showing the relationship between management support and organizational commitment for surface and deep acting.]
Potential Contributions

- Provide a new insight into the cognitive dissonance plays in the relationship between emotional labor (emotion regulation strategies) and affective outcomes.

- Explain the effectiveness of supervisory support in the association between emotional labor and affective outcomes.

- Potential implication for suggesting that organizations should strive to increase employees’ beliefs that they are capable of displaying the desired emotions.
Limitations

- Common method variance
- Cross-sectional data
- Unknown generalizability of the findings
Where are we going from here?

- In-depth investigation on identifying the psychological processes of emotional labor by interviewing the samples
- The effect of emotional labor (emotion regulation strategies) on burnout (emotional exhaustion)
- Customer perceptions of employees’ emotional displays (e.g., customer satisfaction?)
All suggestions and comments are welcome!