

*Effects of Emotion Regulation on Intrinsic and Extrinsic Job Satisfaction of
University Librarians: An Empirical Study in Taiwan*

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The Asian Conference on Literature & Librarianship 2014
Official Conference Proceedings 2014

0297

Abstract

Emotion regulation is defined as “the processes by which individuals influence which emotions they have, when they have them, and how they experience and express these emotions” (Gross, 1998, p. 275). Recent studies have discovered that emotion regulation affects job satisfaction. This topic may deserve more attention than it has hitherto received in the university library context. Based on a structural equation model of data for university librarians in Taiwan, this study examined the influence of emotion regulation (surface acting) on the different facets of job satisfaction (intrinsic and extrinsic) for university librarians. The results indicate the importance of considering the relationship between emotion regulation and different facets of job satisfaction. Specifically, the study breaks down the overall measure of job satisfaction into its intrinsic and extrinsic components, in order to identify in detail how surface acting influences different facets of job satisfaction. The findings may be particularly useful for providing a comparative understanding of the relationship between surface acting and different facets of job satisfaction in the university library context. Finally, the study provides some managerial implications for the librarianship profession.

Keywords: Emotion Regulation, Emotional Labor, Surface Acting, Intrinsic Job Satisfaction, Extrinsic Job Satisfaction

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Introduction

Management of the emotions and feelings displayed in daily working life is a primary aspect of success at work for many employees, especially in service occupations (Pugh, Groth, & Hennig-Thurau, 2011). Emotional management as part of the job role is an area of emotion research that has received more attention (Diefendorff & Gosserand, 2003). Librarians must struggle with emotions in their everyday work situations (Arbuckle, 2008; Matteson & Miller, 2012), and some research studies have examined the extent of emotional labor within librarians' work (e.g., Julien & Genuis, 2009; Matteson & Miller, 2012).

Prior research has demonstrated that two emotional labor strategies display different relationships with organizational and individual outcomes (Côté, 2005). The two emotional labor strategies, which have been evaluated for their role in the process of emotional regulation, are deep acting (controlling inner feelings), which is assumed to increase job satisfaction and job performance, and surface acting (manipulating observable expressions), often treated as less effective (Chi, Grandey, Diamond, & Krimmel, 2011; Grandey, 2000). Therefore, the relationships between surface acting and its consequences deserves more and particular attention in the library context.

A growing body of research on emotional labor has focused on service professions such as hotel employees (Wong & Wang, 2009), and bank tellers (Chau, Dahling, Levy, & Diefendorff, 2009); there has been little research investigating university librarians. The technical training of librarians has attracted more research attention than their emotional management skills (Matteson & Miller, 2013). Emotional management is primarily treated in theoretical rather than practical terms. Thus, a deeper empirical investigation of emotional labor deserves more attention in library and information science (LIS).

Prior studies have examined some damaging organizational outcomes of surface acting, such as reduced job satisfaction (e.g., Hülshager & Schewe, 2011; Mahoney, Buboltz, Buckner, & Doverspike, 2011). Job satisfaction has attracted considerable attention from management and psychology researchers, and LIS researchers also have engaged with this important topic (Lim, 2008; Peng, in press; Peng, Hwang, & Wong, 2010). Despite the importance of understanding how surface acting affects employee satisfaction, few studies have examined the facet view of these relationships. Accordingly, it may be worthwhile to investigate the effects of surface acting on different dimensions of job satisfaction. This study primarily sought to

examine how emotion regulation strategies (i.e., surface acting) affect facets of job satisfaction in the university library context.

Literature review

Emotional labor has been defined as “the management of feeling to create a publicly observable facial and bodily display” (Hochschild, 1983, p.7), and emotion regulation has been defined as “the processes by which individuals influence which emotions they have, when they have them, and how they experience and express these emotions” (Gross, 1998, p. 275). Grandey (2000) examined emotion regulation as a guiding theory for understanding the mechanisms by which emotional labor may be stressful to individuals but still be beneficial to the organization.

Emotion regulation theory suggests that emotions can be regulated by two different kinds of interactions in the workplace: response-focused regulation, or surface acting, and antecedent-focused regulation, also known as deep acting (Matteson & Miller, 2013). Emotional labor depends on how an employee feels, and may require the use of emotion regulation strategies such as suppressing an inappropriate felt emotion or faking an unfeeling emotion (Gross, 1998). In particular, surface acting is a determinant behavior that contributes to impression management (Grandey, Fisk, & Steiner, 2005). Surface acting is “faking in bad faith” (Rafaeli & Sutton, 1987, p32). This study focused on the more specific component of emotional labor, surface acting.

Many consequences have been concluded to result from emotional labor (e.g., Bono & Vey, 2005; Ozcelik, 2013), such as job satisfaction (e.g., Grandey, 2000; Hülshager, Alberts, Feinholdt, & Lang, 2012) and job performance (e.g., Hülshager & Schewe, 2011). In particular, Matteson and Miller (2012) provided a summary of research agendas of emotional labor in librarianship, and suggested that future research could examine how emotional labor affects job satisfaction. Job satisfaction is “a pleasurable or positive emotional state resulting from the self-appraisal of one’s job or job experiences” (Locke, 1976, p. 1300). Usual aspects of job satisfaction include “work, pay, promotions, recognition, benefits, working conditions, supervision, co-workers, company and management” (Locke, 1976, p.1302). It can be divided into two dimensions: intrinsic and extrinsic (Weiss, Dawis, England, & Lofquist, 1967). Intrinsic satisfaction refers to the sense that an employee’s work is inherently worthwhile, and that others approve of it and recognize its worth. Extrinsic satisfaction is based on more visible factors such as working conditions or compensation, but nonetheless influences an employee’s internal motivation (Peng, in

press).

Some research (e.g., Hülshager, Lang, & Maier, 2010; Hülshager & Schewe, 2011) has shown that surface acting negatively affects overall job satisfaction. Matteson and Miller (2013) also found the same result for librarianship. As mentioned in the introduction, it may be worthwhile to explore the influences of surface acting on facets of job satisfaction.

Research hypotheses

Employees' emotional labor strategies are chosen so as to maximize their personal gains and minimize resource use (Mahoney et al., 2011). Emotional labor imposes a strong impact on employee's psychological states (Liu, Prati, Perrewé, & Ferris, 2008). Surface acting is related to emotional dissonance (Hochschild, 1983), likely to result in psychological and physical strain (Brotheridge & Grandey, 2002; Grandey, 2000). For example, employees who engage in surface acting must pay continuous attention to their actual feelings and how they wish to appear to others. This can require a strong sustained effort and deplete mental resources. Furthermore, emotional experiences affect employees' perceived job satisfaction (Weiss, 2002). When employees engage in surface acting, their desired and actual emotions must be continuously monitored, and they need to invest more effort to control their emotional expression. This constant effort depletes mental resources and decreases well-being and job satisfaction (Hülshager & Schewe, 2011). These consequences result in psychological distress and make employees unhappy in their work. Employees' ability and willingness may be decreased by protracted surface acting (Ozcelik, 2013). Accordingly, the following hypotheses were formed:

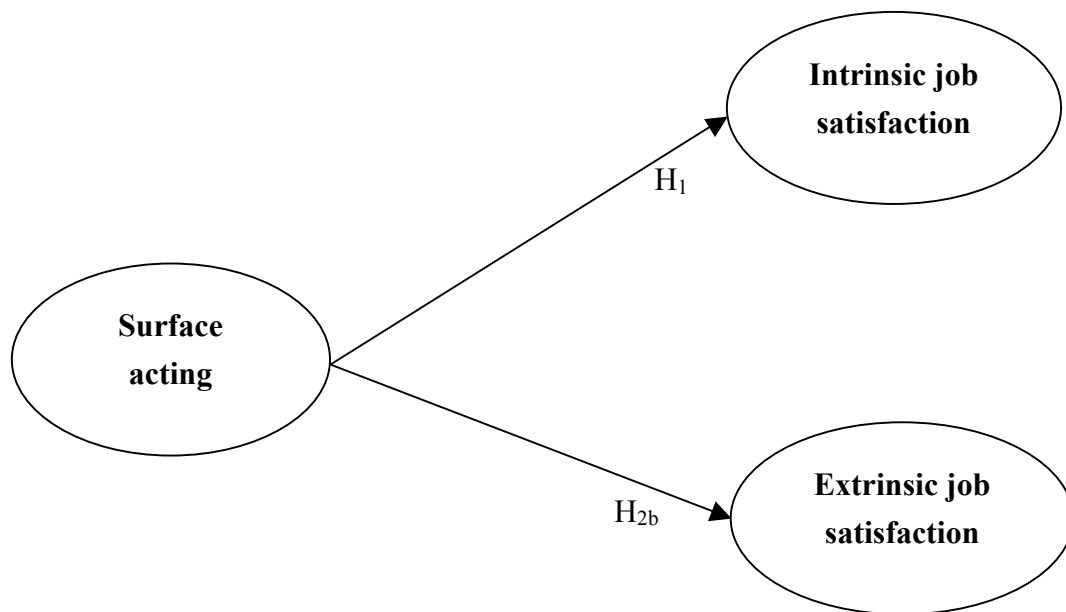
H₁. There is a negative correlation between surface acting and intrinsic satisfaction.

H₂. There is a negative correlation between surface acting and extrinsic satisfaction.

Procedures

The study reviewed the constructs of surface acting, intrinsic satisfaction, extrinsic satisfaction, and the relationships among these constructs. The hypotheses were derived from prior rationales and a literature review. The hypothesized relationships are showed in Fig. 1.

Fig. 1. The theoretical model



The participants were 550 full-time university librarians, who were invited to participate in the study in Taiwan. Participants provided 455 complete and usable responses (82.73% response rate). The questionnaires comprised five sections, one of which solicited background demographic information about the respondent. The remaining four sections used pre-tested questions to measure the research constructs of surface acting, intrinsic satisfaction, extrinsic satisfaction, and demographic information. Responses were scored using a 7-point scale ranging from 1 (strongly disagree) to 7 (strongly agree). Items measuring surface acting were adapted from Brotheridge and Lee's (2003) emotional labor scale. Intrinsic satisfaction and extrinsic satisfaction were adapted from the short form Minnesota satisfaction questionnaire (MSQ) by Weiss et al. (1967).

Structural equation modeling was used for simultaneous estimation of interdependent causal relationships through confirmatory factor analysis (CFA). As in the two-step approach of Anderson and Gerbing (1988), estimation of the structural model was preceded by that of a measurement model (Sin, 2012). The fit of the model hypotheses was evaluated using SEM, following Bell and Menguc (2002). The indices used in LISREL to estimate the goodness of fit between the model hypotheses and the data are: the goodness of fit index (GFI), the adjusted goodness of fit index (AGFI), chi-square with its associated degrees of freedom and probability level, comparative fit indexes (CFI), normed incremental fit indexes (NFI), non-normed incremental fit indexes (NNFI), and the root mean square error of approximation (RMSEA).

A poor fit between the data and the model is shown by significant chi-square values, as suggested by Bagozzi and Yi (1988). This result is sensitive to the sample size, with a large n more likely to produce a statistically significant result (Stevens, 1996). If a normed chi-square index (NCI, χ^2/df) is smaller than 5, the model fit is considered acceptable (Marsh & Hocevar, 1985). Bentler and Bonett (1980) have also suggested testing the model fit using NFI and NNFI. The NFI, NNFI, and chi-square models are used to measure incremental fit, because they contrast the fit of the target model with that of a more restrictive baseline model. When CFI, NFI, and NNI values are greater than 0.9, a good fit can be inferred (Hu & Bentler, 1999). Indices of goodness-of-fit (GFI) and adjusted goodness of fit (AGFI) are also estimated on the basis of the model's success in displaying the observed variance and covariance of the sample. These indices may range from zero to one, with values in excess of 0.9 usually regarded as acceptable (Kelloway, 1998).

Finally, the root mean squared error of the approximation (RMSEA) is computed. This measures the residual values left unexplained by the model, and a sufficiently small result provides evidence of an acceptable model fit. A RMSEA value smaller than 0.08 is regarded as an acceptable fit (McDonald & Ho, 2002).

Results

The correlation matrix among all variables of the study is displayed in Table 1. Total reliability estimates were acceptable, and variables were correlated, but not so highly as to suggest construct redundancy.

Table 1 Means, standard deviations and correlations of constructs

Constructs	Mean	SD	1	2	3
1. Intrinsic job satisfaction	4.52	1.12	0.97		
2. Extrinsic job satisfaction	4.77	1.20	0.18	0.78	
3. Surface acting	3.66	1.02	-0.52*	-0.31*	0.93

* $p < 0.05$.

1. Correlations are estimates from a confirmatory factor measurement model.
2. Bold numbers on the diagonal parentheses are square root of each construct's AVE value.

CFA was executed for the independent variable (surface acting) and dependent variables (intrinsic and extrinsic satisfaction), as used in the measurement model and the structural model. The chi-square value of the measurement model was significant ($\chi^2_{(203)} = 340.09, p < 0.05$), but the NCI (= 1.68) shows that the measurement model has a reasonable fit. Other indices estimated were also greater than the standard

values: CFI (= 0.99, > 0.90), NFI (= 0.98, > 0.90), NNFI (= 0.99, > 0.90), GFI (= 0.94, > 0.90), RMSEA (= 0.04, < 0.08), and AGFI (= 0.88, close to 0.90). A confirmatory factor analysis confirmed that the measurement model demonstrated a good fit to the data. The results are shown in Table 3.

Table 3 Results of the measurement model

Measures	Factor loading ^a	Errors variance	Construct reliability ^b	Average variance extracted ^c
Intrinsic job satisfaction			0.99	0.94
IS1	0.98	0.05		
IS2	0.97	0.06		
IS3	0.97	0.06		
IS4	0.97	0.07		
IS5	0.98	0.05		
IS6	0.97	0.06		
IS7	0.98	0.05		
IS8	0.98	0.05		
IS9	0.97	0.05		
IS10	0.97	0.07		
IS11	0.97	0.06		
IS12	0.96	0.07		
Extrinsic job satisfaction			0.93	0.61
ES1	0.82	0.32		
ES2	0.84	0.29		
ES3	0.65	0.58		
ES4	0.68	0.53		
ES5	0.77	0.41		
ES6	0.71	0.50		
ES7	0.84	0.30		
ES8	0.77	0.40		
Surface acting			0.95	0.87
SA1	0.97	0.06		
SA2	0.98	0.05		
SA3	0.84	0.29		

a. All completely standardized estimates (λ) are statically significant, $p < 0.05$.

b. Construct reliability = $(\sum\lambda)^2 / ((\sum\lambda)^2 + \sum\text{errors})$ (Jöreskog & Sörbom, 1993).

c. Average variance extracted (ρ_{vc}) = $(\sum\lambda^2) / ((\sum\lambda^2) + \sum\text{errors})$ (Jöreskog & Sörbom, 1993)

The results of reliability and validity tests are also shown in Table 3. Bagozzi and Yi (1988) suggested that a reliability test should be judged by three criteria: standardized estimates (> 0.50), the composition reliability (CR) value (> 0.60) (Fornell & Larcker, 1981), and the p -value (< 0.05). Factor loadings of all variables are shown in Table 3 and should be 0.50 or higher: the CR values of all variables are between 0.93 and 0.99. The AVE value should be more than 0.50 (Fornell & Larcker, 1981): the AVE values of all constructs are higher than 0.50. Fornell and Larcker (1981)

recommended that discriminant validity is determined from a contrast of squared pair-wise correlations between constructs and the AVE value for every construct. The square root of AVE value for each construct is shown as the bold numbers on the diagonal in Table 1. These values should be higher than their correlations with the other constructs. The correlations between each construct and all other constructs are shown off the diagonal, and are all smaller. Thus, discriminant validity was attained.

Fit indices showed an appropriate fit for the overall structural model ($\chi^2_{(203)} = 340.09$; NCI = 1.68; RMSEA = 0.04; CFI = 0.99; NFI = 0.99; NNFI = 0.99; GFI = 0.94; AGFI = 0.92). The result of main effects tests are shown in Table 4. The structural estimate of -0.48 ($t = -10.60$) indicates that surface acting had a negative and significant effect on intrinsic satisfaction. The estimate of the path from surface acting to extrinsic satisfaction is -0.31 ($t = -6.07$), which means that when surface acting is higher, extrinsic satisfaction is lower. Therefore, H₁ and H₂ are both supported.

Table 4 Results of the hypotheses test (H₁ and H₂)

Path relationships	Standardized structural coefficients	t-value	Hypothesis
H ₁ : Surface acting → Intrinsic job satisfaction	-0.48	-10.60	Supported
H ₂ : Surface acting → Extrinsic job satisfaction	-0.31	-6.17	Supported
Indices' details: $\chi^2_{(203)} = 340.09$; NCI = 1.68; RMSEA = 0.04; CFI = 0.99; NFI = 0.99; NNFI = 0.99; GFI = 0.94; AGFI = 0.92			

Discussion

Previous research has shown that emotional labor has a negative effect on employees' job satisfaction, particularly when they engage in surface acting. To extend the results of previous studies of surface acting, this study examined whether emotional regulation (surface acting) has negative effects on different facets of job satisfaction (intrinsic and extrinsic) for university librarians. There are some important findings. As predicted in H₁ and H₂, surface acting is significantly negatively related to each dimension of job satisfaction. These results demonstrate that surface acting reduces facets of university librarians' job satisfaction. Service organizations should attempt to protect emotional labor by reducing job stressors or by supplying adequate resources (Choi, Cheong, & Feinberg, 2012). It may be hard to fully prevent surface acting, because university libraries require librarians to provide users with an excellent service. Therefore, the negative effects of surface acting may deserve more attention in the library context. The results suggest that library managers may require the appropriate skills and methods to extenuate the adverse effects of surface acting

on different facets of job satisfaction. In particular, library administrators need to care about the intrinsic satisfaction of their librarians (Peng, 2010, in press).

The study has limitations that should be considered in future research. First, future studies should investigate the generalizability of these results in distinct types of libraries. Second, further research may explore what kinds of moderators might be able to mitigate the adverse effects of surface acting on intrinsic and extrinsic satisfaction. The emotional regulation of employees as they deliver services to customers influences customers' reactions, which determine service smoothness (Groth, Hennig-Thurau, & Walsh, 2009). Libraries are attentive and satisfactory of the important effect of emotional management on the responses of their users (Matteson & Miller, 2013).

Conclusion

This study makes theoretical and empirical contributions. Despite the importance of comprehending how surface acting affects job satisfaction, few studies have examined the facet view of these relationships. Therefore, the study tested whether these hypotheses were supported by the data. The study simultaneously premeditates the evidence for surface acting to be negatively associated with intrinsic and extrinsic satisfaction. The practical implications of these findings are straightforward. First, library managers should include positive emotional norms within employees' training. Second, library managers should implement appropriate methods to reduce the negative effects of surface acting, and use whatever means are available to enhance the satisfaction of librarians in the workplace. Also, employees should receive behavioral and cognitive training on how to manage their inner feelings (i.e., deep acting) and their facial expressions (i.e., surface acting) to adapt to the demands of their jobs (Diefendorff & Richard, 2003). People may differ in their innate ability to be acquainted with emotions, but they can usually be trained to increase their abilities (Bechtoldt, Rohrman, Pater, & Beersma, 2011). Therefore, librarians could improve their psychological capital through more training to decrease the relationships between surface acting and facets of job satisfaction. Library managers should also take a vigorous role in stimulating facets of librarians' job satisfaction in their library.

This finding is particularly meaningful in the university library context in Taiwan. All previous emotional labor research has been conducted in Western settings. Previous research proposed that Westerners (individualistic) and Chinese (collectivistic) use different emotional display rules (Ekman, 1971). Thus, it is important to understand

how emotional labor operates in different cultural contexts, and whether the cultural differences affect facets of job satisfaction in Chinese settings in a similar manner to what has been reported in Western settings.

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