Does Job Enjoyment and Organizational Support Affect Emotional Labor?

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Abstract

The research focuses on the publicists of universities as the research targets; the census approach is applied during the questionnaire survey to examine the relationship between job enjoyment, organizational support and emotional labor. The research results reveal that job enjoyment and organizational support has a positive influence on deep acting and expression of naturally felt emotions; it also has a negative effect on surface acting. In addition, organizational support effectively increases the positive relationship between job enjoyment and deep acting, as well as the negative relationship between job enjoyment and surface acting.

Keywords: Emotional Labor, Organizational Support, Job Enjoyment

Introduction

With the emergence of the customer oriented service society, emotional problems in organizations are receiving increased attention from academia and industry (Ashforth & Humphrey, 1995; Ashkanasy, Härtel & Daus, 2002; Briner, 1999). Emotional labor is one of the key issues related to emotion; although emotion is often considered a personal matter, however, it is in fact a major part of work life (Arvey, Renz, & Watson, 1998) which is controlled by the organizations and has an instrumental objective (Mumby & Putnam, 1992).

Employees are not only expected to conduct physical and intellectual labor, they are also expected to perform emotional labor (Chu & Murrmann, 2006; Sharpe, 2005; Zapf, 2002). Employees exhibiting the emotions expected by the organization have become an important part of today's work (Rafaeli & Sutton, 1987). Emotional problems will affect the worker's performance and the organization's operations and achievements. Therefore, when the interaction between employees and people are requested to be increased, the organization's provision of support and assistance so that the employees may manage and digest emotions has become a crucial issue.

According to studies, organizational support may fulfill the employees' social and

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emotional needs; if the employees are aware of the organization's willingness to reward them for their contributions, they will be motivated and favorable perceptions will develop towards the organization. In turn, they will be willing to contribute even more for the benefit of the organization (Eisenberger, Fasolo & Davis-LaMastro, 1990).

In terms of studies on organizational support, the outcome variables are mostly organizational commitment (Bishop, Scott & Goldsby, 2005), emotional commitment (Allen, Lynn & Rodger, 2003; Hutchison & Garstka, 1996; Settoon, Bennett, & Liden, 1996; Stinglhamber & Vandenberghe, 2003; Wayne, Shore, & Liden, 1997), role job performance (Eisenberger et al., 1990; Eisenberger, Huntington & Hutchisom,1986), mutual assistance among colleagues (Shore & Wayne, 1993; Wayne et al., 1997), providing recommendations for improving organizational operations (Eisenberger et al., 1990), absence rate (Eisenberger et al., 1986, 1990) and willingness to quit the job (Guzzo, Noonan & Elron, 1994; Wayne et al., 1997).

However, other related studies indicate, organizational support has a significant buffering effect on role pressure (such as role ambiguity and role conflict) and pressure outcome (such as performance, satisfaction and willingness to stay, work/family conflict) (Stamper & Johlke, 2003). If organizational support has such buffering effects on these variables, what is its influence on emotional labor? How to alleviate the employees' emotional labor is the first theme of discussion for this study.

Through transformations in the global economy, politics, society and culture, the internal and external environment of the enterprise is also changing rapidly. In order to maintain the core competitiveness of the enterprise, Public Relations (PR) has become increasingly important (Council of Labor Affairs Executive Yuan of Taiwan, 2009). In the past, the importance of PR was recognized by enterprises; later, governments also became involved in PR. Recently, with the popularization, prevalence and marketization of higher education in the Taiwan region, universities have also begun to emphasize the creation of school images and have established PR units or personnel to create superior quality image, which is in an effort to enhance the general public's image positioning.

In terms of system theory perspective, PR may be perceived as a subsystem of an organization (Cutlip, Cinter & Broom, 1994). In terms of organization and PR, publicists have taken on the role of organizational boundary spanners who represent the organization externally and the external environment internally (Eisenberg, Farace, Monge, Bettinghaus, Kurchner-Hawkins, Miller & Rothman 1985). They need to assist in the communications among other subsystems in the organizations as well as communications between the subsystems and the external environment.

PR has been imbued with a glamorous image-- it is an industry with great sense of achievement; however, it is also an extremely tough and frustrating business. Publicists need to have a great deal of passion, mental vigor and creativity in order to handle the high work stress, long work hours and frustration. According to studies conducted by Hochschild (1983) and Adelmann (1989), publicists and renowned writers are high emotional laborers in the professional, technical and kindred workers.

The nature of university is completely different to that of an enterprise, despite the influence of the reduced birthrate in Taiwan; various universities have engaged numerous advertising mediums in order to recruit outstanding students or to increase their enrollment rate. However, as far as universities are concerned, the promotions are

concentrated before and after the joint college entrance examination, therefore whether the research conclusion by Hochschild (year?) is applicable to university publicists is the second theme of discussion for the study.

As for individuals, the intrinsic values of the work are the intrinsic motives (Deci & Ryan, 1985). When people seek enjoyment, interest, satisfaction of curiosity and self challenge in work, this is called the spurring on of intrinsic motives (Amabile, Hill, Hennessey, & Tighe, 1994). The individual's purpose for involving in work is not for extrinsic objectives or rewards, instead, it is for personal objective or values towards the work; work itself is a type of happiness and satisfaction (Amabile et al., 1994), such happiness and satisfaction is referred to as job enjoyment.

Furthermore, after searching literature related to fun and enjoyment in organizational work, it is discovered that the playfulness of work proposed by Lieberman (1977) refers to physical, cognitive and social spontaneity, manifest of joy and humor. This is somewhat similar to having fun at work; however, the substantial meaning is actually different. Job enjoyment related literature is sorely lacking, therefore the examination into the relationship between job enjoyment and emotional labor is a void still to be filled.

Consequently, the study focuses on the university publicists to examine the relationship between job enjoyment and emotional labor. Will the publicists have higher job enjoyment due to the diverse nature of their work? Will job enjoyment be able to reduce emotional labor? Will the influence of the two factors, together with the organization's support towards the employees effectively reduce emotional labor? This is the third discussion theme of the study.

Literature Review

Emotional Labor

In 1983, an in depth case study was conducted by Hochschild on the emotional expression of Delta Air Lines' flight attendants based on the Goffman (1995)'s theatre theory; pioneering perspectives towards emotional labor were proposed to challenge the conventional thinking that "Emotion is a natural expression of emotions". Instead, the management of inner feelings is emphasized, the study believed that emotional labor is the commercialization of emotions and it is sold for salary and remuneration, therefore it has exchange value (Fineman, 1995; Handy, 1995).

Therefore, according to Hochschild (1993), emotional labor is described as the "Control of self emotions at work by workers who have a high degree of contact with coworkers within the organization or with external clients, so as to create an expression, voice or body gesture which is acceptable to the clients. At the same time, the workers must control their emotions in the public while being confined by the organization's regulations and salary compensation, so as to create a working atmosphere demanded by the organization." Other scholars have examined it from an interpersonal interaction perspective and believe that emotional labor is the mental efforts, plan and control exerted by the individual when expressing the emotions expected by the organization during interpersonal interactions (Morris & Feldman, 1996).

In other words, the workers must put on an act for their emotions according to the emotional rules so as to make the customers happy (Diefendorff, Croyle, & Grosserand,

2005); they also have to control their inner emotions and external behaviors in order to exhibit appropriate emotional rules or professional ethics (Chu & Murrmann, 2006). The definition of emotional labor may be varied, but they do have common aspects; most of the researchers believe emotional labor is the effort exerted by the workers in response to emotional adjustments needed at work, and that the origin of emotional labor still occurs during the interpersonal interactions at work.

In order to define emotional labor workers, Hochschild (1983) compiled six jobs that require the application of emotional labor the most from the 12 standard vocational groups in the US, they are: 1. Professional, technical, and kindred worker; 2. Managers; 3. Sales personnel; 4. Clerks and kindred worker; 5. Kindred workers in service oriented work (excluding family work); 6. Private home workers.

Hochschild also pointed out that the above job categories have three points in common: 1) require face-to-face or voice-to-voice contact with the public; 2) require the worker to produce an emotional state in another person; for instance, gratitude or fear 3) allow the employees to exercise a degree of control over their emotional activities (Hochschild, 1983). Hochschild (1983) has publicly admitted that the categorization of emotional labor jobs is just a recommended approach which requires observation and verification in the future. Even so, the categorization nevertheless established important foundations as far as emotional labor is concerned. Adelmann (1989) further subcategorized Hochschild's definitions and categories of the standard vocation categories in the US according to the level of emotional labor.

According to Adelmann's categorization, whether they are Professional, Technical, and Kindred Worker or Clerical and Kindred Workers, university publicists should be categorized as high level emotional labor workers. Wharton (1993) combined Hochschild's perspective on emotional labor and proposed that emotional labor must conform to: 1) require face-to-face or voice-to-voice contact with the public; 2) require the worker to produce an emotional state in another person; 3) allow the employees to exercise a degree of control over their emotional activities.

Emotional labor works are most commonly seen in the frontline employees of the service industry (Ashforth & Humphrey, 1993), the reason being that frontline service employees are at an intermediary position between the customers and the organization; moreover, they often have to engage in face-to-face interaction with the clients and service agent. At the same time, uncertainty is created due to the customers' participation. As far as employees who are providing service work, expression of emotion has become part of the service (Wichroski, 1994), while exhibiting the emotions desired by the organization has also become an important part of the job (Rafaeli & Sutton, 1987).

Consequently, the employees are not only expected to perform physical and intellectual labor, they are also expected to carry out emotional labor (Chu & Murrmann, 2006; Sharpe, 2005; Zapf, 2002). Publicists coincidentally conform to the above mentioned characteristics, therefore the study hypothesizes that:

H1: Publicists have higher emotional labor.

The emotional labor construct is diverse, while some scholars conduct research on the one dimensional construct of emotional dissonance, believing that emotional labor as an expression and feeling is conflicting (Abraham, 1999a, 1999b). Others propose the

two dimensional construct to measure emotional labor, believing that when providing emotional labor, the emotional laborers tend to exhibit surface acting and deep acting (Grandey, 2003; Hochschild, 1983; Totterdell & Holman, 2003). Alternatively, the emotional labor is divided into two facets of self-focused emotional labor and other-focused emotional labor (Pugleisi, 1999). On the other hand, Glomb and Tews (2004) examined the content of emotional labor via emotion's extrinsic expression and intrinsic feelings; he presented extrinsic expression as the x-axis and internal feelings as the y-axis and listed four quadrants that represent respectively: 1. the emotion is felt, however there is no expression (suppressed expression); 2. the emotion is felt and expressed (genuine expression); 3. no feeling but needed expression (fake expression); 4. no feelings and no need to express negative emotions. As for the multiple dimension construct, Diefendorff et al. (2005) divided emotional labor into three dimensional constructs such as surface acting, deep acting and expression of naturally felt emotions based on the opinions provided by Ashforth and Humphrey (1993), Grandey (2003), and Kruml and Geddes (2000). Morris and Feldman (1996) measures emotional labor through four dimensions such as frequency of emotional Display, attentiveness to required display rule, variety of emotions required to be expressed and emotional dissonance. Some scholars even use as many as six dimensions to discuss emotional labor (Brotheridge & Lee, 2003; Davies, 2002). Regardless of which argument to take, the key to studying emotional labor lies in discussing how an individual manages to satisfy the emotional expression as demanded by the organization. Since surface acting and deep acting are two vital mechanisms during the process of emotional regulation, while the expression of naturally felt emotion conforms to the expectations of the organization, the publicists still need to devote substantial effort to ensure the expression of emotions. Therefore, the study adopts Diefendorff et al. (2005)'s perspective and divide emotional labor into three constructs such as surface acting, deep acting and naturally felt emotions.

1. Surface acting

Surface acting is a form of more stringent verbal or nonverbal expression, which refers to the attitude, tone or facial expression exhibited by the workers; such expressions which originate from the organization's demands are usually inconsistent with the true inner state of the worker. For instance, when the plane experiences an emergency situation in the air, even if the flight attendants feel frightened, they must remain calm and comfort the passengers on the plane. Surface acting is also known as faking in bad faith, which means that the employees will correct their emotional expressions but will not adjust their inner feelings; by following the rules, their purpose is to retain their jobs and not to assist the customers or the organization (Rafaeli & Sutton, 1987), therefore, it is a type of response-focused emotion regulation.

2. Deep acting

This refers to the emotional state where the workers express their personal inner feelings due to recognition or actual experience. For instance, when the medical personnel feel sympathetic towards the pain suffered by their patients, perhaps it is because they have experienced the same disease themselves or they feel sympathy pain. Deep acting is also referred to as faking in good faith, when the employees perform deep acting, they will attempt to adjust their inner feelings in order to achieve the behavior expected by the organization, and to make the customers feel their sincerity

(Rafaeli & Sutton, 1987). Consequently, deep acting is an antecedent-focused emotion regulation.

3. Expression of naturally felt emotions

Diefendorff et al. (2005) believes that in addition to the above two mentioned dimensions, when an individual is performing work, he still needs to devote substantial effort in order to ensure the expressed emotions conform to the organization's expectations, therefore the expression of naturally felt emotions should become part of emotional labor.

Grandey (2000) has compiled all past research on emotional labor (Gross, 1998; Hochschild, 1983; Morris & Feldman, 1996) and proposed the cause and effect variable, which affects emotional labor. In the model, the cause and effect variable is divided into four categories, namely: interaction expectations, emotional events, individual well-being and organizational well-being. In particular, organizational support consists of work autonomy, supervisor support and coworker support. Therefore, it is evident that organizational support is one of the variables for influencing emotional labor.

Organizational Support

US social psychology expert Eisenberger et al. (1986) discovered that the academia's study on the relationship between employees and organizations has a unidirectional tendency. Therefore, based on the principle of reciprocity (Gouldner, 1960) and the social exchange theory (Blau, 1964), the perceived organizational support theory was proposed. The theory overcame the limitation of previous studies that only focused on the employees' commitment towards the organization, but little attention was paid on the organization's commitment towards the employees (Eisenberger et al., 1986). The concept has two core points: one is the employees' feelings on whether the organization perceives importance in their contributions, while the second is the employees' feelings on whether the organization perceives importance in their happiness. McMillin (1997) supplemented Eisenberger et al.'s perspective by stating that organizational support is comprised of instrumental support and social emotional support. Social emotional support helps to satisfy the employees' social and psychological needs, while instrumental support facilitates the various functions in executing their work. If the employees lack the instrumental support needed for work, their work progress, quality, quantity and performance will be negatively affected, thereby resulting in employees' anger and frustration. In other words, only when the employees are aware of the organization's sense of importance and care towards them, will they perform their duty diligently, express their feelings towards the organization and make calculated commitments. Furthermore, the employees will be willing to continue innovating for the organizations even if the expected direct retribution or praises are not received (Eisenberger, et al., 1990). Organizational support stresses the employees' belief in the organization's loyalty (commitment) towards them and the

psychological mechanism behind; this is also the concept of social exchange (Esienberger et al., 1986), as well as the psychological contract between the employees and the organization (Guzzo, Noonan, & Elron, 1994). At the same time, if the employees receive important and valuable resources (such as raise, promotion or opportunity for development training), driven by a sense of obligation, and based on the principle of mutual benefit, not only do they exhibit in-role behaviors, they also demonstrate organization citizen behaviors outside their role and reduce absence to help the organization to achieve its objective (Esienberger et al., 1986；Witt, 1991). In other words, organizational support refers to the organization's reward method towards the employees (such as praises, citations, salary increases, promotions or work enrichments etc.) which makes the employees expect themselves to be treated well by the organization in times of sickness, when mistakes are made or when outstanding performance is demonstrated; they also expect the organization to be willing to remunerate them with fair salaries and give their work meaning and fun. According to past research results, the majority of the work outcome variables concerning organizational support exhibit positive relationships; other researchers have discovered that organizational support has a significant buffering effect on role pressure (such as role ambiguity or role conflict) and pressure outcome (performance, satisfaction level and willingness to stay at job, work/family conflict) (Stamper & Johlke, 2003). Therefore, the study hypothesizes that organizational support may effectively reduce the employees' faking in bad faith behavior when facing the customers, thereby effectively increasing faking in good faith and the involvement of naturally felt emotion, therefore it is hypothesized that:

H2$_a$: Organizational support has a negative effect on surface acting; in other words, the higher the level of organizational support is felt by the employees, the more effective they are able to reduce faking in bad faith emotional labor.

H2$_b$: Organizational support has a positive effect on deep acting; in other words, the higher the level of organizational support is felt by the employees, the higher the faking in good faith emotional labor.

H2$_c$: : Organizational support has a positive effect on the expression of naturally felt emotions; in other words, the higher the level of organizational support is felt by the employees, the more they are willing to commit themselves to work.

Job Enjoyment

According to the definition by the Merriam-Webster Online Dictionary, enjoyment refers to the action or state of enjoying. The enjoyment defined by the

graduate school is the subjective feeling of an individual towards something, which is different from the pursuit of sensual or material enjoyment as described by hedonism. Job enjoyment refers to the enjoyment experienced while working. Job enjoyment may originate from two sources, one is individual interest, and the other is that the job itself is interesting. Job enjoyment as defined by the graduate institute refers to cognitive or psychological pleasure generated by jobs that are interesting and offer a high sense of achievement, which means that PR is an interesting job. According to Pan Asia Human Resource Bank's survey in March 2005 on the university students' employment expectations and their favorable enterprises, having a high degree of popularity and interesting job are their reasons for selecting these enterprises; therefore, interesting work plays an important role on the vocational field. Lieberman (1977) pointed out, interesting has two connotations, one focuses on the characteristics of interesting, believing that it is related to the characteristic of a stable individual who does not change with the environment; the other connotation stresses the state of interesting, which fluctuates with time and the environment. As for job enjoyment, the characteristics of interesting is like personal interest, while the state of interesting refers to work characteristics and sense of achievement etc. The founder of Common Wealth magazine, Prof. Gao Xi-Jun pointed out in his preface for renowned US behavioral scientists Waitley and communications scholar Witt (2007)'s co-authored book *The Joy Of Working* that the joy of working comes from being competent towards work, having contributed towards work and the substantial results generated by work. Consequently, interesting also represents challenging, as well as work, freedom and accomplishments at work.

As far as job enjoyment is concerned, the study believes that in addition to the worker's personal interests, work itself and the fun or accomplishment generated during the process are also important elements. Interest is the tendency for people to strive to know certain things or to love certain activities; numerous interest-related researches are based on the motivation theory. Therefore, the research attempts to examine job enjoyment through motivation theory and theory of job characteristics. From a motivation theory point of view, work motivation plays a crucial management function in enterprise organizations, because it entices the subordinates or employees to complete their expected results (Scott, 1976); it is a stimulated need sufficient to induce individuals to take action in order to achieve satisfaction (Kotler, 1998). As for individuals, the intrinsic value of work is also the intrinsic motivation (Deci & Ryan, 1985). When people seek enjoyment, interest and satisfaction in curiosity or self challenge at work, this is called intrinsic motivation driven, which may be observed and measured from the fun and self challenge obtained from work. The former focuses on the fun experienced by an individual during work, while the latter refers to the exertion of individual abilities, self recognition and the level of challenge accepted (Amabile et al., 1994). If the individual is involved in work not for the purpose of extrinsic objective or remuneration, but for self objectives or values towards work, work itself is a kind of happiness and satisfaction (Amabile et al., 1994). When a person is able to obtain higher enjoyment/pleasure from work and demonstrates higher ability to accept new challenges, this suggests he is most likely driven by intrinsic motivations. If looked at from the job characteristics model, work characteristic refers to various work-related attributes and elements, or the characteristics that are intrinsic to work (Steers & Porter, 1991); this encompasses all work-related intrinsic and extrinsic elements such as

environment, salary, welfare, learning, skill/safety, satisfaction, achievement etc. In the job characteristic theory, Hackman and Oldham (1975)'s job characteristic model is the most widely accepted and supported theory among all job characteristic-related theories. The model proposes five core constructs such as skill variety, task significance, task autonomy, and task feedback. The five core constructs will influence the three primary psychological states of employees' experience towards the meaning of work, responsibility towards work and understanding of work results; furthermore, personal behavior and work performance. Different work characteristics and personal psychological states have a positive influence on personal work motivation, job satisfaction and work performance (Fried & Ferris, 1987). In addition, Abramis (1989)'s study also discovered that job enjoyment may influence an individual and the organization, in turn reducing anxiety and depression of work life and increasing satisfaction; becoming more motivated by work, the individual may also become more creative, more capable of achieving the work's demand and does not become absent from work without leaving or arriving late for work. Consequently, the research hypothesizes that the level of enjoyment towards work induced by personal interest, ability and sense of achievement may be related to whether emotional rules may be followed in an organization, thereby affecting the level of emotional labor. Therefore, the study hypothesizes:

H3$_a$: Higher job enjoyment leads to lower surface acting.

H3$_b$: Higher job enjoyment leads to higher deep acting.

H3$_c$: Higher job enjoyment leads to higher naturally felt emotion.

H4 $_a$: Organizational support enhances the negative relationship between job enjoyment and surface acting.

H4$_b$: Organizational support enhances the positive relationship between job enjoyment and surface acting.

H4$_c$: Organization support enhances the positive relationship between job enjoyment and naturally felt emotion.

Individual Background Factor

Morris and Feldman (1996) believes that the antecedent variable for emotional labor includes the accuracy of emotional rules, strictness of surveillance, gender, routine of the tasks, authority of the interacting subject, diversity of the task, face to face contact, freedom of work, employee emotion and the consistency of emotion demanded by work. Grandey (2000) categorizes the antecedent variable of emotional labor into four categories, namely: personal characteristics (including gender, emotional expressiveness, emotional intelligence and positive or negative emotionality), organizational elements (including work autonomy, superintendent support and colleague support), interaction expectations (including interactive frequency,

sustainability, diversity and expression rules) and emotional events (including positive events, negative events). The majority of the follow-up researchers also base their discussions on the above mentioned research foundations. According to past research, emotional labor's surface and deep acting will be influenced by the frequency of interaction with the customers, work characteristics and routine of operation, as well as customer's average communications time (Brotheidge & Grandey, 2002; Brotheidge & Lee, 2002; Diefendorff et al., 2005), employees' gender, age, marital status, education level and work experience (Kruml & Geddes, 2000; Schaubroeck & Jones, 2000). The positive emotion of the employees is affected by the employees' gender (Rafaeli, 1989), age, marital status, educational level and work experience (Tsai, 2001). Therefore, the study hypothesizes that:

H5: Emotional labor will exhibit significant difference based on personal background variable.

Methodology

Structure

According to the hypothesized results of previous literature, the study will use job enjoyment as the explanatory variable, emotional labor as the dependent variable, organizational support as the moderator variable; at the same time, the difference of the personal background variable on emotional labor is examined, the research structure is illustrated in Figure 1.
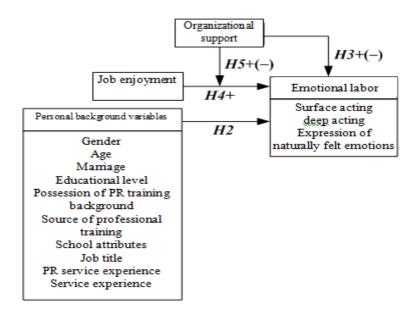

Figure1. Research structure

Research Subject and Data Gathering

The targets of the study involve persons who are currently in charge of PR affairs in universities (including science and technology universities, excluding military and police universities). Since the PR supervisors at universities in Taiwan are served on a part-time basis by professors, while university teachers are already categorized in the high emotional labor profession category (Adelmann, 1989), therefore the study has excluded them. The study collects data through the census method; first, telephone interviews are conducted on 149 universities listed by the Department of Statistics, Ministry of Education (MOE) to ascertain the number of PR personnel in each university and a register is created. At the same time, relevant personnel are asked to provide assistance for the research. In order to understand the condition of questionnaire retrieval and reply, each questionnaire features a school code, and the questionnaire is posted to the PR department of each university through post. For retrieved questionnaires that are not completed, assistance is sought through various channels after determining the school names in order to increase the quantity of retrieved questionnaires. The 2010 Taiwan university statistics are illustrated by Table 1:

Table 1. *University Statistics in the Taiwan Region*

	University	College	Total
National	41	8	49
Municipal	1	1	2
Private	63	35	98
Total	105	44	149

Sourse: Adapted from http://www.edu.tw/files/site_content/B0013/overview03.xls.

Measure

The details for the study's variable measurement and the questions are as below:

1. Questionnaire for job enjoyment

The study's questions are designed by making modifications to the workaholics' enjoyment of work (McMillan, Brady, O'Driscoll, & Marsh, 2002; Spence & Robbins, 1992), the Technology Acceptance Model's perceived enjoyment measurement scale (Heijden, 2004) as well as the research targets' work characteristics. There are 11 questions in total (Table 2); in particular, question six is a reverse question. In order to avoid the centralization effect, the Likert six-point-scale is used for measurement; it is divided into six levels such as Strongly Disagree, Disagree, Somewhat Disagree, Somewhat Agree, Agree and Strongly Agree. Each is given 1~6 points, the higher the score indicates the publicist's perception of job enjoyment is higher.

Table 2. *Job Enjoyment Measurement Scale*

	Measurement question	Note
1.	My job is so interesting that it often doesn't seem like work.	Revise
2.	My job is more like fun than work.	Revise
3.	Most of the time my work is very pleasurable.	Retain
4.	Sometimes when I get up in the morning I can hardly wait to get to work.	Revise
5.	I like my work more than most people do.	Revise
6.	I seldom find anything to enjoy about my work.(R)	Revise
7.	I do more work than is expected of me strictly for the fun of it.	Revise

Source: Adapted from McMillan, L. H. W., Brady, E. C., O'Driscoll, M. P., & Marsh, N. V. (2002).

8.	I feel PR is an enjoyable work.	Revise
9.	Doing PR makes me feel excited.	Revise
10.	I feel PR is a pleasant work.	Revise
11.	Generally speaking, I feel PR is very interesting.	Revise

Source: Adapted from Heijden, H. V. D. (2004).

2. Questionnaire for organizational support

The study integrates measurement scales developed by Eisenberger, Cummings, Armeli, and Lynch (1997) and Eisenberger, Armeli, Rexwinkel, Lynch, and Rhoades (2001), the characteristics of the research subjects are taken into consideration during revision and development of the scale. There are ten questions in total (Table 3), with four of them being reverse score questions, thus the Likert six-point-scale is adopted.

Table 3. *Organizational Support Measurement Scale*

	Measurement question	Note
1.	The organization values my contribution to its well-being.	Retain
2.	The organization fails to appreciate any extra effort from me. (R)	Retain
3.	The organization would ignore any complaint from me. (R)	Retain
4.	The organization really cares about my well-being.	Retain
5.	Even if I did the best job possible, the organization would fail to notice. (R)	Retain
6.	The organization cares about my general satisfaction at work.	Retain
7.	The organization **shows very little** concern for me. (R)	Retain
8.	The organization takes pride in my accomplishments at work.	Retain

Source: Adapted from Eisenberger, R., Cummings, J., Armeli, S., & Lynch, P. (1997).

9.	The organization strongly considers my goals and values.	Retain
10.	The organization is willing to help me when I need a special favor.	Retain

Source: Adapted from Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D. & Rhoades, L. (2001).

3. Questionnaire for emotional labor

The study adopts the emotional labor measurement scale developed by Diefendorff, Croyle, & Grosserand (2005) as the bass for developing the study's emotional labor measurement scale. There are 14 questions in total (Table 4). In particular, seven questions concern surface acting, four questions concern deep acting and three questions concern naturally felt emotions, the Likert six point scale is adopted.

Table 4. *Emotional Labor Measurement Scale*

Sub-scales		Measurement question
Surface acting	1.	I put on an act in order to deal with customers in an appropriate way.
	2.	I fake a good mood when interacting with customers.
	3.	I put on a "show" or "performance" when interacting with customers.
	4.	I just pretend to have the emotions I need to display for my job.
	5.	I put on a "mask" in order to display the emotions I need for the job.
	6.	I show feelings to customers that are different from what I feel inside.
	7.	I fake the emotions I show when dealing with customers.
Deep acting	8.	I try to actually experience the emotions I must show to customers.
	9.	I make an effort to actually feel the emotions that I need to display toward others.
	10.	I work hard to feel the emotions that I need to show to customers.
	11.	I work at developing the feelings inside of me that I need to show to customers.
Expression of naturally felt emotions	12.	The emotions I express to customers are genuine.
	13.	The emotions I show customers come naturally.
	14.	The emotions I show customers match what I spontaneously feel.

Personal Background Variable

The study's demographic variables include employees' gender, age, marriage, educational level, professional training, job title, service experience at the school, PR service experience and service school attributes (public or private).

Analysis and Result

Pre-Test

Before officially implementing the census, 60 people are randomly selected from the population to conduct pre-test in order to measure the relationship between the variable measurement questions within the same construct and other questions. The study utilizes revised correlation coefficient to examine the correlation between the questions and the variables and the questions with a value of less than .3 are deleted. The analysis results in the deletion of the sixth question of job enjoyment (the revised correlation coefficient = .208), the correlation coefficient for other constructs are all greater than.69.

In addition, in order to understand the suitability of the scale on the research targets, exploratory factor analysis is conducted, principle component method is applied to estimate the parameters, varimax is used for axis rotation, and elements with characteristic value of greater than one are extracted. The factor analysis result is illustrated in Table 5.

Table 5. *Exploratory Factor Analysis*

Job enjoyment		Organizational support		Emotional labor				
Question number	Factor loading	Question number	Factor loading	Question number	Factor loading			
								Factor
A8	.925	B5	.826	C3	.891	-.033	-.138	
				C4	.881	.066	-.159	
A3	.914	B8	.804	C7	.875	-.054	-.218	Surface acting
				C5	.837	-.065	-.090	
A9	.884	B2	.789	C6	.819	-.157	-.153	
				C2	.783	-.015	-.136	
A11	.866	B4	.788	C1	.720	-.012	-.062	
				C8	-.047	.853	.122	
A10	.865	B3	.784	C9	.017	.793	.203	Deep acting
				C10	.012	.739	.244	
A1	.859	B1	.779	C11	-.107	.631	.381	
				C14	-.324	.240	.746	Expression of
A4	.801	B6	.751	C12	-.233	.414	.734	naturally felt
				C13	-.124	.387	.732	emotion
A5	.792	B7	.730					
A2	.761							
A7	.704							
KMO	.941 F=1218.137***	.919 F=621.937***		.880 F=1314.312***				
Accumulated interpretation variance	70.509%	61.156%		35.903%	55.305%	69.861%		
Cronbach's α	.958	.925		.944	.868	.877	Total=.799	

Note: ***p < .001

According to Table 5, only one factor may be extracted from job enjoyment, KMO = .941***, the accumulated interpretation variance is 70.509%, Cronbach's α = .958. One factor is extracted from organizational support, KMO = .919***, accumulated interpretation variance is 61.156%, Cronbach's α = .925. Three factors are extracted from emotional labor; the questions of the three factors are consistent with the emotional labor measurement scale developed by Diefendorff, Croyle, and Grosserand (2005). KMO = .880, in particular, surface acting, deep acting and the expression of naturally felt emotion's Cronbach's were .944, .868 and .877, the total reliability coefficient is .799. This indicates that the measurement scale of the study exhibits good internal consistence and effectiveness.

Sample Distribution

The study utilizes the census method for the questionnaire survey and focuses on the publicists in various Taiwan region universities as the research targets. The questionnaires were sent in June 2010 and retrieval was completed on December 31; in total, 208 questionnaires were sent, 122 questionnaires were retrieved, all of which are effective samples, and the effective sample rate is 58.65%. The retrieved sample distribution is illustrated in Table 6.

Table 6. *Sample Distribution*

Attributes	Category	Number of people	Percentage	Attributes	Category	Number of people	Percentage
Gender	Male	34	27.9	Possess PR background training	No	38	31.1
	Female	88	72.1		Yes	84	68.9
Age	Under 30 years old	21	17.2	Source of PR training	College curriculum	28	23.0
	31~40 years old	43	35.2		Short term research and study	39	32.0
	41~50 years old	32	26.2		Both	17	13.9
	More than 51 years old	26	21.3		None	38	31.1
Marital status	Unmarried	46	37.7	Service school attributes	Public	61	50.0
	Married (Including divorced and lost spouse)	76	62.3		Private	61	50.0
Highest education received	College	59	48.4	Job title	Permanent staff	85	69.7
	Graduate school	63	51.6		Contract staff	32	26.2
PR service experience	Under 1 year	18	14.8		Other	5	4.1
	1~3 years	34	27.9	Service experience at the school	Under 1 year	14	11.5
	3-5 years	20	16.4		1~3 years	12	9.8
	5-10 years	33	27.0		3~5 years	25	20.5
	More than 10 years	17	13.9		5~10 years	32	26.2
	n=122				More than 10 years	39	32.0

Table 6 indicates that the majority of the interviewees are women, constituting 72.1% of the population; in terms of age, most of them are between 31~40 years old; those who are married (including divorced and lost spouse) occupy 62.3%; most of them have education levels of higher than college; most of them have received PR training (68.9%), while PR training mainly comes from related college faculties/departments and short term research and studies (including digital learning); 31% of them did not receive PR training, indicating roughly 30% of the interviewees did not graduate with PR-related degrees. Most of them are permanent staff (69.7); the service experiences are between 1~3 years (27.9%) and 5~10 years (27%); of the effective questionnaire interviewees, 50% of them serve in private schools, with the remaining 50% serving in public schools.

Related Analysis

Table 7 is the descriptive statistics for the various research variables; in particular, job enjoyment, organizational support, deep acting and expression of naturally felt

emotions has respective values of 4.199, 4.093, 4.824 and 4.418; when examined from the six point scale, the results indicate that the university publicists exhibit mid to high values in terms of the four above mentioned variables. Meanwhile, of the three elements for emotional labor, surface acting has the lowest score and deep acting has the highest score, this is mostly consistent with Adelmann (1989) and Hochschild (1983)'s research findings that publicists belong in the high emotional labor category.

Table 7. *Descriptive Statistics and Related Analysis*

Variable	Mean	Standard deviation	1	2	3	4
1. Job enjoyment	4.199	.823				
2. Organizational support	4.093	.828	.360***			
3. Surface acting	3.467	1.007	-.262**	-.302**		
4. Deep acting	4.824	.584	.248**	.201*	-.116	
5. Expression of naturally felt emotion	4.418	.834	.444***	.250**	-.390***	.573***

Note: *$p < .05$, **$p < .01$, ***$p < .001$

Single Sample t Test

The study makes use of simple sample *t* test to examine whether the publicists' emotional labor score is significantly larger than 3.5. The results reveal that the test statistic for deep acting and naturally felt emotion is $t = 25.054 (p < .000)$ and $t = 12.161 (p < .000)$ respectively, which has reached a significant level; the mean score for surface acting is less than 3.5. From statistical analysis, it is evident that the extracted samples tend to commit to work consciously and willingly, furthermore, they also take the organization's expectations into consideration.

Difference Test

Table 8 examines the relationship between background variables and emotional labor; the results indicate that variables such as gender, marriage, educational level, possession of PR background training and school service attributes do not exhibit significant difference on emotional labor.

Table 8. *Independent Sample t-Testing*

Explanatory variable	Surface acting	Deep acting	Expression of naturally felt emotion
Gender	$t = -.319$	$t = -1.837$	$t = -.534$
Marriage	$t = 1.946$	$t = -.365$	$t = -.778$
Educational level	$t = -.489$	$t = -.109$	$t = -.291$
Possession of PR background training	$t = .296$	$t = .066$	$t = .453$
Service school attributes	$t = -.192$	$t = -1.165$	$t = .180$

Before conducting analysis of variance, we perform Levene's test and the resultant p values are all greater than .5, therefore the three sub construct of emotional labor all satisfy the hypothesis of equal variance in terms of personal background variables. Table 9 demonstrates the results from the analysis of variance; the Scheffe

method is applied for post hoc comparison. The comparison result reveals that the service experience at the school, job title and the source of PR training has no significant differences on emotional labor. In terms of PR service experience, those with five years or service experience or more exhibit more deep acting than employees with less than one year of experience; this demonstrates that the more experienced publicists are more able to genuinely conceal their emotions. In addition, in terms of expression of naturally felt emotion, publicists with more than 10 years of experience are more significant than those with 1~3 years of experience, this also signifies that the longer the service experience, the more emotionally involved in work one will become. The phenomenon is also reflected on age, comparison results between age and emotional labor reveal that the younger the publicists are, the more they tend towards faking in bad faith, while the more senior publicists are more involved in naturally felt emotions. As a result, it may be gathered that the more experienced the publicists are, the more they are able to achieve the objective of satisfying the organization's expectations. The comparison result also reveal an interesting phenomenon in that the comparison result is completely different between PR service experience and school service experience; we further conduct correlation analysis on the two variables and discover that the correlation coefficient is .137 (p = .133), which has not reached a level of significance. This implies that the nonexistent correlation coincidentally explains the above phenomenon.

Table 9. *Single Factor Variance Analysis*

Explanatory variable	Surface acting	Deep acting	Expression of naturally felt emotion
PR service experience (*a*= less than one year; *b*=1-3;*c*=3-5; *d*=5-10;*e*=more than 10 years)	*F*=1.248 *NS*	*F*=5.066*** *a<d*; *a<e*	*F*=3.771** *b<e*
School service experience (*a*= less than one year; *b*=1-3;*c*=3-5; *d*=5-10;*e*=more than 10 years)	*F*=1.248 *NS*	*F*=.449 *NS*	*F*=.986 *NS*
Job title (*a*= permanent staff; *b*= contract staff; *C*= Other)	*F*=1.945 *NS*	*F*=.079 *NS*	*F*=.300 *NS*
Source of PR training (*a*=college curriculum; *b*=short term research and study; *c*=both; *d*=none)	*F*=.032 *NS*	*F*=.516 *NS*	*F*=1.543 *NS*
Age (*a*= below 30;*b*=31-40; *c*=41-50;*d*= above 51)	*F*=1.390** *a>d*; *b>d*	*F*=2.157 *NS*	*F*=3.741* *a<d*; *b<d*

Note: 1.NS = Not Significant

2. *p < .05, **p < .01, ***p < .001

Simple Linear Regression Analysis

Table 10 is the regression analysis on organizational support and job enjoyment, the comparison result reveals that the two explanatory variables such as organizational support and job enjoyment have a positive influence on deep acting and the expression of naturally felt emotions. In other words, the higher the organization's support towards the employee is, the employees who like their work more are more willing to conceal

their emotions, and to express their natural emotions at work. The comparison results also demonstrate that the higher the organizational support, the more employees who perceive more job enjoyment will tend to adjust their inner feelings.

Table 10 .*Regression Analysis*

Independent variable	Dependent variable					
	Surface acting		Deep acting		Expression of naturally felt emotion	
Organizational support	-.302***		.201*		.250**	
Job enjoyment		-.266**		.267**		.436***
R^2	.091	.071	.040	.071	.062	.190

Note: *$p < .05$, **$p < .01$, ***$p < .001$

Hierarchical Regression Analysis

According to Table 7, the correlation between organizational support and emotional labor is .360 ($p < .001$); if regression analysis is performed using organizational support, job enjoyment and organizational support*job enjoyment as the explanatory variables, organizational support*job enjoyment and organizational support, job enjoyment produces severe contribution with VIF greater than 30. Consequently, the comparison results generated by regression analysis are not reliable.

From Table 10, we have already proven the direction of influence between organizational support, job enjoyment and emotional labor. Therefore, we only have to prove the influence of job enjoyment on emotional labor under high/low organizational support. Since the number of individuals in the population is low, there are only 122 extracted samples, so it is not appropriate to divide into too many groups. Consequently, based on the mean of organizational support as the criterion, it is divided into high and low groups before regression analysis is conducted. The results are shown on Table 11. According to Table 11, organizational support has a moderator effect on job enjoyment/surface acting and job enjoyment/deep acting; it does not have a moderator effect on job enjoyment and expression of naturally felt emotion. We further present the regression formula with figures; from Figure 2, it is evident that organizational support is able to strengthen the negative effect between job enjoyment and surface acting. In other words, under the same perception of job enjoyment, the higher the organization support, the less the employees tend to exhibit faking in bad faith. Figure 3 shows that organizational support may strengthen the positive relationship between job enjoyment and deep acting; this means that under the same perception of job enjoyment, the higher the organizational support, the more the employees tend to exhibit faking in good faith when facing customers. Furthermore, an interesting phenomenon is discovered in Figure 3; when organizational support is low, even if the employees feel their job is interesting, it does not strengthen the effect of deep acting. However, this portion of the conclusion requires further evidence.

Table 11. *Hierarchical Regression Analysis*

Independent variable	Surface acting				Deep acting				Expression of naturally felt emotion			
		VIF		VIF		VIF		VIF		VIF		VIF
Organizational support	-.187***	1.02	-.011	2.08	.267**	1.02	-.065	2.80	.278**	1.02	.091	2.80
Job enjoyment	.789***	1.02	.826***	1.09	.454***	1.02	.385***	1.09	.193*	1.02	.154	1.09
Organizational support*job enjoyment			-.219**	2.75			.412**	2.75			.233	2.75
R^2	.701		.718		.242		.304		.099		.119	
ΔR^2	.701		.017		.242		.062		.099		.020	

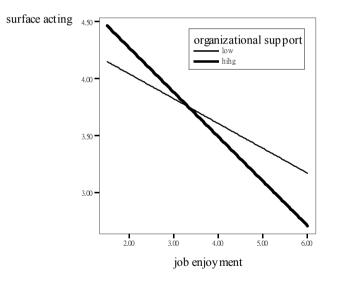Note: *$p < .05$, **$p < .01$, ***$p < .001$

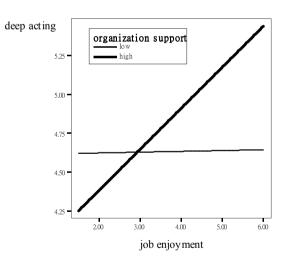*Figure 2.* Organizational support's moderator chart for surface acting and job enjoyment.

Figure 3. Organizational support's moderator chart for deep acting and job enjoyment.

Discussion and Recommendation

The result of the study reveals that university publicists are high emotional labor workers. In addition, in terms of the mean ranking of the emotional labor constructs, deep acting ranks the highest, followed by expression of naturally felt emotion, while surface acting comes last. Therefore, it is evident that university publicists exhibit more deep acting, which involves the adjustment of inner feelings; when facing different people inside and outside of the organization, they are able to regulate their inner feelings at any time to match their emotional expression, in order to present the most appropriate emotion to serve the public and achieve the organization's objectives. Furthermore, more senior publicists have more expression of naturally felt emotions, while those under the age of 40 tend to resort to surface acting; compared to rookie publicists, senior publicists have emotional labors with higher deep acting and expression of naturally felt emotion. In contrast, young publicists or rookie publicists are more direct when expressing their emotions due to the lack of experience, sophistication, stability or the sense of setback caused by the lack of experience; their feelings are not converted or internalized, therefore their emotional expressions are not the same as their inner feelings and as a result, they tend to exhibit surface acting more easily.

Therefore, universities may enable the young and rookie publicists to understand more about the characteristics and content of their job through employee training and experience sharing, so as to strengthen the skill in controlling their emotions, as well as to further enhance surface acting into deep acting and the expression of naturally felt emotions, in turn reducing the emotional labor of their inner feelings and faking of emotions. In addition, the higher the level of fun is experienced by the publicists, the higher the level of deep acting and expression of naturally felt emotion will be, while the lower the level of surface acting. Surface acting is used to regulate expressions, it is the disguising of emotions, not genuine internal feelings; through internal feeling regulation and attention, deep acting and the expression of naturally felt emotions allow the external expression of emotion to be consistent with actual feeling. Therefore, people are more capable of maintaining a pleasant mood when faced with work and related interpersonal interactions. They are also less prone to induce emotional dissonance and are more willing to adopt deeper and more emotionally internalized deep acting/expression of naturally felt emotion. Rafaeli and Sutton (1987) recommended organization managers should pay attention to recruitment selection by hiring job applicants who are able to convey rational emotions when fulfilling their role tasks. Therefore, when the universities are recruiting publicists, they may observe the interviewees' personal characteristics through interviews to determine if they have the necessary qualities to satisfy the demands and pressure of the job; moreover, they should also hire publicists with high degree of motivation for success and emotional management skills. As for those who are selected via the national examination system and are unable to be selected through interview mechanisms, their familiarity with work and psychological readiness may be enhanced through pre-employment education, so as to avoid excessive difference in psychological expectation when assuming post and in turn causing emotional labor burden and incompetency.

At the same time, research results have indicated that organizational support will influence the employees' ordinary emotional reactions towards work. This means that

organizational support enhances the employees' work satisfaction and expectation towards receiving awards through satisfying the employees' emotional needs, thereby encouraging them to produce active work emotions and increase their work interest as well as work involvement. The study also proved that if the perception of organizational support is high, the publicists' emotional commitment towards the organization will be strengthened, in turn allowing those to generate positive moods by supporting the work environment and enhance deep acting and expression of naturally felt emotions. On the contrary, it also reduces the exhibition of surface acting, which shows inconsistent internal and external feelings. Furthermore, organizational support's positive influence on job enjoyment/deep acting and negative influence on job enjoyment/surface acting also demonstrates an enhanced moderator effect. This may be due to the expression of naturally felt emotion, which means that the internal feelings and external expression of emotion are usually consistent, and there is no need to pay attention to the exhibition of emotions. According to the cause and effect theory on emotional labor, in the organizational factor, support from the superiors may regulate emotional labor; in turn affect personal work fatigue, work satisfaction and work performance (Grandey, 2002). As a result, in terms of management and practical recommendations, respect the publicists' professional autonomy, provide them with sufficient space and let them feel valued by the superiors from time to time as well as benefits and justice, so that they may feel important and a sense of accomplishment.

The outcome variable of the study is limited to the method with which the publicists exhibit their emotional labor, in the future, researchers may expand the research structure to examine post hoc variables of emotional labor such as emotional exhaustion and work satisfaction. At the same time, the study has perceived organizational support as a type of organizational characteristics, follow up researchers may examine other organizational characteristics such as work autonomy, coworker support and work characteristics; moreover, extended studies may also be performed on personal characteristics such as positive/negative emotionality, emotional intelligence, self monitoring etc.

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