

The Influence of Emotional Labor on Job Involvement in Taiwan's Convenience Store: Compare the Effects of Moderating Role Among PJ Fit, PO Fit, PS Fit, and PG Fit

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Abstract

Research on emotional labor focus on related employees' work outcomes, well-beings, and dissonances that could be ignored some moderation effects especially between emotional labor and job involvement. This study focused on difference types of PE fit that individual fit takes a moderation role between emotional labor and job involvement. Data from 230 convenience store full time (71.7%) and part time (28.3%) working employees were collected. Results indicate that difference types of PE fit predicated moderating effects influenced the relationship between predictor (emotional labor) and criterion variables (job involvement). In sum, in describing PE fit mediating the relationships between emotional labor and job involvement, Further, we have made the points that (a) emotional labor can indirectly influence job involvement by the mediating processes of perceived person-environment, (b) person-environment fit revealed partially mediating effects on the relationship between emotional labor and job involvement, (c) among emotional labor, PE fit, and job involvement regarding significance positive effects.

Keywords: emotional labor, PE fit, job involvement, job identity, job participation

1. Introduction

Occurring in "face-to-face" or "voice-to-voice" interactions with customers (Hochschild, 1983), emotional labor is central to many service occupations where employees are the first point of contact customers have with the organization that have been studied over three decades (Gabriel, Daniels, Diefendorff, & Greguras, 2015). Emotional labor is the management of feeling to create a publicly observable facial and bodily display; emotional labor is sold for a wage and therefore has exchange value (Hochschild, 1983).

Many recent studies have focus on the emotional labor process (e.g., Grandey, 2000), which includes the perception of emotional display rules (i.e., emotional demands from the workplace), the perception of intrapsychic experiences (i.e., emotion regulation tend to be self-reported; Grandey, Diefendorff, & Rupp, 2013). Broadly speaking, studies often emphasize one part of this process, with much of works focused on regulating both feelings and expressions for organizational goals (Grandey, 2000).

To date, the most common way to examine these emotional labor process is to conduct employees' self-report and to examine the relationships of each response with predictors and criterions (e.g., Brotheridge & Lee, 200.; Diefendorff, Croyle, & Gosserand, 2005; Grandey, 2003). Measuring emotional labor occupation how to influence outcome variables has been sought to work related outcome, such as organizational commitment, job satisfaction and turnover (i.e., Grandey, 2003; Totterdell & Holman, 2003). Few study conducted to job involvement which Wu & Cheng (2006) noted the interaction relationship between job involvement and emotional labor. No evidence to examine the direct relationship between emotional labor and job involvement. These ideas suggest that types of mediator between emotional labor and job involvement likely exist.

If employees perceived person-environment fit that can improve their high degree job involvement and

organizational commitment. As Rafaeli & Sutton (1987) addressed emotional labor causes positive affect in some condition. They pointed out when employees expressed feelings are congruent with experienced emotions that causes experienced emotional harmony. That is the index of congruence between individual ability and work demand. However, employees' emotional behavior can fulfill organizational demands and experienced their inner truth feelings that is the perspective of positive emotional labor which will be matched the perceived emotional demands-abilities fit theory.

Whether the employees carry out their job involvement or not, except employees' professionals and traits, they need to consider the congruence with environment then cause match (Goštautaitė & Bučiūnienė, 2010). In addition, the fit between individual and environment factors that is P-E fit (person-environment fit). The studies of person-environment fit have ignited from post 1980's, several researchers invest aged person-job fit and person-organization fit as their main variables (Kristof-Brown, Zimmerman, & Johnson, 2005). Furthermore, a lot of research works have been done in this field to seek for well person-environment fit could result positive significance correlated among job attitude, behavior and work performance (O'Reilly et al., 1991; Cable, & Judge, 1996; Kristof-Brown et al., 2005).

Kristof-Brown & Billsberry (2013) have divided the P-E fit literatures into two categories, one is the employees' perspective emphasized direct perceived fit (Cable & DeRue, 2002), and the other is examined the difference between person and environment, that emphasized indirect fit (also reciprocal fit; Chung, Shen, & Judge, 2015). They noted both of the field studies are compensative not competitive. This study attempts to address the perspective of personal direct fit and measure different environment aspects. There is no empirical study in Taiwan concern in the moderating roles of perceived person – environment fit between emotional labor and job involvement. Up to this point, however, there were few empirical studies of the effects of positive emotional labor on job involvement of chain convenience store's employees. Thus, this paper will focus on a conceptual framework of person-environment fit for examining the influences and relationships between emotional labor and job involvement.

Schaubroeck & Jones (2000) addressed that perceived emotional labor and employees' healthy are moderated by emotional adaptability and work attitude (i.e., job involvement, organizational identity). Similar examples abound in the literature. Such as Lyubomirsky, King, & Diener (2005) noted in their study of positive emotion in employee's attitude, "employees experienced positive emotion cause higher involvement, organizational citizen behavior and performance, meanwhile reduce they experienced dissonance. Besides, how will measure the degree of fits between employees' attributions (i.e., demand, value, capacity and individual characteristics) and environment attributions (i.e., value, reward, work requirement, culture and material environment) that is an important factor effects employees' attitudes and behaviors.

In the workplace, how will employees manage their emotional rules? What is the effects of emotional labor on job involvement? To what extent is person-environment fit mediator effects to emotional labor and job involvement?

The purpose of this paper is therefore twofold:

- (1) To explore the relationships between emotional labor and job involvement.
- (2) To draw on the mediator effects of perceived person-environment fits between emotional labor and job involvement.

2. Emotional Labor

Emotional labor is "the management of feeling to create a publicly observable facial and bodily display" occurring in face-to-face or voice-to-voice interactions with customers. Hochschild (1983) examines the cost of this kind of "emotional labor." It means just sold for wage, also concern interacted with others and self. People's feeling is a genuine and display spontaneously. Ekman & Friesen (1999) even puts out, we can recognize the true of genuine or not from people face detail.

Grandey et al. (2013) provide and excellent review of comparing the definitions, measurement, and outcomes of the emotional labor theory three lenses: (1) EL as occupational requirements, (2) EL as emotional displays, and (3) EL as intra-psycho processes. Contrast to Grandey & Gabriel (2015) also reviewed emotional labor literature on organizational behavior and organizational psychology, they look EL as a dynamic integration and sorted EL to three components, (1) emotional job requirements, (2) emotion regulation, and (3) emotional performance. These reviews appear to a lot of research works have been done in this field to seek for a reliability measurement. In spite of these literatures show that EL research context from work requirements, emotional display to intra-psycho, but we can see in all center research on emotional labor, including: (1) display rules, (2) emotional dissonance, (3)

surface acting and deep acting, and (4) the frequency, duration, and variety of interactions in the job (Morris & Feldman, 1996). To date, however, no clear direction has emerged to suggest which moderators would influence between emotional labor and job involvement.

2.1 The Operational Concept of Emotional Labor

Due to Hochschild (1983) offered the perspective of feeling management, surface acting (SA) and deep acting (DA) prolonged a series of multidimensional concepts, such as Morris & Feldman's (1996) perspective of control and planning provided four concepts. Grendy (2000) offered the two concepts from emotional regulation strategy and Brotheridge & Lees' (2003) the scale of six concepts. Overall these concepts provided all map of emotional labor, the following we'll show more detail, especially the scale was developed by Taiwan's scholar, Shang-Ping, Lin.

2.2 Emotional Labor and Job Involvement

Lodahl & Kejners' (1965) perspective of job involvement origins from the point of individual versus ego involvement in work and the point of view from socialist's central life interests. Kanungo (1982) defined job involvement is individual thinks the importance of work upon identity or belief in psychology, namely, individual presents the degree of identity and commitment on own job. According to Kanungo's (1982) point of view that the main concepts of job involvement includes job identity and job participation.

Job involvement are influences by individual characteristics, job features (i.e., emotional labor high or low), supervisor variable, and character recognition (Brown, 1996). One of the variable of job features is autonomy that effect employees' emotional labor directly, when they have high autonomy or better self-control ability and they wouldn't meet emotional dissonance (Wharton, 1993). Accordingly, we proposed that employees toward the positive emotion even they load high emotional labor, they would improve their job involvement.

Regarding positive emotional labor that attribute employees' psychological capital, Avey, Luthans, & Youssef (2010) describes as psychological capital is an important individual resource that improve individual development and job involvement in workplace. It is likely that the results of such studies would have significant theoretical importance. More important except positive emotional labor show positive correlation between emotional labor and job involvement (i.e., Yoo & Arnold; Siu et al., 2014), with potential moderating influence between them. Notwithstanding the positive emotion more likely enhances employees' job involvement (Yeh, 2018), but higher emotional labor decreases employees' job involvement (Hsu, 2015). Further we have to think over any moderator influence among them. Therefore, we propose the following hypothesis:

Hypothesis 1: Emotional labor has a direct and positive or negative influenced on job involvement.

2.3 Perceived Person-Environment Fit: The Mediator Between Emotional Labor and Job Involvement

Fit or mis-fit perspective between person (P) variables (i.e., capability, demand, and value etc.) and environment (E) variables (i.e., job demand, job attribution, social environment, and organizational culture etc.) which lead to positive or negative results (Edwards, 2008; Kristof, 1996; Schneider, 2001). Contemporary person-environment research come from Parson's (1909) study occupational psychology, matching model and congruence concept that is career decision making model.

A lot of person-environment fit theories and empirical studies that assume to base person-environment per se the coincide results, such as job satisfaction, organizational commitment, and job performance (Kristof-Brown et al., 2005; O'Reilly). The point is interaction between person and environment concerning congruence degree. Recently, P-E Fit theory has been classified two research categories, the one is emphasize perceived direct fit from employees' view and the other is indirect fit, namely, measure fit from person and environment individually (Kristof-Brown & Billsberry, 2013). Base on the perspective of complementary fit, perceived fit, emotional regulation mechanism, and self-regulation theory, we propose P-E fit would mediate the relationship between emotional labor and job involvement.

By the way, almost person-environment fit theory employ twofold dimensions to measure with work related variables, including person-organization, and person-job fits (e.g., perceived fit; Chuang et al., 2015). With the expectation of measuring double dimensions such as person-group, and person-supervisor fit (e.g., reciprocal fit; Chuang et al., 2015) researchers always use each dimension to investigate fit degree (Herdman & Carlson, 2009). Without expectation, people always interacted with multiple environments, for example, Lewin (1935) provided person-environment interaction theory to illustrate people influence on environment all the time.

Now we head to multiple dimensions P-E fit concepts. Kristof-Brown et al. (2005) offered a quantity study to explore multiple dimension concepts. In their literature review provided that different types of fit including

person-group, person-supervision, person-job, and person-organization fits to measure people ante-organization, within-organization, and turnover. This is not to say that these the key aspects of the combination all type of fits. But we propose that each fit would mediate every employee when they involve emotion in workplace. Regarding perceived fit (PO, PJ fit) and reciprocal fit (PS, PG fit) we propose the following hypothesis:

Hypothesis 2: Emotional labor has a direct and positive influenced on PE fit.

Hypothesis 3: PE fit has a direct and positive influenced on job involvement.

Hypothesis 4: Person-environment fit (PJ, PO, PS, PG fit) reveal mediating effects on the relationship between emotional labor and job involvement.

2.4 Research Framework

According to this study of purpose and discussed literatures, we provide this research framework as Figure 1:

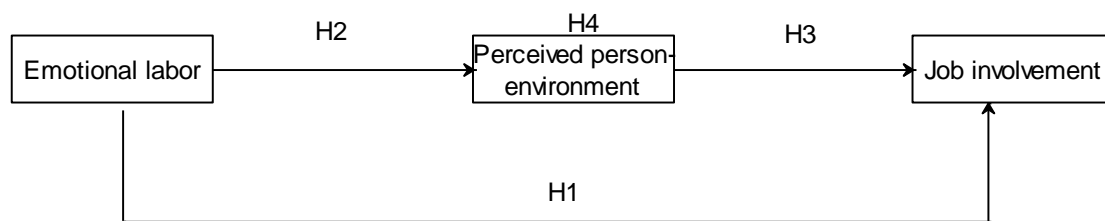


Figure 1. Research framework

3. Method

Data from 230 (male = 78; female = 152) convenience store in Taiwan were used in present study. Participants completed the questionnaires in the workplace environment. Participants did not place their names on the measures and were confident of the confidentiality of their responses.

Employees rates the three constructs of emotional labor score (Lin, 2000), two constructs of job involvement (Kanungo, 1982) and four constructs of PE fit (Cable & DeRue, 2002; Lauver & Kristof-Brown, 2001; Saks & Ashforth, 1997). The following domain scales containing 51 items were distinguished, (alphas, CR, and AVE among parentheses): (1) Basic emotional display (.864; .796; .362): describes employee's emotional labor getting high and show that the emotional burden getting high. (2) Surface emotion control (.865; .667; .406): shows worker's surface emotional control is high, it represents their emotional burden is high. (3) Deep acting (.874; .811; .383): pointed when the workers execute emotional missions they need more efforts to control their true feelings. (4) Job identity (.862; .611; .301): illustrates employees' cognition with their job. (5) Job participation (.867; .643; .390): describes employees engaged the degree of job. (6) PJ fit (.862; .790; .359): covers the congruence between employees and jobs. (7) PO fit (.866; .866; .522): describes the fit between employees and organization. (8) PS fit (.859; .867; .491): illustrates the congruence between employees and supervisors. (9) PG fit (.864; .820; .437): covers the congruence between employees and group. All scale items were measured on 5-point Likert scale.

A confirmatory factor analysis (maximum likelihood estimation; Amos 21.0) including all items scales confirms the measurement models (see Table 1). The Fornell and Larcker (1981) test provides evidence for discriminant validity. We applied several methods ex ante (before) and ex post (after) to avoid common method variance (Podsakoff, Mackenzie, Lee, & Podsakoff, 2003). Ex ante we used both separation approach of data collecting and design approach of instrument developing. As ex post means of control, the single-factor test was run. An exploratory factor analysis including all indicators reveals that many factors explain 66.247% of the variance. By contrast, one general factor explains 27.016% of the variance only. Hence, this study doesn't exist common method variance.

This study conducted all variables correlations analysis including means and standard deviations. Regression analysis was applied to measure the relationship between predictors and outcome variables. Then, we used the mediator approach proposed by Preacher and Hayes (2004, 2008) and Hayes (2012), including a bootstrapping procedure for testing the indirect effects. At last, for probing interactions, we followed Hayes & Matthes (2009) which identifies direct and indirect effect of the mediator variable where the effect of the focal variable on the outcome is statically significant and not significant.

4. Result

All variables models of fit goodness index are reported in Table 1. We followed Hu and Bentler (1998) suggested the goodness index standard values, except PPJ fit of NNFI = .858, RMSEA = .107, and SRMR = .0587 are out of little range, others represented well goodness. Bivariate correlations are presented in Table 2. All variables are provided significance.

In general, as observed in Figure 2, the mediator of low PPE offers horizontal line means that high and low emotional labor would not influence on job involvement.

In contrast, high PPE group would be effected the relationship between emotional labor and job involvement.

Table 1. Fit index of variables model

Variabl e	X^2	X^2/df	NFI	NNFI	CFI	GFI	AGFI	RMSE A	SRMR
BE	51.761	3.697	0.874	0.855	0.903	0.939	0.878	0.109	0.0588
SA	0	0	1	-	1	1	-	0.377	0
DA	20.47	1.462	0.951	0.975	0.984	0.975	0.950	0.045	0.0345
JI	62.586	12.517	0.716	0.453	0.726	0.908	0.724	0.224	0.1089
JP	29.565	5.913	0.894	0.816	0.908	0.952	0.855	0.146	0.0668
PPJ	50.512	3.608	0.876	0.858	0.906	0.939	0.878	0.107	0.0587
PPO	35.146	3.905	0.941	0.925	0.955	0.951	0.885	0.113	0.0402
PPS	30.667	2.191	0.955	0.962	0.975	0.963	0.925	0.072	0.0336
PPG	37.081	4.120	0.916	0.890	0.934	0.948	0.878	0.117	0.0455
value	> .1	< 5	>.9	>.9	>.9	>.9	>.8	<0.1	<.05

Hypothesis 1 (see Table 3) tests the relationship between emotional labor and job involvement that represented BE to job identity (Beta = .344; p<.000), DA to job participation (Beta = .223; p<.05), and both general models showed significance. The variance inflation factor (VIF) are lower than 5 that means the tolerance value under .2 (Belsley, 1991; Belsley, Kuh, & Welsch, 1980). Hypothesis 2 tests the relationship between emotional labor and person-environment fit that described EL to PE (Beta = .684; p<.000). Hypothesis 3 tests the relationship between person-environment fit and job involvement that represented PE to JINVO (Beta = .637; p<.000).

Table 2. Pearson correlations, mean and SD of the all variables (N = 230)

Variable	Mean	S.D.	EL	JINVO	PE	BE	SA	DA	JI	JP	PPJ	PPO	PPS	PPG
EL	4.005	.450	1											
JINVO	3.333	.540	.428**	1										
PE	3.768	.498	.684**	.637**	1									
BE	4.080	.482	.831**	.414**	.587**	1								
SA	4.017	.584	.878**	.333**	.528*	.635**	1							
DA	3.918	.536	.815**	.343**	.621**	.503**	.552**	1						
JI	3.548	.558	.447**	.774**	.592**	.439**	.333**	.367**	1					
JP	3.331	.731	.322**	.800**	.523**	.258**	.283**	.270**	.753**	1				
PPJ	3.696	.575	.536**	.688**	.812**	.502**	.459**	.466*	.637**	.568**	1			
PPO	3.623	.662	.481**	.485**	.825**	.441**	.333**	.452**	.448**	.381**	.553**	1		
PPS	3.834	.615	.635**	.471**	.852**	.540**	.498**	.571**	.425**	.396**	.551**	.608**	1	
PPG	3.919	.546	.606**	.481**	.834**	.469**	.477**	.583**	.466**	.403**	.618**	.529**	.666**	1

Note: *p < .05; **p < .01

Table 3. Summary of linear regression for EL predicting job involvement

Criterion=PE	unstandardized		standard		collinearity diagnostics		
Predictor	β	SE	Beta	t	p	Tolerance	VIF
constant	.734	.215		3.409	.001		
EL	.758	.053	.684	14.174	.000	1.000	1.000
General Model	$R^2 = .468$	Adjusted $R^2 = .466$	F = 200.911	$p < .000$			
Criterion=JINVO	unstandardized		standard		collinearity diagnostics		
Predictor	β	SE	Beta	t	p	Tolerance	VIF
constant	.732	.210		3.481	.001		
PE	.690	.055	.637	12.469	.000	1.000	1.000
General Model	$R^2 = .405$	Adjusted $R^2 = .403$	F = 155.473	$p < .000$			
Criterion=JI	unstandardized		standard		collinearity diagnostics		
Predictor	β	SE	Beta	t	p	Tolerance	VIF
constant	1.148	.330		3.485	.001		
BE	.419	.098	.344	4.258	.000	.563	1.775
SA	.030	.084	.030	.357	.721	.524	1.907
DA	.085	.082	.078	1.038	.300	.657	1.522
General Model	$R^2 = .168$	Adjusted $R^2 = .157$	F = 15.210	$p < .000$			
Criterion=JP	unstandardized		standard		collinearity diagnostics		
Predictor	β	SE	Beta	t	p	Tolerance	VIF
constant	1.105	.331		3.340	.001		
BE	.246	.099	.201	2.492	.013	.563	1.775
SA	.070	.084	.070	.834	.405	.524	1.907
DA	.246	.082	.223	2.989	.003	.657	1.522
General Model	$R^2 = .175$	Adjusted $R^2 = .164$	F = 15.933	$p < .000$			

Note PE = person-environment fit; EL = emotional labor; JINVO = job involvement; BE = basic emotion displays; SA= surface emotion control; DA = deep acting.

Mediating effects of person-environment fit on the relationship between emotional labor and job involvement are shown in Table 4 and Figure 2. The influence of emotional on labor job involvement both direct and indirect levels. The indirect level of the influence of emotional labor on job involvement through person-environment was 1.054. In addition, direct levels of the influence of emotional labor on job involvement reached the significance level. Person-environment fit revealed partially mediating effects on the relationship between emotional labor and job involvement. The results showed that emotional labor can indirectly influence job involvement through mediating processes of person-environment fit.

Mediating effects of person-environment fit on the relationship between emotional labor and job involvement are shown in Table 4 and Figure 2. The results demonstrated a significant relationship between independent variables and mediators; there were significant relationships between mediators and dependent variables. Direct levels of the influence of person-environment fit on job involvement reached significant levels, indicating the partially mediating effects of emotional labor and job involvement. In other words, the influence of person-environment fit on job involvement involves both direct and indirect levels. The indirect level (.531) was more significant than the direct level (-.017). According to the results, emotional labor can indirectly influence job involvement by the mediating processes of perceived person-environment. Thus, Hypothesis 4, “perceived person-environment reveal mediating effects on the relationship between emotional labor and job involvement,” was supported by this study.

Table 4. Direct & indirect effects & 95 % confidence intervals for meditational model

Model pathways	Effect	SE	t value	95 % CI	
				LLCI	ULCI
Total Effects					
EL → PE fit → JI	.514*	.072	7.155	.372	.655
Direct Effects					
EL → PE fit → JI	-.017	.084	-.204	-.183	.149
Indirect Effects					
		Boot SE			
EL → PE fit → JI	.531*	.069		.416	.683
Partially indirect effect					
EL → PE fit → JI	.982*	.106		.782	1.205
Completely indirect effect					
EL → PE fit → JI	.442*	.051		.350	.549
Ratio of indirect to direct					
EL → PE fit → JI	-30.972	.225		.699	1.579
R-squared mediation effect					
EL → PE fit → JI	.183	.060		.063	.296

Note.* Empirical 95 % confidence interval does not overlap with zero

PE fit = person-environment fit; EL = emotional labor; JI = job involvement

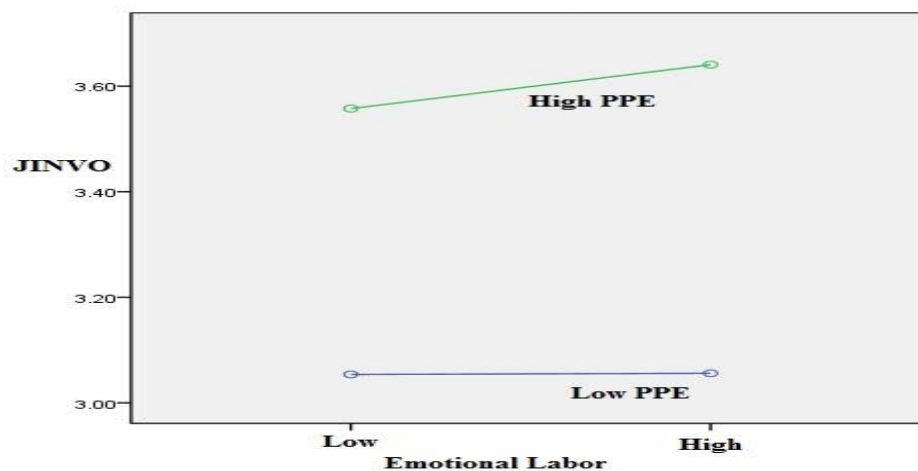


Figure 2. Mediating effects of PE fit

5. Discussion and Conclusions

In sum, in describing PE fit mediating the relationships between emotional labor and job involvement, we have made the points that (a) emotional labor can indirectly influence job involvement by the mediating processes of perceived person-environment, (b) person-environment fit revealed partially mediating effects on the relationship between emotional labor and job involvement, (c) among emotional labor, PE fit, and job involvement regarding significance positive effects.

All evidences revealed that Diefendorff (2014) noted perceived emotional demand-ability fit distinguished to other fits (i.e., PO, PS, PG, PJ fit) that evidenced PE fit would be mediated the relationship between emotional labor and job involvement. Obviously, partially indirect effect is the strongest mediated the relationship between

emotional labor and job involvement. All in all, Niven, Totterdell, Holman, & Cameron (2013) provided that third parties are individuals who become indirectly or directly involved in the emotional labor interaction between agent and target. That is agent might be PE fit and target should be job involvement which provided direct evidence be determined by self-determined.

As with any research, this study has limitations. All measures were collected from the same source. Future studies should collect data from additional source Further, within our data were merely presented that convenience store industry, future work may consider testing other industries. Finally, to fully understand emotional labor, the specific cultural contexts in which it takes place will need to be considered (Mesquita & Delvaux, 2013). A fruitful future direction would be think over whether different culture and generation effects on emotional labor or not.

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