

Emotional Labor

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- The definition of EL
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- How to deal with EL?



Emotional labor refers to the practice of handling one's emotions and expressions to meet the emotional demands of a job. In other words, employees are required to control and manage their feelings while interacting with customers, colleagues, clients, and supervisors.



[Hochschild, Arlie Russell \(1983\). *The managed heart: commercialization of human feeling*. Berkeley: University of California Press. ISBN 978-0-520-05454-7.](#)

Grandey, Alicia A. (2000). "Emotion regulation in the workplace: A new way to conceptualize emotional labor". *Journal of Occupational Health Psychology*. 5 (1): 59–100. [doi:10.1037/1076-8998.5.1.95](#). [PMID 10658889](#). [S2CID 18404826](#).

Alternate usage



Wilkinson, Sophie (21 December 2018). ["Why was everyone talking about emotional labour in 2018?"](#). *BBC*..

Fessler, Leah (24 May 2018). ["An extremely clear definition of emotional labor for anyone who still doesn't get it"](#). *Quartz*.

Beck, Julie (26 November 2018). ["The Concept Creep of 'Emotional Labor'"](#). *The Atlantic*.

Palmatier, Tara (17 December 2020). ["Narcissism, Professional Martyrs, Emotional Labor and Christmas"](#).



Inc, CAKE. com. (2017, September 1). *Emotional labor: What it is and what it is not*. Clockify. <https://clockify.me/emotional-labor>

Jobs involving emotional labor are defined as those that:

- Jobs that involve emotional labor typically entail direct interactions with the public, either in person or through verbal communication.
- These jobs necessitate the worker to actively evoke or influence specific emotional states in other individuals during these interactions.
- Employers have the capacity to exert a certain level of control over their employees' emotional activities through training and supervision, guiding them on how to manage and display emotions appropriately during work-related interactions.

[Hochschild, Arlie Russell \(1983\). *The managed heart: commercialization of human feeling*.](#)

[Berkeley: University of California Press. ISBN 978-0-520-05454-7.](#)



THE JOBS THAT REQUIRE EMOTIONAL LABOR



Inc, CAKE. com. (2017, September 1). *Emotional labor: What it is and what it is not*. Clockify. <https://clockify.me/emotional-labor>

Surface and deep acting



	Surface acting	Deep acting
Process	employees display the emotions required for a job without changing how they actually feel	employees change their internal feelings, producing more natural and genuine emotional displays
Objective	to show positive emotions	

Grandey, A. A. (2003). When “The show must go on”: Surface acting and deep acting as determinants of emotional exhaustion and peer-rated service delivery. *Academy of Management Journal*, 46(1), 86–96. <https://doi.org/10.5465/30040678>

Physicians

- According to Larson and Yao's (2005) argument, physicians view empathy as a type of emotional labor. They suggest that physicians actively perform emotional labor by employing a technique known as deep acting. This involves genuinely experiencing and displaying sincere empathy towards their patients not only during the patient interactions but also before and after such encounters. In essence, physicians manage their emotions to authentically express empathy throughout the entire patient care process.
- In contrast, Larson and Yao (2005) also contend that physicians may resort to surface acting, wherein they artificially display empathic behaviors towards patients when genuine empathy is not possible. While deep acting is considered the preferred approach, circumstances may arise where physicians find it challenging to genuinely empathize, leading them to employ surface acting as a coping mechanism.
- However, Larson and Yao (2005) emphasize that overall, physicians are more effective and experience greater professional satisfaction when they engage in empathy through deep acting as part of emotional labor. By genuinely experiencing and expressing empathy before, during, and after interactions with patients, physicians can establish more meaningful connections with their patients, which may lead to improved patient outcomes and greater job fulfillment for the physicians themselves.



Larson, E. B. (2005). Clinical empathy as emotional labor in the patient-physician relationship. *JAMA*, 293(9), 1100.
<https://doi.org/10.1001/jama.293.9.1100>

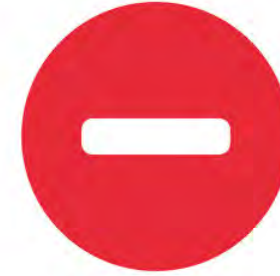
Data indicates that nurses possess a strong understanding of Emotional Labor as a vital professional skill. This competency enables them to strike a crucial balance between being emotionally involved with patients while maintaining a necessary level of detachment to carry out their duties effectively and provide excellent patient care. This awareness of Emotional Labor is essential for achieving best practices in nursing and ensuring high-quality healthcare delivery.



Implications



- Customer positive feelings,
- Important outcomes, such as intention to return,
- Intention to recommend a store to others,
- Perception of overall service quality.



- Emotional Exhaustion,
- Burnout,
- Reduced employees' job satisfaction

Pugh, S. D. (2001). Service with a smile: Emotional contagion in the service encounter. *Academy of Management Journal*, 44(5), 1018–1027.

<https://doi.org/10.5465/3069445>

Guy, M. E., & Azhar, A. (2018). Emotional labor meanings, gender, and culture: A comparative assessment. *Administrative Theory & Praxis*, 40(4), 289–303.

<https://doi.org/10.1080/10841806.2018.1485452>

Women's jobs, men's jobs: Sex segregation and emotional labor. (n.d.-b).

<https://onlinelibrary.wiley.com/doi/abs/10.1111/j.1540-6210.2004.00373.x>

Empirical evidence suggests that higher levels of emotional labor demands do not always result in higher wages. Instead, the level of compensation depends on the overall cognitive demands of the job. Occupations with high cognitive demands show increased wage returns as emotional labor demands rise, while occupations with low cognitive demands experience a wage "penalty" when faced with increasing emotional labor demands.

Glomb, T. M., & Rotundo, M. (2004). *Emotional labor demands and compensating wage differentials*. American Psychological Association.



How to deal with emotional labor

Tips for employees

1. Let your manager and coworkers know how you feel
2. Think about the purpose of your work
3. Take regular breaks

Tips for managers

1. Show your employees you trust and support them
2. Reward your employees for their hard work
3. Create workplace policy that protects employees





Research highlights: Managing emotional labour. YouTube.
(2015, June 23). <https://youtu.be/Q2KoBk8cBs0>