Research Seminar

Emotional Labor Actors: A latent profile analysis of emotional labor strategies

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Abstract: Research on emotional labor focuses on how employees utilize two main regulation strategies to adhere to emotional expectations on their jobs: surface acting (ie faking one’s felt emotions) and deep acting (ie attempting to feel required emotions). To date, researchers largely have considered how each strategy functions in isolation. However, this variable-centered perspective implicitly ignores that sub-populations of employees may exist that differ on their combined use of surface and deep acting. To address this issue, we conducted two studies and approached surface acting and deep acting from a person-centered perspective to establish sub-populations of emotional labor actors. We utilized latent profile analysis (LPA) and identified five emotional labor actor profiles – Non-Actors, Low Actors, Surface Actors, Deep Actors, and Regulators – and examined whether these actors were predicted by different antecedents (eg emotion demands-abilities it) or associated with different outcomes (eg emotional exhaustion). Our results address issues that have previously been neglected and highlight how person-centered approaches may add a new level of clarity and depth to traditional variable-centered approaches in the emotional labor literature.

Presenter: Gary is currently an Associate Professor of Organizational Behavior and Human Resources in the Lee Kong Chian School of Business at Singapore Management University (SMU) and a Visiting Associate Professor at the Singapore University of Technology and Design (SUTD). His research interests include employee performance measurement and development, job attitudes, emotions, and well-being. He currently serves as an Associate Editor at the Journal of Management and is on the editorial boards of the Journal of Applied Psychology and Human Performance. At SMU, he currently serves as the Institutional Review Board Chairman and previously served as the OBHR Area Coordinator. He received his PhD degree in Industrial-Organizational Psychology from Bowling Green State University and was previously a faculty member in the Psychology Department at Louisiana State University He currently serves as an Associate Editor for Personnel Psychology and is on the editorial board of the Academy of Management Journal.

Date: Friday 14 March 2014
Time: 12:00-1:00pm followed by Sandwich Reception
Venue: BUSN 142 Sir Rod Eddington Case Study Room
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