

## **EMOTIONAL LABOUR, EMOTIONAL EXHAUSTION, JOB SATISFACTION AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR AMONG KOREAN FITNESS EMPLOYEES**

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### **ABSTRACT**

*This study investigated the relationship between emotional labour strategies, emotional exhaustion, job satisfaction and organisational citizenship behaviour among Korean fitness employees. Three hundred and sixty-six (n=366) fitness employees participated in a self-administered survey aimed at measuring the impact of surface acting and deep acting emotional labour strategies on these factors. The results indicated that only surface acting significantly predicted emotional exhaustion whereas job satisfaction was predicted by both surface acting and deep acting. Additionally, emotional exhaustion and job satisfaction had a significant relationship with organisational citizenship behaviour. Finally, it was found that emotional exhaustion fully mediated the relationship between surface acting and organisational citizenship behaviour, whereas job satisfaction partially mediates the relationship between both surface acting and organisational citizenship behaviour, and deep acting and organisational citizenship behaviour. The results suggest that fitness organisations need to pay attention to the emotional labour strategies that employees use to enhance their occupational well-being, as well as organisational outcomes.*

**Keywords:** Emotion; Emotional regulation; Extra-role behaviour; Fitness industry; Service sector.

### **INTRODUCTION**

Emotional labour, defined as the employee's regulation of both feelings and expressions of emotions to achieve organisational goals (Grandey, 2000), is an inevitable part of human service occupations (Cheung & Lun, 2015), and has a considerable influence on organisational behaviour (Van Kleef *et al.*, 2012). Indeed, ample empirical evidence has shown that emotional labour is closely associated with indicators of occupational well-being of employees, such as job satisfaction and job burnout (for a review, see Kammeyer-Mueller *et al.*, 2013), as well as organisational outcomes, such as perceived service quality and customer satisfaction (Groth *et al.*, 2009). Despite the obvious evidence regarding the effect of emotional labour on occupational well-being and organisational outcomes, little is known about this relationship in the fitness service context. Given that fitness services require social interaction between the provider and the customer (Chelladurai *et al.*, 1987), further investigation of the role of

emotional labour in this context is warranted. The study reported here examines the impact of different sorts of emotional labour among fitness employees.

## **PURPOSE OF STUDY**

The present study applies Grandey and Gabriel's (2015) model of emotional labour processes to a sports management context. Its purposes are threefold. Firstly, this study aims to investigate the intra-personal effect of two different emotional labour strategies (surface acting and deep acting) on the occupational well-being variables of emotional exhaustion and job satisfaction. Secondly, this study investigates the direct effect of emotional exhaustion and job satisfaction on organisational citizenship behaviour (OCB). Finally, this study tests the mediating role of occupational well-being in the relationship between emotional labour strategies and OCB.

## **LITERATURE REVIEW**

### **Grandey and Gabriel's Three Component Model of Emotional Labour**

According to the Three Component Model of Emotional Labour proposed by Grandey and Gabriel (2015), emotional labour is a function of emotion requirements, emotion regulation and emotion performance. Emotion requirements refer to any emotional displays required by a specific job or task, and such emotion requirements are associated with emotion regulation (Kammeyer-Mueller *et al.*, 2013). Emotion regulation, defined as modifying one's feelings or expression, has two dimensions: surface acting and deep acting (Grandey & Gabriel, 2015). Surface acting involves faking the way one's emotions are displayed to others; in other words, there is a discrepancy between true feeling and expressed feeling. On the other hand, in deep acting, one makes an effort to modify feelings towards the desired emotion; therefore, the expressed emotion expresses a genuine feeling. More specifically, according to Gross (1998), surface acting is a response-focused form of emotion regulation, where one feels the emotion first and then attempts to change the emotion or behaviour. Deep acting, on the other hand, is an antecedent-focused form of emotion regulation, where one tries to change a situation or cognition to feel a desired emotion. The third component, emotion performance, refers to observable expressions that are consistent with job-based requirements.

The central claim of this model is that emotional labour is a dynamic and reciprocal process involving the integration of all three components. The model suggests that the overall emotional labour process one experiences is influenced by personal characteristics (personality traits, work motives, and emotional abilities) and event characteristics (moods and customer mistreatment). In addition, the emotional labour performed has a significant impact on employee well-being and organisational well-being. The indicators of employee well-being are job satisfaction and burnout, while organisational well-being is represented by interpersonal performance and task/overall performance (Grandey & Gabriel, 2015). Grandey and Gabriel (2015) also proposed that the link between the emotional labour process and the focal outcomes is moderated by relational and contextual factors.

The present study investigates this link and the role of these factors in moderating it in a sports management context. In particular, two emotional regulation strategies suggested by Grandey

and Gabriel (2015), namely surface acting and deep acting, are investigated as antecedents of occupational well-being and organisational outcomes. Occupational well-being indicators investigated in this study are job satisfaction and emotional exhaustion. Emotional exhaustion is a key dimension of burnout (Cropanzano *et al.*, 2003). In addition, this study extends Grandey and Gabriel's model of emotional labour by adding OCB as an organisational outcome of occupational well-being.

### **Emotional labour and emotional exhaustion**

Emotional exhaustion, defined as a lack of energy or feelings resulting from the depletion of emotional and physical resources (Maslach *et al.*, 1996), is one of the outcomes that are frequently discussed in relation to emotional labour. In particular, fitness employees perform a great deal of emotional labour, as they are constantly in contact with customers (Maguire, 2001). A service environment in which employees are in frequent contact with customers drains employees' emotional resources (Grandey, 2000). Previous research has shown that two forms of emotional labour, surface acting and deep acting, are significantly associated with emotional exhaustion in the service context, but in different ways (see Kammeyer-Mueller *et al.*, 2013). For example, in a recent meta-analysis conducted by Kammeyer-Mueller *et al.* (2013), a strong relationship between emotional labour strategies and emotional exhaustion was supported. On one hand, surface acting was found to have a positive relationship with emotional exhaustion (Brotheridge & Grandey, 2002; Brotheridge & Lee, 2003).

The notion is that emotional dissonance occurs when one's genuine feelings and displayed feelings are inconsistent, which in turn further drains one's feelings and emotions, thus leading to emotional exhaustion (Brotheridge & Grandey, 2002). On the other hand, deep acting has been shown to have a negative relationship with emotional exhaustion (Kammeyer-Mueller *et al.*, 2013). According to Brotheridge and Grandey (2002), deep acting should be less correlated with emotional exhaustion, because deep acting leads employees to change their inner feelings to adhere to situational requirements. This allows a consistency between inner feelings and displayed feelings. Subsequently, the process reduces the discrepancy between both emotions, which in turn generates little emotional dissonance. Based on the previous literature, the following hypotheses are proposed.

H<sub>1</sub>: Surface acting will be positively related to emotional exhaustion.

H<sub>2</sub>: Deep acting will be negatively related to emotional exhaustion.

### **Emotional labour and job satisfaction**

The fitness industry in Korea is suffering from a high turnover rate; therefore, it is crucial to study job satisfaction among fitness employees, as it has a significant impact on employee turnover (MacIntosh & Walker, 2012). Job satisfaction refers to "a pleasurable or positive mental state resulting from the appraisal of one's job or job experience" (Locke, 1976:1300). Researchers claim that employees who are able to express their genuine feelings are more likely to enjoy their work, whereas employees who constantly suppress their true feelings are less satisfied with their work (Grandey, 2000). This implies that when there is emotional dissonance between genuine feelings and expressed feelings, the job becomes less enjoyable (Grandey, 2000). The relationship between emotional labour strategies and job satisfaction has been well established in the past literature. Many studies have also discovered a negative relationship between surface acting and job satisfaction (Grandey, 2000) and a positive relationship between

deep acting and job satisfaction (Brotheridge & Grandey, 2002; Grandey, 2000; Jiang *et al.*, 2013). Surface acting tends to decrease job satisfaction because emotional dissonance caused by surface acting drains one's personal resources and creates a feeling of inauthenticity (Kammeyer-Mueller *et al.*, 2013). In contrast, deep acting is associated with higher levels of job satisfaction, as the ability to express true feelings can lead to a personal sense of accomplishment (Brotheridge & Lee, 2003). Therefore, the following hypotheses are proposed.

H<sub>3</sub>: Surface acting will be negatively related to job satisfaction.

H<sub>4</sub>: Deep acting will be positively related to job satisfaction.

### **Emotional labour and Organisational Citizenship Behaviour (OCB)**

Due to the recent economic crisis, organisations have increasingly focused on employees' extra-role behaviour as a way of coping with downsizing and serious competition (Parker *et al.*, 2010). As in any other organisations, OCB of employees in fitness organisations is extremely important due to its close relationship to organisational success (Chang & Chelladurai, 2003). The relation of OCB, defined as "individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and that in the aggregate promotes the effective function of the organisation" (Organ *et al.*, 2006:8), to emotional labour has received limited attention in the past (Choi & Kim, 2015). However, researchers recently have emphasised the need to study OCB as an outcome of emotional labour due to its significant impact on organisational effectiveness and success in service organisations (Huang *et al.*, 2015).

Limited literature has consistently shown that deep acting is positively linked to OCB (Kiffin-Petersen *et al.*, 2011). For example, Kiffin-Petersen *et al.* (2011) found that deep acting was positively related to self-reported citizenship behaviour. Regarding the impact of surface acting, it has been found that this had a negative impact on OCB (Kiffin-Petersen *et al.*, 2011; Trougakos *et al.*, 2015). The notion is that the emotional dissonance shown in surface acting drains personal resources; therefore, employees are less likely to be engaged with citizenship behaviour that is not required by job descriptions (Choi & Kim, 2015). Thus, we posit:

H<sub>5</sub>: Surface acting will be negatively related to OCB.

H<sub>6</sub>: Deep acting will be positively related to OCB.

### **Occupational well-being and OCB**

The link between emotional exhaustion and OCB has been widely studied in recent years (Cropanzano *et al.*, 2003). According to Cropanzano *et al.* (2003), employees who experience emotional exhaustion tend to have a lower level of organisational commitment and this further leads to the less possibility of showing OCB. In a study of service employees, Cropanzano *et al.* (2003) found that emotional exhaustion had a negative impact on OCB when the effects of age, gender, and ethnicity were controlled. Furthermore, Bakker *et al.* (2004) found that emotional exhaustion was significantly and negatively associated with colleague-rated OCB among the employees in several different sectors, such as business services, government, communication and recreation services.

The relationship between job satisfaction and performance has always been a topic of interest among organisational behaviour researchers (Kellison *et al.*, 2013). In particular, OCB has been linked to job satisfaction. In a meta-analysis, Whitman *et al.* (2010) found a strong relationship between job satisfaction and OCB. However, contradicting the majority of the previous findings, Kellison *et al.* (2013) failed to support the job satisfaction and OCB link in their study of university recreational sport staff. Yet, the majority of the research supports a positive link between job satisfaction and OCB. Accordingly, we posit:

H<sub>7</sub>: Emotional exhaustion is negatively related to OCB.

H<sub>8</sub>: Job Satisfaction is positively related to OCB.

## METHODOLOGY

### Participants

A total of 336 fitness employees participated in the study, which involved a paper and pencil survey. These participants held various positions, such as personal trainers, group exercise instructors and sport instructors in the fitness organisations across Korea. Participants had a mean age of 35.96±9.79 years. Of the total sample, 69.6% of the participants were males and 30.4% were females. Overall, 61.0% had an undergraduate degree, 34.2% had a high school degree, and 1.5% had a masters' degree. Furthermore, 53.6% were full-time employees whereas 45.5% were part-time employees. The average length of working experience was 10.97±10.01 years.

### Instruments

#### *Emotional labour*

Surface acting and deep acting were measured using Brotheridge and Lee's (2003) Emotional Labour Scale. This is one of the most widely used emotional labour questionnaires and has shown adequate psychometric value in previous studies (Brotheridge & Lee, 2003). The degree of participants' surface acting and deep acting usage at work were measured with three items for both constructs using a 5-point Likert scale ranging from 1 (*never*) to 5 (*always*). Participants were asked to answer each item stemming from the main question, "On an average day at work, how often do you experience each of the following when interacting with your members?" A sample item for surface acting is "Hide my true feelings about a situation" and for deep acting, "Make an effort to actually feel the emotions that I need to display to others". The scale showed acceptable reliability of 0.76 for surface acting and 0.90 for deep acting in a previous study (Brotheridge & Lee, 2003).

#### *Emotional exhaustion*

To measure emotional exhaustion, the emotional exhaustion sub-scale of the Maslach Burnout Inventory – General Survey (Maslach *et al.*, 1996) was applied. The nine-item scale measures how often one feels emotionally exhausted while working. All items were anchored with a 7-point Likert scale, ranging from 0 (*never*) to 6 (*every day*). A sample item is, "I feel emotionally drained at work". Previous literature established an acceptable Cronbach's alpha of 0.91 with Korean service employees (Choi *et al.*, 2014).

### **Job satisfaction**

The Job Satisfaction Sub-scale of the Michigan Organisational Assessment Questionnaire (Cammann *et al.*, 1979) was employed to measure fitness employee's job satisfaction. A sample item is, "All in all, I'm satisfied with my job" anchored from 1 = "strongly disagree" to 7 = "strongly agree". The scale showed an acceptable internal consistency of 0.83 with Canadian fitness employees (MacIntosh & Walker, 2012).

### **Organisational Citizenship Behaviour (OCB)**

Fitness employees' OCB was measured using William and Anderson's (1991) OCB questionnaire. The questionnaire contains 13 items that measures the individuals' tendency to perform OCB towards other individuals (OCBI; 7 items) and organisations (OCBO; 6 items). A sample item for OCBI is, "helps others who have heavy workloads" and a sample item for OCBO is "gives advance notice when unable to come to work". Kwak and Kim (2015) reported the acceptable Cronbach's alpha of 0.93 with Korean hotel employees.

### **Procedures**

In Korea, it is a requirement that fitness employees should participate in national training sessions and obtain the national certificate from the Ministry of Culture, Sports, and Tourism to qualify them to work as fitness employees. One of the researchers visited the university that conduct the training of fitness employees. Permission was granted to conduct surveys with the instructors and visited classrooms before the actual training was provided. The purpose of the study was explained and followed by gathering the data. Participation was voluntary in nature and an informed consent form was provided to all participants. After giving written informed consent, each participant completed the questionnaire individually and returned it to the researchers. Approval to handle the investigation was obtained from the Human Subjects Institutional Review Board at the university, where the survey was conducted. By engaging in this training session, researchers were able to select participants of different ages and from various geographical areas.

### **Data analysis**

Descriptive statistics and the reliability of the variables of the study were computed using SPSS 21.0. Specifically, descriptive statistics, including mean scores, standard deviation, skewness, and kurtosis, were calculated to detect any outliers and invalid data. The structural equation modelling technique that is available through AMOS 23.0 to test both the measurement and structural models, was applied. Firstly, confirmatory factor analysis (CFA) was conducted on the latent variables to check convergent and discriminant validity of the variables. Secondly, the proposed structural relationship was tested by using the structural equation modelling technique.

## **RESULTS**

### **Descriptive statistics, reliability, validity**

Alpha coefficients, descriptive statistics (means, standard deviations, skewness, and kurtosis) and correlation coefficients for all variables are presented in Table 1. CFA was conducted in

order to assess the convergent and discriminant validity of all constructs. There were no concerns concerning the measurement model in that all observed variables defined the associated variables well. All factor loadings were above 0.40, ranging from 0.42 to 0.91. Furthermore, discriminant validity was confirmed, as all the average variances extracted for two constructs were above the square of the correlation between the constructs (Fornell & Larcker, 1981).

**Table 1. CORRELATIONS AMONG STUDY VARIABLES AND DESCRIPTIVE STATISTICS**

Variables	1	2	3	4	5	6
1. Surface Acting	(0.72)	–	–	–	–	–
2. Deep Acting	0.12**	(0.86)	–	–	–	–
3. Emotional Exhaustion	0.19**	-0.16**	(0.79)	–	–	–
4. Job Satisfaction	-0.02	0.22**	-0.47**	(0.85)	–	–
5. OCBI	0.02	0.37**	-0.18**	0.36**	(0.86)	–
6. OCBO	-0.00	0.37**	-0.23**	0.44**	0.79**	(0.83)
Mean	3.38	3.71	2.28	3.99	3.86	3.66
Standard Deviation	0.67	0.64	0.66	0.72	0.53	0.59
Skewness	-0.47	-0.95	0.28	-0.48	-0.12	-0.00
Kurtosis	0.29	0.177	0.04	0.12	0.19	0.11
AVE	0.41	0.64	0.45	0.66	0.51	0.51

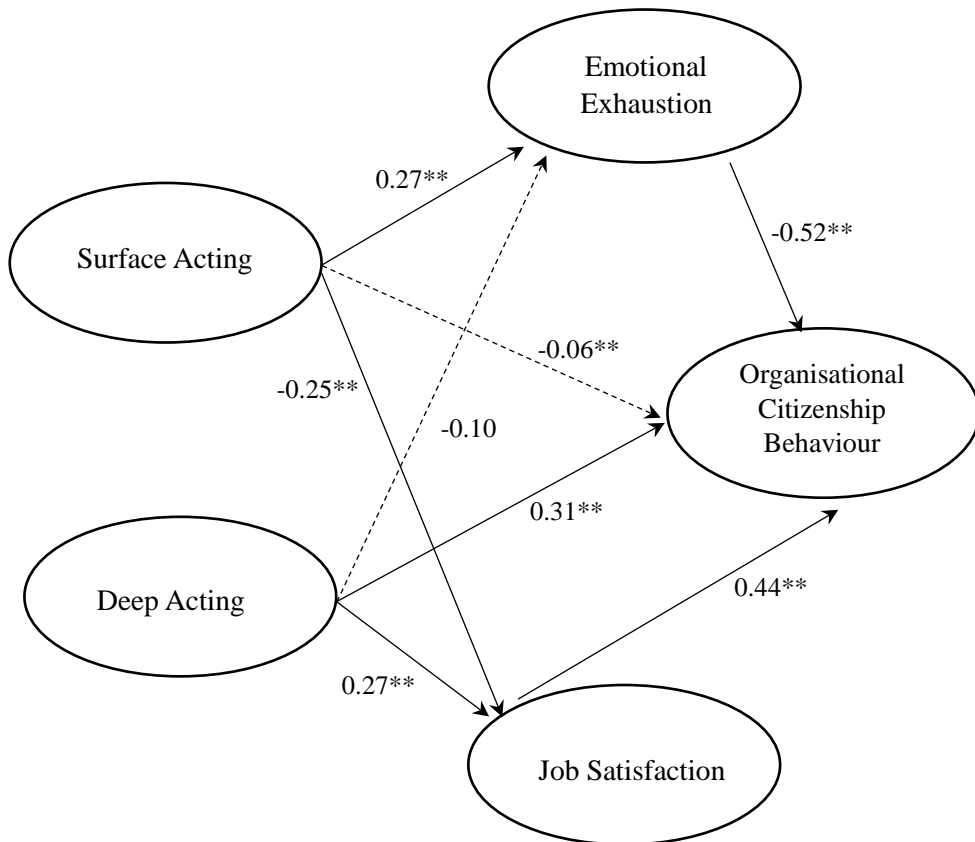
AVE = Average variance     $\alpha$  coefficient on the diagonal    Significance: \*  $p < 0.05$     \*\*  $p < 0.01$

### Structural equation modeling and mediation analysis

Structural equation modeling was conducted to test all hypotheses in our theoretical model. Overall, the goodness-of-fit statistics indicated that the structural model showed a reasonable fit ( $\chi^2/df=839.79/313=2.63$  [ $p < 0.05$ ]; RMSEA [90% CI]=0.071 [0.065-0.077]; NFI=0.94; TLI=0.95; CFI=0.96). Regarding the relationship with emotional exhaustion, the structural model and standardised parameter estimates shown in Figure 1 indicate that surface acting ( $\beta=0.27$ ;  $p < 0.001$ ) was directly related to emotional exhaustion whereas deep acting had no relationship with emotional exhaustion ( $\beta = -0.10$ ;  $p = 0.14$ ). Furthermore, it was found that both surface acting ( $\beta = -0.25$ ;  $p < 0.001$ ) and deep acting had a significant direct relationship with job satisfaction ( $\beta=0.27$ ;  $p < 0.001$ ). Finally, emotional exhaustion had a significant and negative relationship with OCB ( $\beta = -0.52$ ;  $p < 0.001$ ), whereas job satisfaction had a significant and positive relationship with OCB ( $\beta=0.44$ ;  $p < 0.001$ ).

Regarding the mediating relationship, we conducted both direct and indirect examinations simultaneously, as suggested by Iacobucci *et al.* (2007). In this study, emotional exhaustion fully mediated the relationship between surface acting and OCB. More specifically, although the direct path between surface acting and OCB was not significant, both the paths from surface acting and emotional exhaustion and emotional exhaustion and OCB were significant

( $\beta_{\text{surface acting} \rightarrow \text{emotional exhaustion}} = -0.27, p < 0.01$ ;  $\beta_{\text{emotional exhaustion} \rightarrow \text{OCB}} = -0.52, p < 0.01$ ). The total standardised indirect effect was  $-0.027, p = 0.003$ . Additionally, job satisfaction partially mediated the relationship between surface acting and OCB ( $\beta_{\text{surface acting} \rightarrow \text{job satisfaction}} = -0.25; p < 0.01$ ;  $\beta_{\text{job satisfaction} \rightarrow \text{OCB}} = 0.44, p < 0.01$ ) and deep acting and OCB. Moreover, job satisfaction partially mediated the relationship between deep acting and OCB. The direct effect of deep acting on OCB was significant ( $\beta = 0.31; p < 0.01$ ). The mediation path from deep acting to OCB was also significant in that  $\beta_{\text{deep acting} \rightarrow \text{job satisfaction}} = 0.27 (p < 0.01)$  and  $\beta_{\text{job satisfaction} \rightarrow \text{OCB}} = 0.44 (p < 0.01)$ . The total standardised indirect effect was  $0.10 (p < 0.01)$ .



**Figure 1. STRUCTURAL MODEL EXPLAINING RELATIONSHIPS AMONG VARIABLES**

Solid lines represent significant relationships. Dotted lines represent non-significant relationships.  
 \*  $p < 0.05$       \*\*  $p < 0.01$



## DISCUSSION

The purpose of this study was to examine the relationships between emotional labour strategies, emotional exhaustion, job satisfaction and OCB among fitness employees. Additionally, the mediating role of emotional exhaustion and job satisfaction in the relationship between two emotional labour strategies and OCB were investigated. In so doing, this study attempted to identify the role of emotional labour in both the occupational well-being of employees and organisational outcomes. The statistical analyses supported the parts of hypotheses, which makes the study an important contribution to the field of sport management and to an understanding of its practitioners.

H<sub>1</sub> and H<sub>2</sub> suggested that emotional exhaustion was directly associated with surface acting and deep acting. In this study, only surface acting was directly related to emotional exhaustion. Firstly, surface acting had a positive relationship with emotional exhaustion, which is consistent with previous studies (Kammeyer-Mueller *et al.*, 2013). Specifically, the meta-analysis of Kammeyer-Mueller and his colleagues revealed that surface acting predicted a significant amount of emotional exhaustion, even after controlling participants' dispositional affectivity. Surface acting is a stressful process that generates emotional dissonance, psychological efforts and feelings of inauthenticity (Lee *et al.*, 2015), as employees need to fake their outward expressions regardless of their true feelings. On the other hand, deep acting, which involves fitness employees' effort to change their inner feelings to adhere to the situational requirements, had no association with emotional exhaustion. This is consistent with previous studies in service occupations (Brotheridge & Grandey, 2002; Brotheridge & Lee, 2003). Although deep acting requires employees to exert some degrees of psychological effort to modify their inner feelings, this process allows them to avoid significant emotional dissonance and maintain a higher sense of authenticity. In this process, all the mechanisms will have mutual influences, which in turn buffer the positive and negative impact of deep acting. Therefore, it is possible that deep acting has no relationship with emotional exhaustion.

Regarding the relationship between emotional labour strategies and job satisfaction, surface acting had a negative relationship with job satisfaction whereas deep acting had a positive relationship with job satisfaction, thus supporting H<sub>3</sub> and H<sub>4</sub>. According to Grandey (2000), although deep acting requires employees to exert some degrees of psychological effort in the process of changing their internal feelings, it enhances employees' feeling of personal accomplishment and authenticity by matching their inner feelings to situational requirements. Our finding that deep acting had a positive relationship to job satisfaction is consistent with this view. Furthermore, a negative relationship between surface acting and job satisfaction. This is consistent with previous studies (Grandey, 2000). Again, the feeling of inauthenticity and emotional dissonance aroused by surface acting may elicit negative feelings about themselves and the job, which in turn decreases their job satisfaction.

Furthermore, both emotional exhaustion and job satisfaction fully mediated the relationship between surface acting and OCB. Although surface acting (independent variable) was found to have no direct relationship with OCB (dependent variable), both surface acting and deep acting (independent variable) affected emotional exhaustion (mediator), and in turn emotional exhaustion (mediator) affected OCB (dependent variable). Therefore, it can be concluded that the employees' levels of surface acting and deep acting play a critical role in determining OCB

through emotional exhaustion. This is consistent with the findings of Trougakos *et al.* (2015) study for emotional exhaustion and Choi and Kim's (2015) study for job satisfaction.

## **PRACTICAL IMPLICATIONS**

The findings of the present study offer several important practical implications. One of the most important findings in this study was that it highlighted the negative impact of surface acting on organisational outcomes of OCB through the mediating role of emotional exhaustion and job satisfaction. OCB is an important topic in organisational behaviour and human resource management research, which can shed light on improving group dynamics in organisations (Martinez & Tindale, 2015). Indeed, OCB has been found to contribute to both co-worker and managerial productivity (Organ *et al.*, 2006). The majority of previous literature on emotional labour focused on the individual outcomes of job burnout and job satisfaction (Grandey & Gabriel, 2015). However, this study showed that surface acting and deep acting have a potential to indirectly influence employees' extra-role behaviour that could benefit co-workers and the fitness centres by affecting their occupational well-being. Managers should acknowledge the importance of emotional labour for these consequences and strive to encourage and even train employees to avoid surface acting and instead engage in the less detrimental form of emotional labour, deep acting.

## **LIMITATIONS AND FUTURE RESEARCH DIRECTIONS**

Although this study has the potential to contribute to research and practice, it has several limitations that need to be considered in future research. Firstly, this study was a cross-sectional and self-administered study that may generate a sample bias. Future research may implement experimental and/or longitudinal studies to address the issue. Secondly, although the sample was drawn from a large geographical area in South Korea, it is limited to one culture.

Future studies, therefore, should focus on the role of emotional labour among employees in Western cultures and test the possible differences between Asian cultures and Western cultures. Thirdly, this study failed to take into consideration gender and age as controlling variables. It is possible that gender and age could play a moderating role in the relationship between emotional labour strategies and occupational well-being. Thus, future studies may include some of the demographic variables (age, gender, and experience) and situational variables (organisational support and job autonomy) as controlling factors in order to examine their relationships with emotional labour and individuals' outcomes.

Finally, this study only examined the role of emotional labour in individual outcomes. Recent research has examined the role of emotional labour in service encounters on customer outcomes. Service employees' emotional labour has the potential to offer a better quality of service by providing pleasurable experiences (Groth *et al.*, 2009). For example, Groth *et al.* (2009) found that employees' emotional labour had a significant impact on customers' service evaluation through perceived customer orientation and perceived service quality. Future research may consider shifting its focus from the individual well-being of employees to customer outcomes,

such as customer satisfaction, perceived service quality and customer loyalty in the fitness employee-customer relationship.

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