



## The Effect of Personality Characteristics and Organizational Culture on Service Emotional Labor

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Article History	Abstract
Received: 06 June 2023 Revised: 05 Sept 2023 Accepted: 11 Oct 2023	<p><i>This study analyzed data from 328 emotional workers to examine how personality traits and organizational culture affect emotional labor. Extraversion (CR value - 3.078, *** <math>p &lt; .001</math>), agreeableness (CR value 2.135, * <math>p &lt; .05</math>), and neuroticism (CR value 2.557, * <math>p &lt; .05</math>) are significant in surface acts of emotional labor. The results showed that conscientiousness (CR value 1.761) and openness (CR value -0.55) were not significant. In internal behavior, extraversion (CR value 3.771, *** <math>p &lt; .001</math>) and openness (CR value 3.216, ** <math>p &lt; 0.1</math>) appeared significantly, while agreeableness (CR value -1.42) and conscientiousness (CR value 0.322), neuroticism (CR value -0.324) was not significant.</i></p>
CC License CC-BY-NC-SA 4.0	<p><b>Keywords:</b> Personality Characteristics, Emotional labor, Organizational Culture, Inner behavior, Surface behavior</p>

### 1. Introduction

As the recent times develop and change, one of the most frequent changes is the diversification of customer choices, and the services of employees who have to respond sensitively to customer reactions are developing. In the past, if the focus was on the price and quality of goods according to the purpose of purchasing and selling goods, now, the constant competition of companies in public information through the Internet is based on quality, and it is based on touching and responding to customers.

The problem is that in order to respond kindly to customers amid these changes in the world, employees are responding kindly, wearing perjona (mask), which is spoken in psychology, hiding their emotions. As a result, if you respond to customers while hiding your emotions, workers are called emotional workers, and studies on this emotional labor are increasing.

Emotional labor means that an office worker hides his or her emotions or acts independently of his or her emotions when dealing with customers (Wikipedia), and workers in these tasks can be referred to as emotional workers.

American sociologist Alie Russell Hochschild [1] first conceptualized 'emotional labor' refers to labor that must inspire or suppress one's emotions to suit the customer's mood or deliver the values required by the service company, and decided to affect the purchase of goods through efforts to manage one's emotions. Since then, many researchers have been interested in emotional labor and have developed various theories ([2][3][4]).

[5] divided the occupational groups with emotional labor into three categories: food service-related jobs that require a lot of emotional labor, sales and beauty, lodging, entertainment, and sports. However, as the times change, the number of jobs that engage in emotional labor in many jobs is increasing over time [6].

Emotional labor can be divided into superficial behavior and internal behavior, and superficial behavior focuses on expressing emotions required by the workplace and organizational culture externally, and internal behavior focuses on expressing their actual emotions externally. The key difference between these two distinctions is whether one's emotions are sincere or not in expressing emotions. Many studies have shown that inner actions containing the sincerity of emotional expression cause positive results for both workers and customers, such as worker satisfaction and customer satisfaction, but fake surface actions without sincerity cause negative results such as job dissatisfaction, stress, and job exhaustion.

A study by [7] also found that emotional labor has a positive (+) effect on job exhaustion and negative (-) effect on job satisfaction, and emotional dissonance causes workers' alienation to emotional labor and lowers the level of job satisfaction. In particular, it is shown in research on the relationship between variables such as burnout, job attitude, and job stress in emotional labor research [8].

One of the main factors of emotional labor is that the personality characteristics of workers engaged in emotional labor act as an important variable. [9] considered that personality, including the concept of personality defined by many scholars, is a dynamic organization of individual psychological and physical structural systems in determining a person's unique behavior and thinking, which has a significant impact on individual thinking and behavior. Therefore, personality means that both the mind and the body interact together to constantly develop and change dynamically, and that one's personality means the customer.

Recently, studies have been conducted to see personality types at the individual level of employees as a major factor affecting job performance, and personality characteristics have an important influence on job performance [10][11][12].

Therefore, in this study, we would like to examine how individual personality characteristics affect emotional labor. In addition, we would like to examine how the culture of organizations engaged in emotional labor affects emotional labor. This is to examine how individual characteristics affect the culture of an organization engaged in emotional labor along with personality characteristics, and is meaningful in examining the internal personality characteristics and external organizational culture together.

## 2. Materials And Methods

### *Subject of study*

The purpose of this study was explained to emotional workers engaged in service work in City D, and a survey was distributed to 362 people who agreed to participate from January 10 to January 25, 2021, and the final number of people, excluding unfaithful or incorrect data, was analyzed.

The general characteristics of the study subjects are shown in <Table 1>.

**Table 1.** General characteristics of research subjects (N=328)

Characteristic	Range	n(%)	%
Gender	Female	232	70.7
	Male	96	29.2
Length of service	Less than a year	36	10.9
	Less than 1 to 3 years	101	30.7
	Less than 3 to 5 years	98	29.8
	Less than 5 to 7 years	69	21.0
	More than 7 years	24	7.3
educational level	Less than high school graduates	56	17.0
	College graduate	162	49.3
	Graduation from college	105	32.0
	Graduate school or higher	5	1.5
Age	20 to 25 years old	58	17.6

26 to 30 years old	98	29.8
31-35 years old	89	27.1
36-40 years old	9	2.7
41-45 years old	16	4.8
46-50 years old	26	7.9
51 years of age or older	32	9.7

### **Research tool**

#### **Measure of personality traits**

Based on the scale used in [11][13][14][15], it was modified and supplemented to fit this study, and personality characteristics were set with 25 questions such as "I always treat others warmly," "I try to think well with others," and "I actively do my best in everything." For each of the above items, it was measured on a Likert 5-point scale of "1=not at all, 3=normal, 5=very so." In this study, the reliability was Cronbach  $\alpha$ . It was 87.

#### **Organizational culture scale**

Based on [16], the organizational culture type was modified and supplemented according to this study based on the scale measured in the study of [17] through the study of [18]. In this study, the reliability was Cronbach  $\alpha$ . It was 91.

#### **Emotional culture scale**

In order to meet the emotional expression and service attitude required by the organization in interaction with emotional workers, this study defined emotional labor as a routine performance of suppressing and controlling one's emotions, and classified emotional labor into surface and inner behavior. To this end, based on the scales used in the studies of [8][19], it was modified and supplemented to fit this study, and the reliability in this study is Cronbach  $\alpha$ . It was 93.

#### **Data analysis**

The data collected in this study were analyzed using the SPSS/WIN 23.0 program, frequency and percentage were calculated to identify the general characteristics of the study subjects, and the Cronbach's  $\alpha$  coefficient was calculated to test the reliability of the measurement tool.

In addition, in order to examine the relationship between personality characteristics, organizational culture, and emotional labor, the impact was verified through structural equation model analysis by AMOS.

### **3. Results and Discussion**

#### **The effect of personality Characteristics on Emotional Labor**

A structural equation model analysis was conducted by AMOS to verify that the personality characteristics of emotional workers will affect emotional labor, and the CR value provides hypothesis verification information on the hypothesis that the unknown value is 0. Therefore, extroversion to surface behavior (CR value -3.078, \*\*\*  $p < .001$ ), affinity (CR value 2.135, \*  $p < .05$ ), neurotic (CR value 2.557, \*  $p < .05$ ), extrovert (CR value 3.771, \*\*\*  $p < .001$ ) showed significant results. However, sincerity (CR value 1.761) and openness (CR value -0.55) were found to be insignificant.

And extroversion to inner behavior (CR value 3.771, \*\*\*  $p < .001$ ), openness (CR value 3.216, \*\*  $p < .01$ ), affinity CR value -1.42), sincerity (CR value 0.322), and nervousness (CR value -0.324) were not significant, as shown in <Table 2>.

**<Table 2> The Effect of Personality Characteristics on Emotional Labor**

Hypothesis	Estimated path coefficient	Standard path coefficient	Standard error	C.R
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H1-1	Extroversion → surface behavior	-0.618	-0.395	0.200	-3.086**
H1-2	Affinity → surface behavior	0.370	0.240	0.173	2.135*
H1-3	Sincerity → surface behavior	0.331	0.195	0.188	1.761
H1-4	Nervousness → surface behavior	0.176	0.166	0.069	2.557*
H1-5	Openness → Surface behavior	-0.090	-0.055	0.164	-0.550
H2-1	Extroversion → Inner behavior	0.554	0.439	0.147	3.771***
H2-2	Affinity → Internal behavior	-0.176	-0.141	0.124	-1.420
H2-3	Sincerity → Internal behavior	0.043	0.031	0.134	0.322
H2-4	Nervousness → Inner behavior	-0.016	-0.019	0.049	-0.324
H2-5	Openness → Internal behavior	0.397	0.300	0.123	3.216***

\*p&lt;.05, \*\*p&lt;.01, \*\*\*p&lt;.001

### The Effect of Organizational Culture on Emotional Labor

A model analysis of structural equations by AMOS was conducted to verify that the personality characteristics of emotional workers will affect emotional labor, but the results of the study show that hierarchical culture and rational culture. All of them were found to be insignificant in the inner and surface actions of emotional labor, and are shown in <Table 3>.

<Table 3> The Effect of Personality Characteristics on Emotional Labor

	Hypothesis	Estimated path coefficient	Standard path coefficient	Standard error	C.R
H2-1	Hierarchical culture → surface behavior	0.107	0.064	0.159	0.673
H2-2	Rational culture → surface behavior	-0.036	-0.025	0.135	-0.265
H2-3	Hierarchical culture → internal behavior	0.027	0.020	0.115	0.232
H2-4	Rational culture → internal behavior	-0.005	-0.005	0.098	-0.055

\*p&lt;.05, \*\*p&lt;.01, \*\*\*p&lt;.001

This study explained the purpose of the study to 362 emotional workers engaged in service work in D City from January 10 to January 25, 2021, and the final number of people excluding unfaithful or incorrectly written data was analyzed.

First, when examining whether the personality characteristics of emotional workers affect emotional labor, extroversion (CR value -3.078, \*  $p < .001$ ), affinity (CR value 2.135, \*  $p < .05$ ), and nervousness (CR value 2.557, \*  $p < .05$ ) showed significant results on the surface behavior of emotional labor. However, sincerity (CR value 1.761) and openness (CR value -0.55) were found to be insignificant. This means that extroverted and friendly personalities have the characteristics of radiating energy from the inside to the outside, and nervousness also has the characteristics of radiating internal energy to the outside. On the other hand, sincerity and openness focus on behavior rather than surface behavior by faithfully engaging in one's work, and openness does not seem to affect the surface behavior of emotional labor because it has the characteristics of expressing one's emotions or thoughts well to the outside. Therefore, based on the results of this study, workers with extroverted and friendly characteristics are seen to be good at surface behavior in emotional labor, so hiring emotional workers in consideration of their personality characteristics is expected to improve work performance. These personality characteristics will likely increase customers' satisfaction in responding to customers as they hide and control their emotions well for surface behavior.

Second, in terms of the personality characteristics of emotional workers, extroversion (CR value 3.771, \*\*\*  $p < .001$ ) and openness (CR value 3.216, \*\*  $p < .01$ ) were significant in internal behavior, which appears to affect internal behavior. In particular, extroverted personality is expected to adapt well to customer response in emotional labor, as it affects both inner and surface behavior. On the other hand, affinity CR value -1.42), sincerity (CR value 0.322), and nervousness (CR value -0.324) are not significant, so affinity, nervousness, and sincerity do not affect inner expression.

Third, according to research results that do not affect emotional labor, emotional workers centered on services are less likely to work through contact and interaction with customers rather than following the organization's work or organizational culture.

#### **4. Conclusion**

It Therefore, through the results of this study, studies on factors and variables affecting emotional workers should be conducted from an increasingly diverse perspective, and studies looking at various variables such as region, industry, age, and career are also needed.

#### **Acknowledgment**

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