

## Emotional Labor and Job Satisfaction among Academic Librarians: Relationship Patterns and Empirical Evidence (Postprint)

**Authors:** Sun Jing

**Date:** 2023-08-26T00:00:00+00:00

### Abstract

[目的/意义] To investigate the relationship patterns between emotional labor and job satisfaction among university librarians, aiming to provide insights for work planning and human resource management implementation in university libraries. [方法/过程] Through theoretical analysis and structural equation modeling, this study examines the effects and mechanisms of three emotional labor strategies—surface acting, deep acting, and neutral regulation—on intrinsic and extrinsic job satisfaction. [结果/结论] The findings indicate that university librarians' use of surface acting strategies exerts a significant negative influence on both intrinsic and extrinsic job satisfaction; conversely, the adoption of deep acting and neutral regulation strategies significantly positively influences intrinsic job satisfaction, while showing no significant relationship with extrinsic job satisfaction.

### Full Text

#### Preamble

Vol. 62 No. 10, May 2018  
ChinaXiv Cooperative Journal

#### The Relationship Model and Empirical Analysis of Emotional Labor and Job Satisfaction Among University Librarians

Sun Jing  
Hubei University Library, Wuhan 430062

### Abstract

[Purpose/Significance] This study explores the relationship patterns between emotional labor and job satisfaction among university librarians, aiming to pro-

vide references for human resource management planning and implementation in university libraries. **[Method/Process]** Through theoretical analysis and structural equation modeling, this paper examines the influence and mechanisms of three emotional labor strategies—surface acting, deep acting, and neutral regulation—on intrinsic and extrinsic job satisfaction. **[Result/Conclusion]** The findings reveal that university librarians’ surface acting has a significant negative impact on both intrinsic and extrinsic job satisfaction, while deep acting and neutral regulation significantly positively influence intrinsic job satisfaction but show no significant relationship with extrinsic job satisfaction.

**Keywords:** university library; emotional labor; emotional labor strategies; job satisfaction

**Classification Number:** G251

**DOI:** 10.13266/j.issn.0252-3116.2018.10.008

## 1. Problem Statement

Emotional labor represents a critical issue in organizational management practice. Effective employee emotion and behavior management holds practical significance for enhancing service quality and organizational performance. The concept of emotional labor originated in the airline service industry, first introduced by American sociologist A.R. Hochschild in 1983. Since then, research on emotional labor has grown annually both domestically and internationally, particularly in service industries emphasizing quality. S.D. Pugh, M. Grotth, and T. Hennig-Thurau argue that service employees particularly require emotional management. C.H. Lovelock categorizes libraries as non-profit service organizations that minister to the human spirit, while Hochschild identifies librarians as “high emotional labor load workers.” Studies by K. Arbuckle and M.L. Matteson & S.S. Miller further confirm that librarians’ daily work involves both positive and negative emotions. Librarians are expected to maintain pleasant and enthusiastic demeanors at all times. When internal feelings conflict with organizationally required emotional expressions, they must still display appropriate emotions according to organizational rules, often suppressing genuine feelings or forcing smiles to avoid complaints and criticism. Over time, this can generate excessive negative psychological effects, impacting job satisfaction and potentially leading to disengagement. Therefore, emotional labor issues warrant sufficient attention from library administrators and librarians themselves.

Although emotional labor research has expanded across multiple domains, the library and information science field has devoted limited attention to librarians’ work emotions, focusing primarily on coping with problematic patrons, work stress, and job anxiety. Empirical studies examining relationships between emotional labor and outcome variables have produced inconsistent results regarding job satisfaction. Some research finds significant negative correlations between emotional labor and job satisfaction, while others identify positive relationships. Subsequent studies suggest the relationship is not uniformly positive or negative. For instance, A.A. Grandey notes that different emotional labor strategies

differentially impact employee psychological well-being, and A. Philipp and H. Schüpbach argue that since various strategies differ in their effectiveness for preserving personal emotional resources, their subsequent effects require comparative analysis. Existing research has examined relationships between overall emotional labor and overall job satisfaction, as well as dimensional emotional labor and overall job satisfaction. However, both emotional labor and job satisfaction are multi-dimensional concepts. This study further analyzes these dimensions to clarify their specific relationships and mechanisms, thereby enriching emotional labor theory.

## 2. Literature Review and Hypothesis Development

### 2.1 Emotional Labor

Hochschild defined emotional labor as “the labor process involving the display of specific emotions required by work and the strategies used to express these emotions.” In practice, this represents a universal form of labor beyond physical and mental work, wherein employees manage their emotions and emotional expressions to align with organizational requirements and expectations. This definition adopts an employee-centered perspective, emphasizing individual management of internal emotions. Building on this research, most emotional labor studies assume organizations establish emotional display rules for employees, with emotional labor representing behavior that displays appropriate emotions while complying with organizational work rules—essentially impression management performed for the organization. This understanding adopts a work-centered perspective, highlighting external behavioral management of emotional displays due to job requirements.

Subsequently, J.A. Morris and D.C. Feldman defined emotional labor from an interactionist perspective as “the effort, planning, and control required to express organizationally desired emotions during interpersonal transactions,” noting that emotional expression occurs within and is determined by social contexts. A.A. Grandey integrated these perspectives, drawing on J.J. Gross’s emotion regulation theory to elaborate emotional labor as “the process by which individuals adjust internal emotional feelings and external emotional displays for organizational goals,” where adjusting internal feelings constitutes deep acting and adjusting external displays constitutes surface acting. These represent the most commonly used strategies for managing emotional display rules. Surface acting occurs when individuals perceive a discrepancy between their genuine emotions and organizationally required emotions, changing only outward visible behaviors while internal feelings remain unchanged—representing temporary deliberate dissonance. Deep acting involves genuinely attempting to change emotional feelings to align internal states with required external displays.

Building on this foundation, B.E. Ashforth and R.H. Humphrey proposed four emotional labor strategies: (1) automatic regulation, where emotions are viewed as spontaneous emotional experiences; (2) surface acting; (3) deep acting; and

(4) deliberate dissonance acting, which requires employees to maintain a calm, neutral mindset to focus on primary tasks. This strategy demands displaying required emotions externally while remaining neutral internally, managing one's emotions to prevent negative stimuli and surface emotions from affecting one's mood. D. Zapf further explained deliberate dissonance acting as requiring employees to maintain emotional neutrality with minimal effort to cope with emotional demands. Chinese scholars Yang Linfeng et al. empirically identified three dimensions of emotional labor strategies: surface acting, deep acting, and neutral regulation, with neutral regulation combining automatic regulation and deliberate dissonance acting due to their shared characteristic of requiring minimal emotional adjustment while maintaining internal neutrality.

## 2.2 Job Satisfaction

R. Hoppock conceptualized job satisfaction as individuals' psychological and physiological satisfaction with work itself and its environment, treating it as a comprehensive, unitary concept where people make holistic evaluations forming corresponding emotions and attitudes. L.W. Porter and E.E. Lawler approached job satisfaction from an expectation-discrepancy perspective, arguing that individuals perceive gaps between actual and expected work rewards, with smaller gaps yielding higher satisfaction. P.C. Smith viewed job satisfaction from a frame-of-reference perspective as outcomes derived from individuals' interpretation of job characteristics through their reference frameworks, emphasizing cognitive evaluation and emotional reactions to various job facets. Consequently, job satisfaction is influenced by multiple contextual factors including work itself, salary, promotion, and interpersonal relationships. This aligns with Herzberg's two-factor theory, which distinguishes intrinsic factors (motivators) such as achievement, recognition, challenge, and professional growth, from extrinsic factors (hygiene factors) including interpersonal relationships, management policies, and compensation.

## 2.3 Emotional Labor and Job Satisfaction

**2.3.1 Surface Acting and Job Satisfaction** Emotional labor consumes substantial individual resources—physical (e.g., energy), cognitive (e.g., attention), and motivational (e.g., effort, affective commitment). According to Hobfoll's Conservation of Resources theory, employees conserve these resources to meet organizational role demands, with Mahoney et al.'s principle of "gaining maximum with minimum resource use" influencing strategy selection. Surface acting requires depleting considerable cognitive and motivational resources to suppress genuine feelings and display inauthentic behaviors, creating emotional dissonance that fosters feelings of inauthenticity, isolation, and low personal achievement, potentially causing psychological distress and anxiety. Julien and Genuis found that while some librarians display enthusiastic service attitudes as required, they internally experience increased boredom, with surface acting elevating stress and causing emotional dissonance. Furthermore, surface acting

impedes positive interpersonal interactions, eliciting negative reactions (e.g., anger, frustration, disrespect) and creating unsupportive relationships that become stressors undermining well-being and, consequently, job satisfaction.

**H1:** University librarians' surface acting is negatively correlated with intrinsic job satisfaction.

**H2:** University librarians' surface acting is negatively correlated with extrinsic job satisfaction.

**2.3.2 Deep Acting and Job Satisfaction** Deep acting represents a strategy for improving personal emotions to display genuinely positive behaviors, enhancing personal energy and social resources. Since deep acting involves experiencing authentic emotions, it resolves emotional dissonance more effectively than surface acting. Conservation of Resources theory suggests that genuinely felt deep acting helps preserve emotional resources, and when employees possess adequate resources to meet role demands, higher job satisfaction and professional efficacy result. Additionally, Fredrickson's broaden-and-build theory posits that positive emotional states expand thought-action repertoires and undo negative emotions, building enduring psychological resources. Thus, maintaining positive emotions creates upward spirals that generate greater well-being and develop personal resources and coping mechanisms. Notably, deep acting yields personal achievement, professional efficacy, and psychological well-being primarily associated with intrinsic satisfaction, as intrinsic satisfaction is influenced by intangible, abstract feelings (e.g., achievement, security) that employees can cognitively reframe. Extrinsic satisfaction, however, depends on visible external factors (e.g., compensation, policies, advancement opportunities) that employees cannot easily control.

**H3:** University librarians' deep acting is positively correlated with intrinsic job satisfaction.

**H4:** University librarians' deep acting is not correlated with extrinsic job satisfaction.

**2.3.3 Neutral Regulation and Job Satisfaction** Neutral regulation involves maintaining a neutral emotional state with minimal effort to cope with emotional demands. Hu Junchen noted that neutral regulation reduces emotional exhaustion. In library practice, excessive emotional exhaustion depletes resources, causing fatigue and reducing well-being. Yang Linfeng found that neutral regulation predicts self-efficacy, positively correlating with satisfaction and efficacy. Self-efficacy, proposed by Bandura, refers to confidence in one's ability to perform tasks. Fang Shumiao demonstrated that self-efficacy significantly positively influences job satisfaction, and superior emotional labor strategies enhance confidence, with higher self-efficacy leading to greater job satisfaction. While previous research did not distinguish satisfaction dimensions, this study posits that self-efficacy involves personal confidence, belonging to intrinsic satisfaction, whereas extrinsic satisfaction relates to non-individual external factors

beyond personal control. Therefore, neutral regulation minimally impacts extrinsic satisfaction.

**H5:** University librarians' neutral regulation is positively correlated with intrinsic job satisfaction.

**H6:** University librarians' neutral regulation is not correlated with extrinsic job satisfaction.

### 3. Research Design

#### 3.1 Variable Measurement

**3.1.1 Emotional Labor Measurement** Drawing on C.M. Brotheridge and Yang Linfeng's research on emotional labor strategies, nine items measured emotional labor: three for surface acting (e.g., "My job requires hiding my true emotions," "My job requires pretending emotions I don't have," "My job requires hiding genuine feelings in certain situations"); three for deep acting (e.g., "I try to genuinely experience the emotions I must display," "I strive to feel the emotions I should show others," "I try to truly experience required emotions"); and three for neutral regulation (e.g., "I naturally display required emotions without effort," "I consistently display specific emotions with a calm mindset at work," "I can easily adjust my emotions at work").

**3.1.2 Job Satisfaction Measurement** Intrinsic satisfaction refers to satisfaction with work content and personal feelings about work, including achievement, creativity, variety, social service, and security. Extrinsic satisfaction refers to satisfaction with factors not directly related to work content, such as promotion opportunities, organizational policies, supervisory skills, and colleague relationships. This study adapted the Minnesota Satisfaction Questionnaire short-form developed by D.J. Weiss et al., which has been widely used to assess employee satisfaction. R.H. Moorman's confirmatory factor analysis identified intrinsic and extrinsic satisfaction factors. The study employed 12 items for intrinsic satisfaction and 8 for extrinsic satisfaction, refined through researcher discussion, expert consultation, and a pilot survey of 25 participants. Measurement items are shown in Table 1 .

#### 3.2 Data Collection

Twenty-five librarians and domain experts from five university libraries in the author's province participated in individual and group interviews for pilot testing, which informed questionnaire revisions. The formal questionnaire included demographic characteristics, emotional labor, and job satisfaction sections using a 7-point Likert scale (1 = strongly disagree, 7 = strongly agree). In April 2017, an online survey (<https://sojump.com/jq/15919369.aspx>) targeted university librarians in Hubei province using snowball sampling, yielding 391 responses, with 354 valid questionnaires.

### 3.3 Sample Characteristics

The sample comprised 83% females; age distribution was 23.5% under 30, 40.3% aged 31-40, 20.8% aged 41-50, and 15.4% over 51. Local and national university librarians represented 62% and 38% respectively. Educational backgrounds included 35% with associate/bachelor's degrees, 47% with master's degrees, and 18% with doctoral degrees.

## 4. Data Analysis

The analysis first verified model reliability, validity, and goodness-of-fit, then tested hypotheses using structural equation modeling and compared competing models. SPSS 22.0 assessed reliability and validity, while AMOS 24.0 evaluated model fit.

### 4.1 Reliability and Validity Analysis

**4.1.1 Reliability Analysis** SPSS 22.0 results (Table 1) showed all observed variable factor loadings exceeded 0.50, indicating good explanatory power. Critical ratios ranged from 0.91 to 0.96, demonstrating high internal consistency reliability.

**4.1.2 Validity Analysis** Factor loadings ranged from 0.68 to 0.94 (Table 1), and average variance extracted (AVE) values ranged from 0.66 to 0.92 (Table 2), all exceeding 0.50, confirming good convergent validity. Table 2 shows each latent variable's AVE square root (diagonal values) exceeded its correlations with other variables, indicating satisfactory discriminant validity. Most measurement items were adapted from established domestic and international research, with additional items developed through interviews and expert consultation, ensuring content validity.

### 4.2 Model Fit Analysis

AMOS 24.0 results (Table 3) for the research model (M0) showed:  $\chi^2/df = 1.58 < 2$ , RMSEA = 0.039 < 0.08, NFI = 0.99, NNFI = 0.99, CFI = 0.98, GFI = 0.93, AGFI = 0.91, RFI = 0.98 (all > 0.90), and SRMR = 0.03 < 0.05, indicating excellent model fit.

### 4.3 Hypothesis Testing and Competing Model Analysis

The theoretical model distinguished emotional labor (surface acting, deep acting, neutral regulation) and job satisfaction (intrinsic, extrinsic). To validate this structure, several competing models were compared.

**4.3.1 Hypothesis Testing** Results showed correlations between emotional labor strategies and the emotional labor construct were 0.81, 0.64, and 0.41 (all

significant), while intrinsic and extrinsic satisfaction correlated with job satisfaction at 0.71 and 0.76 (both significant). Surface acting negatively influenced intrinsic satisfaction ( $\gamma = -0.16$ ,  $t = -3.46$ ) and extrinsic satisfaction ( $\gamma = -0.33$ ,  $t = 6.13$ ). Deep acting positively affected intrinsic satisfaction ( $\gamma = 0.41$ ,  $t = 8.46$ ) but not extrinsic satisfaction ( $\gamma = 0.04$ ,  $t = 0.78$ ). Similarly, neutral regulation did not affect extrinsic satisfaction ( $\gamma = 0.03$ ,  $t = 0.71$ ) but positively influenced intrinsic satisfaction ( $\gamma = 0.31$ ,  $t = 6.02$ ). These results are illustrated in Figure 1 [Figure 1: see original paper].

**4.3.2 Competing Model Comparison** Three competing models were tested: M1 treated job satisfaction as a single construct; M2 treated job satisfaction as single and emotional labor as two-dimensional (surface/deep acting); M3 treated emotional labor as single and job satisfaction as two-dimensional. M1 showed surface acting negatively correlated with overall satisfaction ( $\gamma = -0.22$ ,  $p < 0.01$ ), deep acting positively correlated ( $\gamma = 0.39$ ,  $p < 0.05$ ), and neutral regulation showed no relationship ( $\gamma = 0.19$ ,  $p > 0.05$ ). M2 found similar patterns. M3 revealed emotional labor negatively affected both intrinsic ( $\gamma = -0.29$ ,  $p < 0.05$ ) and extrinsic satisfaction ( $\gamma = -0.34$ ,  $p < 0.05$ ).

Comparative fit analysis demonstrated M0's superiority:  $\chi^2 = 361.82$  (non-significant, lower than competitors), GFI = 0.93 and AGFI = 0.91 (higher than alternatives), RMSEA = 0.039 (better than alternatives), and all relative fit indices (NFI, NNFI, CFI, RFI) exceeded competitors' values. Parsimony indices PGFI and PNFI were closer to 1 for M0, and NCI ( $\chi^2/df = 1.58 < 2$ ) met criteria only for M0. Significant  $\Delta \chi^2$  values between M0 and competing models (427.41, 912.48, 372.54, all  $df = 3$ ,  $p < 0.05$ ) confirmed M0's distinct superiority. Thus, hypotheses H1-H6 were fully supported.

## 5. Conclusions

### 5.1 Research Findings

1. **Surface acting** by university librarians significantly negatively impacts both intrinsic and extrinsic job satisfaction. This aligns with existing research, as surface acting depletes motivational, cognitive, and physical resources. The persistent "mask-wearing" experience of suppressing genuine emotions causes cognitive dissonance, repeated negative emotional experiences, and poor interpersonal relationships, undermining well-being and both satisfaction dimensions.
2. **Deep acting** significantly positively influences intrinsic satisfaction but not extrinsic satisfaction. This differs from prior research finding positive relationships with overall satisfaction. When librarians engage in deep acting, they display genuine emotions from the heart. Only through authentic understanding and support of library work requirements can they truly enjoy their profession and achieve higher intrinsic satisfaction.

3. **Neutral regulation** significantly positively affects intrinsic satisfaction but not extrinsic satisfaction. While previous research suggests positive correlations with overall satisfaction, this study's dimensional analysis reveals that neutral regulation reduces emotional exhaustion and dissonance while increasing job autonomy, facilitating happiness and satisfaction specifically with intrinsic aspects.

## 5.2 Theoretical Contributions

This study advances research on librarians' emotional labor and job satisfaction by empirically clarifying relationships among three emotional labor strategies and two satisfaction dimensions. It reveals that deep acting and neutral regulation relate differently to satisfaction depending on the dimension—positively correlating with intrinsic but not extrinsic satisfaction. The findings suggest that emotional labor and job satisfaction should be examined as multi-dimensional rather than unitary constructs. While previous research often treated job satisfaction holistically, this dimensional distinction shows that relationships change when intrinsic versus extrinsic satisfaction are considered separately.

## 6. Management Implications

These conclusions offer practical guidance for library administrators:

1. **Organizational Policies:** Explicitly codify expected emotional display rules in management systems to provide objective service guidelines. Incorporate these rules into performance evaluation and assessment metrics to motivate librarians to monitor and adjust their emotional labor strategies, thereby improving service quality.
2. **Work Environment:** Create positive, satisfaction-inducing atmospheres through themed activities (e.g., World Book Day, university reading festivals, union cultural events) and organizational culture cultivation ("Readers First, Service and Education"). This encourages deep acting and neutral regulation, genuinely elevating service levels and generating positive interactions.
3. **Employee Training:** Provide emotional management training and psychological counseling (e.g., stress management, interpersonal communication skills) to enhance emotional intelligence and management capabilities. Encourage sharing emotional labor experiences and coping methods, establishing online and offline emotional support networks involving leaders and colleagues to reduce emotional dissonance and resource depletion.

## 7. Limitations and Future Directions

This study's exploration of three emotional labor strategies and two satisfaction dimensions represents a valuable contribution, yet limitations remain. Emotional labor involves complex psychological processes potentially influenced by

variables such as emotional intelligence, personality traits, organizational culture, leadership style, and work context, which this study did not examine. Future research could incorporate these as moderators or antecedents. Additionally, the sample, though collected through online and field surveys, was primarily concentrated in Hubei province, potentially limiting generalizability. Future studies should conduct larger-scale surveys across broader regions or comparative analyses across different areas to validate and extend these findings.

## References

- [1] HOCHSCHILD AR. The managed heart: commercialization of human feeling[M]. Berkeley: University of California Press, 1983.
- [2] PUGH SD, GROTH M, HENNIG-THURAU T. Willing and able to fake emotions: a closer examination of the link between emotional dissonance and employee well-being[J]. Journal of applied psychology, 2011, 96(2): 377-390.
- [3] LOVELOCK CH. Classifying services to gain strategic marketing insights[J]. The journal of marketing, 1983, 47(3): 9-20.
- [4] ARBUCKLE K. Emotion and knowledge: partners in library service?[J]. Feliciter, 2008, 54(5): 219-221.
- [5] MATTESON ML, MILLER SS. Emotional labor in librarianship: a research agenda[J]. Library & information science research, 2012, 34(3): 176-183.
- [6] MATTESON ML, MILLER SS. A study of emotional labor in librarianship[J]. Library & information science research, 2013, 35(1): 54-62.
- [7] KEAN C, MCKOY-JOHNSON F. Patron aggression in the academic library: a study of the main library at the University of the West Indies, Mona[J]. New library world, 2009, 110(7/8): 373-383.
- [8] BURKELD, MAYOJ, LENEREF. Perspectives on job stress in the serials information world[J]. Serials review, 2009, 35(1): 35-41.
- [9] HARWELL K. Burnout strategies for librarians[J]. Journal of business & finance librarianship, 2008, 13(3): 379-390.
- [10] ABRAHAM R. Emotional dissonance in organizations: antecedents, consequences, and moderators[J]. Genetic, social, and general psychology monographs, 1998, 124(2): 229-246.
- [11] ZAPF D, VOGT C, SEIFERT C. Emotion work as a source of stress: the concept and development of an instrument[J]. European journal of work and organizational psychology, 1999, 8(3): 371-400.
- [12] MORRIS JA, FELDMAN DC. Managing emotions in the workplace[J]. Journal of managerial issues, 1997, 9(3): 257-274.
- [13] Zhang Shiyang, Song Zhiqiang, Zhao Jiuyan. Research on the relationship among librarians' emotional labor, job satisfaction, and job burnout[J]. Library and information service, 2013, 57(24): 71-74.
- [14] GRANDEY AA. When "the show must go on": surface acting and deep acting as determinants of emotional exhaustion and peer-rated service delivery[J]. Academy of management journal, 2003, 46(1): 86-96.
- [15] PHILIPP A, SCHÜPBACH H. Longitudinal effects of emotional labor on

- emotional exhaustion and dedication of teachers[J]. *Journal of occupational health psychology*, 2010, 15(4): 494-504.
- [16] ASHFORTH BE, HUMPHREY RH. Emotional labor in service roles: the influence of identity[J]. *Academy of management review*, 1993, 18(1): 88-115.
- [17] Liao Huahua, Yan Aimin. The connotation of emotional labor[J]. *Chinese journal of management*, 2015, 12(2): 307-311.
- [18] MORRIS JA, FELDMAN DC. The dimensions, antecedents, and consequences of emotional labor[J]. *Academy of management review*, 1996, 21(4): 986-1010.
- [19] GRANDEY AA. Emotion regulation in the workplace: a new way to conceptualize emotional labor[J]. *Journal of occupational health psychology*, 2000, 5(1): 95-110.
- [20] GROSS JJ. The emerging field of emotion regulation: an integrative review[J]. *Review of general psychology*, 1998, 2(3): 271-299.
- [21] DIFENDORFF JM, ERICKSON RJ, GRANDEY AA. Emotional display rules as work unit norms: a multilevel analysis of emotional labor among nurses[J]. *Journal of occupational health psychology*, 2011, 16(2): 170-186.
- [22] CHIN W, GRANDEY AA, DIAMOND JA. Want a tip? Service performance as a function of emotion regulation and extraversion[J]. *Journal of applied psychology*, 2011, 96(6): 1337-1346.
- [23] ZAPF D. Emotion work and psychological well-being: a review of the literature and some conceptual considerations[J]. *Human resource management review*, 2002, 12(2): 237-268.
- [24] Yang Linfeng, Yu Xinnian, Fan Tingwei. Preliminary exploration of emotional labor structural dimensions[J]. *Journal of Inner Mongolia Agricultural University (social science edition)*, 2008, 10(3): 263-265.
- [25] Yang Linfeng, Hu Junchen. Empirical research on the influence of job satisfaction on emotional labor strategies[J]. *Economic and management research*, 2010(1): 104-112.
- [26] HOPPOCK R. Job satisfaction[M]. New York: Harper & Brother Publishers, 1935.
- [27] PORTER LW, LAWLER EE. Managerial attitudes and performance[M]. Homewood: Dorsey Press, 1968.
- [28] SMITH PC. The measurement of satisfaction in work and retirement[M]. Chicago: Rand McNally, 1969.
- [29] SPILLANE R. Intrinsic and extrinsic job satisfaction and labor turnover: a questionnaire study of Australian managers[J]. *Occupational psychology*, 1973, 47(1-2): 71-74.
- [30] HOBFOLL SE. Conservation of resources: a new attempt at conceptualizing stress[J]. *American psychologist*, 1989, 44(3): 513-524.
- [31] MAHONEY KT, BUBOLTZ WC JR, DOVERSPIKE D. Emotion labor in American professors[J]. *Journal of occupational health psychology*, 2011, 16(4): 406-423.
- [32] BROTHERRIDGE CM, LEE RT. Testing a conservation of resources model of the dynamics of emotional labor[J]. *Journal of vocational behavior*, 2002, 60(1): 17-39.

- [33] JULIEN H, GENUIS SK. Emotional labor in librarians' instructional work: an exploratory study[J]. Journal of documentation, 2009, 65(6): 926-947.
- [34] BROTHERIDGE CM, GRANDEY AA. Emotional labor and burnout: comparing two perspectives of "people work"[J]. Journal of vocational behavior, 2002, 60(1): 17-39.
- [35] FREDRICKSON BL. What good are positive emotions?[J]. Review of general psychology, 1998, 2(3): 300-319.
- [36] FREDRICKSON BL, JOINER T. Positive emotions trigger upward spirals toward emotional well-being[J]. Psychological science, 2002, 13(2): 172-175.
- [37] HÜLSHEGER UR, SCHEWE AF. On the costs and benefits of emotional labor: a meta-analysis of three decades of research[J]. Journal of occupational health psychology, 2011, 16(3): 361-389.
- [38] WELBOURNE JL, EGGER THD, HARTLEY TA. Coping strategies in the workplace: relationships with attributional style and job satisfaction[J]. Journal of vocational behavior, 2007, 70(2): 312-325.
- [39] Hu Junchen, Yang Linfeng. Emotional labor requirements and emotional exhaustion: the mediating role of emotional labor strategies[J]. Psychological science, 2009, 32(2): 423-426.
- [40] Yang Linfeng. Research on the relationship among emotional labor, personality, job satisfaction, and job burnout[D]. Suzhou: Soochow University, 2008.
- [41] Fang Shumiao. Research on the influence of service employees' emotional labor strategies on job satisfaction[D]. Hefei: Anhui University, 2014.
- [42] BROTHERIDGE CM, LEE RT. Development and validation of the emotional labor scale[J]. Journal of occupational and organizational psychology, 2003, 76(3): 365-379.
- [43] WEISS DJ, DAWIS RV, ENGLAND GW. Manual for the Minnesota satisfaction questionnaire[M]. Minneapolis: University of Minnesota Industrial Relations Center, 1967.
- [44] MOORMAN RH. The influence of cognitive and affective based job satisfaction measures on the relationship between satisfaction and organizational citizenship behavior[J]. Human relations, 1993, 46(6): 759-776.

*Note: Figure translations are in progress. See original paper for figures.*

*Source: ChinaXiv — Machine translation. Verify with original.*