STUDY ON CORRELATION BETWEEN ORGANIZATIONAL COMMITMENT AND EMOTIONAL LABOR OF SPA TECHNICIANS

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Abstract- This study aims to probe into the correlation between spa technicians' organizational commitment and emotional labor. By questionnaire survey, this study collected 425 effective questionnaires filled in by spa technicians. After conducting product-moment correlation analysis on data, this study found a positive and significant correlation between spa technicians' organizational commitment and emotional labor. The subjects' basic variables such as working years, marital and family status, educational level, salary and professional certificates, are included in hierarchical regression analysis. Organizational commitmentincreases overall explained power; hence, organizational commitment can predict emotional labor. It means that spa technicians' organizational commitment influences emotional labor. Prediction of spa technicians' value commitment and effort commitment on deep performance is higher than shallow performance. Prediction of retention commitment on shallow performance is higher than deep performance. As to relationship between dimensions of organizational commitment and emotional labor, prediction of value commitment and effort commitment on emotional labor is higher than retention commitment.

Keywords- Organizational Commitment, Emotional Labor, Spa Technicians.

I. INTRODUCTION

Working long-hour shift work has produced taxing work stress for spa workers, who usually perform both physical and emotional labor. This along with spa workers' meager base salary and entering this trade by working as an assistant have collectively resulted in a higher turnover rate of workers in this trade (Liu, 2004). Spa technicians need to interact with customers and develop a sense of trust and intimacy with customers through performing a series of customized procedures such as giving consultations. This study used a survey questionnaire to investigate the correlation between organizational commitment and emotional labor of spa technicians at spa centers. Porter, Steers, Mowday and Boulian (1974) sub-divided organizational commitment into value commitment, which refers to a person's unwavering belief in and acceptance of an organization's goals and value, effort commitment, which refers to a person's willingness to put a lot of work into an organization, and retention commitment, a person's strong desire to maintain his or her identity as an organization's member. Mowday, Porter and Steers (1982)'s theoretical model was based and modified from Steers (1977)'s model of antecedents and outcomes of organizational commitment. The difference between the two models lies in the antecedents. Mowday, Porter and Steers (1982)'s theoretical model adds a discussion about the interaction between employees' roles and an organization's structure. The three aspects in an organizational commitment questionnaire constructed by Mowday, Porter,and Steer (1982) were used as a blueprint to design this study's survey questionnaire.

Local and foreign scholars' discourses on emotional labor could roughly be classified into emotions that conform to an organization's instructions (Goffman, 1959; Ashforth and Humphrey, 1993; Morris and Feldman, 1996; Diefendorff and Grosserand, 2003; Diefendorff, Croyle,and Grosserand, 2005; Grandey et al., 2007; Mancini & Lawsin, 2009); emotional expressions that are treated as commodities(Hochschild, 1979; James, 1989; Mann,Sandi, 2005), and emotional management at work (Hochschild, 1983; Sutton and Rafaeli, 1988; Putnam and Mumby, 1993; Adelmann,1995; Grandey, 2000; Brotheridge & Lee, 2003; Anleu& Mack, 2005; Timmons & Tanner, 2005). Previous research on beauty therapists found that emotional labor for beauty therapists is a way of communication in the course of touching people's bodies and beauty therapists must deal with feelings with sensitivity. For example, customers may disclose their own family and marriage problems while receiving therapies (Ursula Sharma & Paula Black, 2001). Integrating concepts about emotional expressions and emotional management at an organization, this study gives emotional labor an operational definition: the emotional energy that a worker spends on regulating his or her own emotions and following emotion rules when partaking in interpersonal interactions with customers so as to make customers feel relaxed and feel good about themselves.

Ashforth and Humphrey (1993) believed that when employees strongly identity with their work, an organization that they belong to, or their occupational role, employees would exhibit their true behavior or emotions. Rafaeli and Sutton (1987) stated that an individual's acknowledgment of an organization has an impact on the individual's emotional labor. Failing to relate to an organization, a worker's emotional labor would be nothing but perfunctionary and superficial, and the worker's inner emotional state

would be different from his or her outward appearance. When a worker considers an organization's rules of emotional expressions as part of the job duties, the worker would be able to acknowledge the organization's goals and value system and could better perform emotional labor with depth and enthusiasm.

II. RESEARCH METHOD

2.1. Research Structure

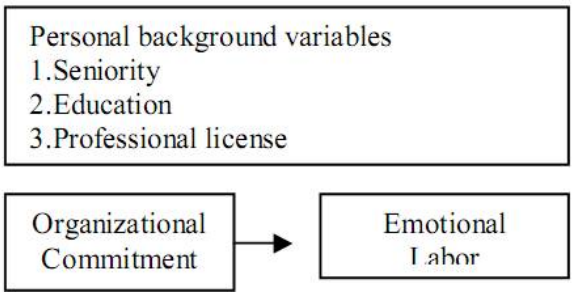


Fig.1 Research Structure

2.2. Research Hypotheses

H1: There is a positive correlation between Spa technicians' organizational commitment and emotional labor.

H2: Spa technicians' organizational commitment is a predictor of emotional labor.

2.3. Research Subjects and Research Implementation

Survey participants are female Spa technicians in Taipei's metropolitan area. Amongst 11 spa centers as the research sample, 470 questionnaire copies were returned, 425 questionnaire copies are valid, and a valid questionnaire return rate is 67.8%.

2.4. Questionnaire Design

1) Six experts in spa centers and human resources were invited to examine the appropriateness and importance of questions on the questionnaire, which is the study's research instrument, give advice for amendments, and test the questionnaire's reliability and validity as well as content consistency. The questionnaire's organizational commitment aspect is made up of questionnaire in the value commitment, effort commitment, and retention commitment aspects. All questions have eigenvalues greater than 1, factor loadings greater than 0.7, and Coronbach's α coefficients greater than 0.9 to indicate the reliability of the questionnaire in this aspect.

2) The questionnaire's emotional labor aspect consists of the questions in the heartfelt performance and perfunctory performance sub-aspects. All questions have eigenvalues greater than 1, factor loadings greater than 0.6, and Coronbach's α coefficients greater than 0.9 to indicate the reliability of the questionnaire in this aspect. All questions were rated by using a 5-point Likert scale, which is made up of give answer options including strongly agree, agree, neither agree nor disagree, disagree, and strongly disagree.

2.5. Data Analysis:

SPSS 7.0 statistical software is the analytical instruments adopted by this study. Data analysis methods adopted by this study include: (1) descriptive statistics analysis; (2) factor analysis; (3) reliability analysis; (4) Pearson correlational analysis; (5) regression analysis.

III. RESULTS AND DISCUSSION

3.1. Data Analysis and Results

Spa technicians were chosen as this study's survey participants. Among these survey participants, unmarried people (62.82%) account for the majority. It is because the survey participants are younger people in the workforce, people with less than three-year seniority in in the workplace (53.41%) account for the majority. In particular, people with less than 1-year seniority (28.47%) and 1-3 year seniority (24.94%) account for the highest and the second highest percentages. 47.53% of research participants in this study regarded a senior high school or vocational senior high school certificate as the proper educational attainment whereas 48% of research participants regarded a college degree as the proper educational attainment. In terms of the percentage of survey participants who possess a professional certificate, 70.59% of survey participants possess the Certificate III in Beauty Services, and the percentage could go up to 77.2% if a beauty technician certificate or relevant certificates are included. In terms of the survey participants' monthly salary, those who get paid between $20,001 and $30,000 account for 37.41% of all survey participants and those who get paid between $30,001 and $40,000 account for 31.53% of all survey participants. As more than 50% of the research sample's seniority at work is less than three years, their monthly salary is between $20,000 and $ 40,000, get paid by the case, and their monthly salary is higher than the salary level documented in a population census conducted by the government. The correlation between organizational commitment aspect and emotional labor As discovered by an investigation into the correlation between "organizational commitment" and "emotional labor" (see Table 4-1), the overall correlation between organizational commitment and emotional labor is 0.681($p<0.01$), indicating a significantly positive correlation between organizational commitment and job performance, and therefore Hypothesis 1 is supported.

Table 4-1: the test of the correlation between organizational commitment and emotional labor

Organizational commitment	emotional labor Total aspect
Total aspect	.681**

**: p value<0.01

3. 2Regression Analysis

We can tell from M2 in Table 4-2 that the F statistic of the overall regression model regarding the correlation between organizational commitment and emotional labor is significant (F=59.980, df=6, $p<0.001$), $R^2= 0.469$, β coefficient= 0.680, indicating a significant correlation between organizational commitment and emotional labor significant correlation. Besides, the basic variables and organizational commitment together could predict 46.9% of the emotional labor variance. Therefore, Hypothesis 5 B is supported. R^2 variation is 0.446($p<0.001$), indicating that the overall explanatory power has raised by 44.6% after organizational commitment is added to the model. For professional workers, an organization's impact on emotional labor is less significant (Kramer & Hess, 2002; Ogbonna & Harris,2004). Spa technicians' organizational commitment has a strong power to predict emotional labor, and it did not show that a professional worker in an organization has less impact on emotional labor.

Table 4-2 A hierarchical regression analysis of the correlationbetween organizational commitment and emotional labor

Variable	Emotional labor	
	M1	M2
Step 1		
Seniority	0.042	0.073
Marital and family status	0.070	0.007
Educational attainment	-0.025	0.001
Salary	0.082	-0.027
Professional license	-0.006	0.004
Step 2		
Organizational commitment β coefficient	—	0.680***
F value	1.910	59.980***
R square	0.023	0.469
R square change	—	0.446***

*: p value<0.05 **: p value<0.01 ***: p value<0.001

CONCLUSIONS

1.For professional workers, organizational impact on emotional labor is less significant (Kramer & Hess, 2002; Ogbonna & Harris, 2004). As discovered by research results, there is a highly positive correlation between spa technicians' organizational commitment and emotional labor.

2.Organizational commitment's impact on emotional labor still exists and manifests itself in acknowledging an organization's value and goals and being willing to make efforts and coming up with ingenuous ideas either in superficial and responsive performance or expressing care and concern about customers' soul and share their troubles and worries.

SUGGESTIONS

1.Announce and promote an organization's emotion rules to help socialize new employees. When new employees are getting used to becoming socialized in an organization, the organization should clearly announce and promote its emotion rules, enable new employees to acknowledge the organization's value and goals so as to help spa technicians give genuine customer services.

2.Avoid emotional exhaustion and developing a plan for employees to vent out their stress. Both physical and emotional labor is required for working as a spa technician. A spa technician often has to suppress negative emotions and exhibit positive emotions to perform their job duties. Consequently, emotional exhaustion resulting from internal and external discrepancies becomes a commonplace. Businesses may design a stress relief plan for employees to mitigate employee turnover.

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