

Emotional Labor Strategies in the Context of Human Resource Management

-- The Case of a Chinese Restaurant in the UK

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ABSTRACT

In the modern service industry, the emotional interaction between service employees and customers is a core factor affecting the perceived service quality of customers. Based on human resource management practices in a Chinese restaurant in the UK, the study conducted an exploratory case study on the impact of service employees' emotional interactions with customers on employees' service decision choices. The study found that different emotional states of service employees and customers have an impact on employees' emotional labor strategies. Moreover, the study further summarizes the HRM practice factors that influence employee service decisions and provides an in-depth analysis of the role of HRM commitment in influencing employee emotional labor decisions. The paper concludes with suggestions on how the restaurant can improve the service quality of its employees from the perspective of human resource management.

KEYWORDS

Human Resource Management; Emotional Labor; Emotional Labor Strategy; Grounded Theory.

1. INTRODUCTION

Compared with the traditional manufacturing industry, the development of the service industry has its special characteristics, and its special characteristics are that the development of enterprises should follow the changes of customers' needs and progress. In addition to the goods and services provided by the company, the change in customer demand leads to the improvement of service enterprises, and more is the emotional consumption experience felt by customers integrated into the goods and services. As a result, this change in customer demand-led consumption has led to the inevitable emotional management of service industry employees at work. The emergence of the phenomenon of emotional labor in companies has added more "irrational" factors to the development of the organization. The organization's management of employees' emotions will further expand the company's human resource management. Service industry employees need to interact with customers emotionally, and the emotional needs of customers in product consumption and service experience require employees to show appropriate emotions in their work. So service industry employees are always emotional labor in their work to meet customers' emotional expectations to obtain service performance.

Service company employees may have serious psychological problems or face situations such as low motivation and efficiency at work. In this paper, we study front-line waiters in restaurants to enhance the attention of enterprise managers to the emotional labor problems of service workers, change the original management ideas and methods, make employees feel good intrinsically at work, reduce the

chance of employee burnout problems, reduce the number of departures from the organization, and retain employees for the enterprise.

The paper begins with a discussion of research related to emotional labor and emotional labor strategies, followed by a discussion of emotional labor in the service industry in Western countries. This is followed by an interview and analysis section. The sample is limited to waiters in a Chinese restaurant in the UK, and each interviewee will have an in-depth interview with the researcher. The interview transcripts will be collated and analyzed to explore the emotional labor of frontline waiters in a UK Chinese restaurant and the strategies they choose to use to cope with emotional labor in the context of human resource management in that restaurant. Finally, some recommendations will be given to the restaurant in terms of human resource management based on the findings of the study.

2. RESEARCH BACKGROUND

2.1. Literature Review

In recent years, there has been a great deal of discussion about emotional labor and its application in the workplace, especially for employees. Emotional labor has a significant impact on organizational behavior and is a key component of job performance [1]. Emotional labor is especially important in jobs that emphasize interpersonal interactions [2]. Therefore, in leadership, sales, and other positions that require frequent contact with others, the ability to effectively manage emotions and the appropriate use of emotional labor are important to the success of these positions. In addition, we should see the dilemma of emotional labor when the job requires employees to express emotions that do not match their true emotional feelings [3].

Although there has been much research on emotional labor and emotional labor strategies, it is still unclear how and to what extent it affects the behavior and organizational performance of employees in the UK service industry. Therefore, in the following sections, literature related to emotional labor, emotional labor strategies and how they affect the work of employees in the UK service industry will be presented and further discussed.

2.2. The Concept of Emotional Labor

Emotional labor was first proposed by Hochschild [4], who analyzed the behavior of flight attendants and argued that flight attendants not only had to exert mental and physical effort in their work, but also needed to control their emotions. She argued that flight attendants not only need to exert mental and physical effort in their work, but also need to control their emotions. Hochschild [5], based on a dramaturgical perspective, argues that emotional labor refers to the process by which employees regulate their emotional feelings in order to show specific body language and facial expressions to others.

However, Ashforth and Humphrey [6] concluded from a qualitative study that emotional labor is the behavior of employees who exhibit appropriate emotions to meet organizational emotional performance requirements. They considered emotional labor as an emotionally expressive behavior of employees rather than a regulation of emotional feelings behind the behavior. employees' planning, control, and effort in interpersonal interactions in order to express the emotions that the organization requires to be expressed, and argued that emotional labor includes four dimensions: persistence of interactions and intensity of emotional expression, frequency of interactions, diversity of emotional expression, and emotional dysregulation, and these two scholars viewed emotional labor as a job characteristic. Ashforth and Humphrey's study dialectically extends Hochschild's theoretical results.

Morris and Feldman [7] viewed emotional labor from an interpersonal perspective as the planning, controlling, and effortful behavior of employees in interpersonal interactions to express the emotions required by the organization, and argued that emotional labor includes four dimensions, which are

persistence of interactions and intensity of emotional expressions, frequency of interactions, diversity of emotional expressions, and emotional dysregulation, Morris and Feldman [7] coincidentally viewed emotional labor as a job characteristic.

Although the above scholars have different views on the definition of the concept of emotional labor, it is generally agreed that emotional labor is essentially the emotions that employees exhibit at work that meet the requirements of organizational emotional expression [8].

2.3. Emotional Labor Strategy

Since Hochschild [4] proposed the concept of emotional labor, many scholars have begun to study the characteristics and dimensions of emotional labor and its strategies, and the focus of research in recent years has been mainly on emotional labor strategies. Choi and Kim [9] proposed two common strategies for emotional labor, namely surface acting and deep acting. Surface acting refers to when employees' real emotions do not match the external emotions required by the organization, they pretend to show the emotions required by the organization, but this behavior does not change their real feelings, so it is easy to cause emotional disorders [5].

It has been argued that surface acting is a form of "insincere pretending" [10]. Because the employee does not attempt to feel the displayed emotion, only to manage their observable expressions and body language. However, surface acting also does not mean that the person experiences no emotion, but rather that the expressed emotion differs from the felt emotion [11]. For example, a restaurant server in a bad mood may show sympathy to a customer, but inside he or she is actually very angry. Deep acting, on the other hand, is a way for employees to not only behave in a way that is consistent with the organization's external expression of emotions, but also to genuinely feel the emotions the organization is asking them to show [6]. For example, when a restaurant server encounters a customer in distress, he or she empathizes with the customer and shows compassion for the customer by putting himself or herself in the customer's shoes through a transpersonal approach. The process of deep acting requires more effort than surface acting to manage emotional feelings and to match real emotions with those required by the organization, which is why deep acting is also called "genuine pretending" [10].

Fineman [12] explores the view that pro-environmental organizational changes depend on the emotional meanings that managers attribute to greening. He also suggests that there are two key approaches to emotional labour taken by employers. Some organizations appear to be trying to mould employees to conform to rigid, scripted emotion rules, while others may rely primarily on the employee's existing emotional skills. The first approach appears to be the one taken not only by the airline in Hochschild's study [5], but also the call centre described in Callaghan and Thompson's [13] research, and in Peccei and Rosenthal's [14] work in the food-retailing firm. In all of these cases, clear instructions were given through extensive experiential training courses to employees about appropriate emotions. As Frosh and Summerfield [15] point out, this sort of explicit training is usually carried out by larger organizations with well-developed personnel or HRM procedures. This is of particular relevance to the hospitality industry, which, although it does contain large international companies, is also characterized by large numbers of small businesses and geographically isolated units that may make such training more difficult [16]. In this case it might be more usual to find the second approach to emotional labour identified by Fineman [12], which depends on the employee's existing emotional skills. Adherence to emotion rules is expected, but these rules are not necessarily explicitly laid down by the company and nor do employees receive specific training. In this latter case, employees seem to draw on and apply emotional rules internalized through informal socialization, rather than through specific job training [17].

2.3.1. Factors Influencing Emotional Labor Strategies

Employees with different personality traits differ significantly in their need to regulate emotional expression and therefore generally choose different emotional labor strategies. It has been shown that

extroversion is significantly positively related to authentic emotion expression [18], significantly negatively related to surface acting strategies [19], and significantly positively related to deep acting strategies [20]. Extroverts tend to enjoy human interactions and to be enthusiastic, talkative, assertive, and gregarious. Extroverts are energized and thrive off being around other people. They take pleasure in activities that involve large social gatherings, such as parties, community activities, public demonstrations, and business or political groups. They also tend to work well in groups [21]. That is, when employees have relatively extroverted personality traits, they are more likely to engage in deep acting and more likely to spontaneously empathize with customers. Employees with a high sense of responsibility tend to engage in "sincere faking" in the process of obeying organizational emotional expression rules. The relationship between employees with a high level of agreeableness, who have strong developmental and maintenance social relations, and deep acting is not significant; there is a significant positive relationship between agreeableness and deep acting, and a significant negative relationship with surface acting [18].

In addition, the choice of emotional labor strategy can be influenced by many other individual factors. For example, although the sample was somewhat homogeneous in terms of gender and race, Dahling and Perez [22] found through "snowball sampling" [23] that the older employees were, the more likely they were to choose a deep game strategy and less likely to engage in surface acting. Bo, Fan and Xu [24] conducted a study by questionnaire method also found that nurses' use of deep acting strategies increased with age. This implies that younger nurses use fewer deep acting strategies than older nurses. Kumari and Rachna [25] found that employees' job satisfaction had a significant negative effect on both surface and deep acting strategies, and that employees with high job satisfaction generally did not need to act at work because they could feel positive emotions, which were generally consistent with the emotions the organization required to be expressed.

Performance rules also have effects on emotional labor strategies [26]. Performance rules are the standards or norms set by the organization for emotional performance [27]. In order to better manage employees' emotions, it is necessary for managers to consider emotional work skills as one of the factors that affect employee performance when designing base salaries. Therefore, skills that are not considered in traditional pay design, such as interpersonal skills, emotional intelligence, emotional expressiveness, and conflict management, should also be compensated for jobs with high emotional management requirements. When an employee's company has clear performance rules, then employees are likely to use emotional labor strategies to organize their emotional performance at work [28].

The second is the influence of job characteristics on emotional labor strategies. When the job requires employees to have frequent contact with customers, the organization generally sets strict standards and norms for emotional expression, so employees need to do more emotional labor to make their emotional expression meet the organization's emotional expression requirements [7]; when the job requires employees to interact with customers as a routine activity, employees generally adopt the simplest way to respond that is, they only pretend to show the emotions that the organization requires them to express and are not strongly motivated to perform deeper roles; when employees need to show different emotions in their interactions with customers depending on the situation, then more effort is required to manage emotional expressions and thus more emotional labor strategies are adopted [7].

In addition, according to social comparison theory and social identity theory, when employees perceive that the external reputation of the organization is better than that of other organizations, their self-esteem will be significantly enhanced, so they will work harder for the welfare of the organization and tend to make "sincere pretense" in their dealings with customers [29]. Conversely, when employees feel that the external reputation of the organization is worse than that of other organizations, their self-esteem will be significantly lower and they will be less motivated to work. Therefore, employees tend to engage in "insincere pretenses" in their dealings with customers.

Perceived external reputation has a positive effect on deep acting and a negative effect on superficial play [30].

2.3.2. The Impact of Emotional Labor Strategies

First of all, employees who choose different emotional labor strategies tend to have different emotional states, so they will show different burnout behaviors at work [31]. According to emotion theory and Elfenbein [32]'s study on counterproductive behavior, employees are more likely to experience negative emotions during surface acting strategies and thus exhibit higher levels of burnout; conversely, employees are more likely to feel positive emotions during deep acting and thus tend to exhibit lower levels of burnout. Scott and Barnes [33] found that surface acting is associated with a change in affect for the worse, in that negative affect increases on days in which individuals surface act. In contrast, they found that deep acting is associated with a change in affect for the better, in that negative affect decreases and positive affect increases. While employees can conform to organizational display rules through surface or deep behaviors, choosing surface behaviors over deep behaviors is likely to have a detrimental effect on the organization through its impact on job burnout [33].

Secondly there is the effect of emotional labor strategy on affective delivery. Affective delivery is primarily the extent to which customers perceive the friendly service provided by employees, and the emotional labor is positively correlated with work effectiveness if the customer perceives the employee's expression to be sincere [34]. However, Zeithaml, Bitner, and Gremler [35] found through their research on service marketing that customer loyalty has little to do with whether the service pleases and satisfies the customer, but depends primarily on whether the service staff helps the customer consume less effort to solve the problem.

Emotional labor strategies affect the customer's perception of the authenticity of the employee's emotional performance, which further affects the customer's evaluation of the service provided by the employee. When deep acting is performed, the employee's internal real emotions are consistent with the emotions that the organization requires to be expressed, and thus the customer is likely to perceive the employee's external emotional performance as authentic [5]. Conversely, when surface acting is chosen, the employees do not change their true inner feelings, but only pretend to show the emotions that the organization requires them to express, and the customers perceive the employees' external emotional performance as inauthentic [36]. Groth et al. [37] found that deep acting strategies had a positive relationship with customer perceived service quality. When service employees initially experience negative emotions, they also might use deep acting to change their inner feelings, through cognitive reappraisals of the situation and positive refocusing [38].

That is, when service employees regulate their negative emotions with deep acting, their negative emotions are less likely to be transmitted to customers, and fewer or weaker negative emotional cues get expressed to those customers. Weak emotional cues also are less contagious than strong ones [39]. Therefore, when service employees engage in high levels of deep acting, their negative emotions during service interactions are less likely to influence customers' postservice negative emotions, compared with when they perform low levels of deep acting. When service employees surface act to facilitate positive emotional expressions, the emotional cues they send to customers are likely mixed. More controllable emotional expressive channels (e.g., facial expressions) tend to reveal the intended emotions, whereas less controllable expressive channels (e.g., voice, body gesture) may leak true emotional cues that are not as pleasant [40]. Because emotional contagion is more likely when emotions are clearly expressed [41], so inconsistent emotional cues in surface acting hinder the emotional contagion process and decrease the likelihood that employees' positive emotions get transmitted to customers.

2.4. Emotional Labor in Western Countries' Service Industry

Fineman [12] suggests that there are two key approaches to emotional labour taken by employers. Some organizations appear to be trying to mould employees to conform to rigid, scripted emotion rules, while others may rely primarily on the employee's existing emotional skills. The first approach appears to be the one taken not only by the airline in Hochschild's study [5], but also the call centre described in Callaghan and Thompson's [13] research, and in Peccei and Rosenthal [14] 's work in the food-retailing firm. In all of these cases, clear instructions were given through extensive experiential training courses to employees about appropriate emotions.

As Frosh and Summerfield [15] point out, this sort of explicit training is usually carried out by larger organizations with well-developed personnel or HRM procedures. This is of particular relevance to the hospitality industry, which, although it does contain large international companies, is also characterized by large numbers of small businesses and geographically isolated units [27] that may make such training more difficult. In this case it might be more usual to find the second approach to emotional labour identified by Fineman [12], which depends on the employee's existing emotional skills. Adherence to emotion rules is expected, but these rules are not necessarily explicitly laid down by the company and nor do employees receive specific training. In this latter case, employees seem to draw on and apply emotional rules internalized through informal socialization, rather than through specific job training.

Korczynski [42] describes a study of four call centers from Australia and the United States where employees had to deal with a small number of difficult and sometimes abusive customers. The researchers investigated emotional labor in the work process by conducting multiple interviews with all levels of managers and all types of employees in the centers. He argues that communities of coping among frontline service workers are an important part in service work. The analysis is framed in a sociological understanding of the customer as a key source of both pleasure and pain for service workers. Irrate and abusive customers, who are systematically part of the social relations of the service workplace, may occasion real pain to service workers. Taylor [43] argues that verification of reported behavior (in interviews) through detailed non-participatory observation of the labor process in studies of emotional labor is the best available means of analyzing this phenomenon. The difficulty employees had with dealing with such customers did not fit comfortably into the company training programmes, where employees were assessed on how friendly and empathetic they had been in the role-plays.

In a similar way to the approach taken by Delta airline in Hochschild's [5] research, trainers encouraged staff to take control over how they viewed the customer anger and abuse [42] in order to resolve the tension between being empathetic to customers and putting up with anger and abuse from them. Interestingly, though, at one of these sites employees developed an informal culture of antipathy rather than empathy towards the customers as a result of the prior socialization they had received as debt-collectors. The experience of dealing with customers who may be deceitful led to the development of a culture which was critical of customers and contained derogatory labels and stereotypes with which to describe and cope with them.

Bolton and Boyd 's study has important implications for understanding emotional labor in the UK service industry [44]. The data for this qualitative study were drawn primarily from questionnaires and interviews with cabin crew of three UK airlines in 1998, focusing on their working environment, health and working conditions. Respondents' perceptions of emotional labor at work reveal some key issues in the emotional labor debate. They also note that efforts to train airline workers to deliver 'sincere performances' and manage emotions according to management prescriptions do not result in a uniform response on the part of employees. Although they recognize that there may be instances where such employees are required to display emotions dictated by the employing organization, they stress that they found little evidence of the internalization of company feeling rules. Thus, even in large-scale organizations with extensive training programmes in emotional labour, the organization's

emotion rules are not always as powerful as those developed through informal socialization by the employees themselves [45]. And employees cannot always be relied on to respond in the required way [46].

While much of the literature has focused on the role of management in developing a framework of affective rules to govern actions with customers, Arthur's study suggests that the influence of colleagues and personal perceptions of professionalism are equally, if not more, important sources of affective rules [47]. The study took an ethnographic approach, using a combination of participant observation and semi-structured interviews to collect data over separate periods of about six weeks each, in five different units. One of the authors (the fieldworker) worked in each of the units as a full-time member of staff. Altogether, 20 formal interviews were conducted with employees and with managers, and this data was analysed alongside data drawn from the fieldworker's notes and reflective diary, and from informal conversations with colleagues. In contrast to the experience of employees in large companies, medium-sized chains consisting of small, self-managed units in the UK do not have strict, explicit emotional rules and do not provide formal training for service staff. Responsibility for these issues is passed on to individual units, giving managers considerable autonomy. As a result, the emotion management of the employees involved in the study was influenced by implicit emotional rules derived from prior socialization processes and experiences, the broader organization, unit managers, co-workers, customers, and self-regulation, rather than explicit emotional rules acquired through training. This means that individual employees exercise considerable autonomy in their dealings with clients and develop their own emotional rules, which may sometimes differ from those of their colleagues. Relationships between co-workers have been a neglected area in the study of emotions in organizations, yet their study suggests that such relationships are critical to understanding the way emotional rules are developed, learned, and monitored.

2.5. Research Questions

In summary, research on the various factors that influence emotional labor and emotional labor strategies has tended to focus only on employees' emotions and has not categorized service situations according to the emotions of both employees and customers. There are even fewer studies that include HRM practices as an influencing factor in this context. Also in the existing studies, although there are studies that focus on specific restaurant organizations in the UK, these are usually large chains and there are no studies that focus on small independent Chinese restaurants in the UK.

Therefore, the researcher combines employees' own emotions in the service process, customers' emotions, and the organization's human resource management practices to explore the behavioral decisions of the service employees in this type of organization in terms of their own emotions and customers' emotions that may arise from the interaction of their human resource management.

3. METHODOLOGY

3.1. Grounded Theory

In the interviews, questions related to emotional labor in daily work, factors affecting emotional labor, and emotional labor strategies are asked to the interviewees. After that, the researcher will organize and summarize the interview data according to the Grounded Theory, extract key words, coding and analysis, and further draw conclusions.

Grounded Theory is a method of constructing theory founded by the American scholar Strauss [48], which is a method of linking theory and experience, abstract and concrete. The core method of Grounded Theory is to collect and analyze information, and to do so simultaneously, a continuous cycle. The operational procedures of Grounded Theory generally include: generating concepts from

the data, cascading the data, continuously comparing data and concepts, systematically asking generative theoretical questions about the concepts, developing theoretical concepts, establishing links between concepts and concepts, theoretical sampling, systematically coding the data, and constructing theories that seek to obtain density, variability, and high levels of theoretical concepts. integration. Level-by-level coding of information is the most important aspect of rooted theory, which includes three levels of coding [48].

Sato believes that by summarizing and analyzing existing information, analyzing problems from multiple perspectives, and comparing different concepts, one can be free from the influence of existing concepts [49]. Coding is the most important part of Grounded Theory, which includes Open Coding, Axial Coding and Selective Coding. According to its principle, it can be divided into three steps: collecting information, analyzing information, and building a theory

3.2. Research Sample of Interviews

Since in-depth interviews focus on the quality of the interview content rather than the quantity, the sample taken by the researcher was, as far as possible, the individuals who would provide the most information for this study. Therefore, at the beginning of the interviews, open sampling was used to select the seven frontline service employees who provided the most information for the research questions for in-depth interviews. Subsequently, the compilation and analysis of the interview data revealed uncovered sections, so the researcher will continue to use relational and differential sampling to continue selecting more targeted three frontline service employees for further interviews.

Open sampling is related to open coding and is characterized by the fact that the selection of the sample is not specified in any way, trying to find a sample with research potential and the more data collected, the better. The purpose of relational sampling is to discover and verify the correlation between concepts and categories. The objective of differential sampling is clear, as the researcher carefully selects the people and events to be sampled in order to collect relevant data to effectively verify the logical relationships between concepts and categories, as well as to add unknown areas [50].

The researcher selected 10 front-line service workers in a Chinese restaurant in the UK as interviewees. The interviewees were distributed in terms of age, gender and work-type to give the investigator a fairer and more comprehensive picture. The information of the 10 interviewees is as follows.

Table 1. Interviewees' information

Interviewee	Gender	Age	Work-Type
1	Male	≤20	Part-time
2	Female	≤20	Part-time
3	Male	21~25	Part-time
4	Female	21~25	Part-time
5	Male	26~30	Full-time
6	Female	26~30	Full-time
7	Male	31~35	Full-time
8	Female	31~35	Full-time
9	Male	35~40	Part-time
10	Female	35~40	Full-time

3.3. Recording and Storage of Interview Data

Before the interview, the researcher will set up questions based on the research topic and purpose. Each interview lasted between half an hour and two hours. During the interview, the researcher will follow up appropriately with the interviewee's answers so as to obtain details of relevant specific instances. During the interview, the researcher will need to record key information mentioned by the interviewee at all times, and record the interview based on obtaining written consent from the interviewee and the organization to translate, review, and record after the interview. After the interviews were completed, the researcher converted the recordings into textual material. Most important is the timeliness of the organization and summarization. And the researcher needs to reflect and summarize after each interview and continuously improve the quality.

3.4. Interview Design

3.4.1. Theoretical Basis

The questions set by the researcher in this study were based on emotional labor, emotional bias, surface play, deep play, and emotional expression. Emotional labor, surface play and deep play have been explained in detail in the literature review.

An emotional expression is a behavior that communicates an emotional state or attitude. It can be verbal or nonverbal, and can occur with or without self-awareness. Emotional expressions include facial movements like smiling or scowling, simple behaviors like crying, laughing, or saying "thank you," and more complex behaviors like writing a letter or giving a gift. Individuals have some conscious control of their emotional expressions [51].

Some theories about emotion consider emotions to be biologically basic and stable across people and cultures [52]. These are often called "basic emotion" perspectives because they view emotion as biologically basic [53]. From this perspective, an individual's emotional expressions are sufficient to determine a person's internal, emotional state [54]. If a person is smiling, they are happy. If a person is crying, they are sad. Each emotion has a consistent and specific pattern of expressions, and that pattern of responses is only expressed during that emotion and not during other emotions. Facial emotional expressions are particularly salient stimuli for transferring important nonverbal signals to others [55]. For that reason, emotional expressions are the best direct indicators of affective attitudes and dispositions. There is growing evidence that brain regions generally engaged in the processing of emotional information are also activated during the processing of facial emotions [55].

Some theories of emotion take the stance that emotional expression is more flexible, and that there is a cognitive component to emotion [56]. These theories account for the malleability in emotion by proposing that humans appraise situations and, depending on the result of their appraisal, different emotions and the corresponding expressions of emotion are triggered [57]. The tendency to appraise certain situations as one emotion or another can vary by person and culture; however, appraisal models still maintain that there are basic responses that are specific and consistent to each emotion that humans feel [58]. Other theories of emotion propose that emotions are constructed based upon the person, situation, culture, and past experiences, and that there are no preset emotional responses that are consistent and specific to one emotion or another [59].

Emotional bias is often the effect of dispositional emotionality that an individual has before the occurrence of events that could cause these emotions. These states were linked to the dysregulation in opioid receptor systems and are commonly known as temperament traits [60]. The examples are dispositional dysphoria, irritability, withdrawal, or dispositional good and relaxed moods. These dispositions create emotional biases in cognition. Studies of meaning attribution in 24 groups contrasted by various temperament traits showed that people with high neuroticism, high emotionality and weak endurance perceived neutral abstract concepts more negatively than people with low neuroticism and strong endurance [61].

Emotions have a small to large impact on the decisions we make depending on the type of emotion [62]. Some of the most influential emotions for decision-making are sadness, disgust, and guilt [62]. Anger differs the most from fear and sadness in both judgment and decision-making contexts [62]. Fear is associated with uncertainty, while sadness is associated with a perception that outcomes are due to the situation [62]. Angry decision-makers tend to make choices quickly and are unlikely to analyze their decisions [63]. Stress can play a role in decision-making. Acute stress can alter the response to moral dilemmas [64].

3.4.2. Question Outline

Do you bring your private emotions to work? Do you bring home the emotions you get in the workplace? For example, if you receive a good news before starting work, will you be happier at work because of this news? If you are in a bad mood at work for some reason, will you continue to be in a bad mood at home? (Emotional labour, Emotional bias)

When serving customers, if there is a mistake, will the customer quickly correct you for the mistake? If a customer does, how will you react? (Emotional bias)

When serving customers, the supervisor will sometimes point out a certain place in your work that needs to be adjusted, how will you behave and will you readily accept it? If you feel that the supervisor is not entirely right, you will say your own opinion or just listen to him/her? (Surface play, Emotional expression)

You may encounter something that makes you angry at work, such as a customer with a bad attitude, a supervisor who wronged you or a colleague who disagrees with you, will you show your emotions or will you adjust your emotions to make yourself show more decent emotions because of your professional requirements? (Emotional bias, Deep play)

When you serve some customers who make rude requests, how will you react? Will you seriously refuse or will you patiently explain to the customer to find a mutually satisfactory solution because you are the service staff? (Emotional bias, Surface play, Deep play)

3.5. Advantages and Disadvantages of Research Methods

This research method incorporates the advantages of quantitative research in qualitative research, and solves the problems of replicability, accuracy, and rigor of qualitative research with a rigorous and systematic research procedure, using deductive induction to achieve the "scientific" nature of research in qualitative research. Moreover, the sample of this study is from small restaurants rather than larger restaurant chains. Grounded theory research methods usually reach theoretical saturation after the generalizability rises to the micro level, and do not have a strong generalizability. However, because of this feature, it is appropriate to apply the Grounded theory in studying small organizations.

And the interview can obtain more realistic information because the researcher's guidance during the communication process can make the interviewees relaxed and natural to express the real thoughts in their mind. The interview method basically uses a one-question-and-answer approach, where the interviewees need to respond to questions in a short period of time and are unable to think for a long time, and their responses are often spontaneous. In small-scale surveys, it is appropriate to interview the sample.

However, there are some drawbacks in the method of this study. First, although the researcher used in-depth interviews, the sample size of this study was relatively small compared to similar studies. Second, during the interview process, the researcher's attitude, body language, and the way of questioning affect the interviewees' responses, which requires the researcher to have some general knowledge of interviewing and sufficient interviewing experience, but the interviewer has not professionally studied the expertise of psychology and interviewing. Third, in practice, the researcher

has to face a large amount of new interview data every day, so under the pressure of the research situation, the researcher usually can only develop concepts, and it is difficult to summarize theories.

4. CONCLUSION

By analyzing the content of the interviews and coding them with grounded theory, it was found that the emotional labor of restaurant service staff was mainly manifested in four areas: emotional bias, autonomous emotional expression, surface acting, and deep acting. Emotional bias refers to individuals expressing their true inner feelings, but they do not conform to the organizational rules: autonomous emotional expression is individuals revealing emotions that conform to the organizational requirements: deep acting refers to individuals changing both their external emotions and adjusting their internal emotional performance in order to meet the organizational requirements: surface acting is individuals only changing their external emotional performance to conform to the organizational requirements.

Then summarizing the above case study analysis, the pattern of change in the service decision making behavior of the service staffs under different HRM commitment patterns in this restaurant is shown in the table below. That is, when the HRM commitment orientation changes from weak to strong, the surface acting and deep acting in employees' emotional labor strategies also increase or decrease.

Table 2. Impact of HRM commitment on emotional labor strategies

Emotional state of customers/employees	Human Resource Management Commitment	Emotional labor strategy
Both Positive	High	Increase in deep acting and decrease in surface acting of employees
Both Positive	Low	Normal Service
Negative Customer / Positive Employee	High	Increase in both deep acting and surface acting
Negative Customer / Positive Employee	Low	Avoiding customers and providing only essential services
Positive Customer / Negative Employee	High	Surface acting may also be transformed into deep acting
Positive Customer / Negative Employee	Low	Increase in surface acting and decrease in deep acting
Both Negative	High	Surface acting or deep acting
Both Negative	Low	Surface acting and deep acting are decreased and served indifferently

It can be found that although sometimes customers or employees have negative emotions on at least one side, high commitment to human resource management will in any case help employees to regulate emotions more efficiently and achieve higher quality emotional labor, reducing surface acting or even indifferent emotions.

As one of the interviewees mentioned in this study, "human communication is essentially emotional communication", and emotional interaction is particularly important in the process of interaction between service employees and customers. Based on this qualitative study, some basic findings were summarized.

Firstly, the emotional state of customers, the emotional state of employees, the interaction between them and the orientation of commitment-based HRM during the service process all have a complex impact on the emotional labor strategies of employees and the final service results. Secondly, in different emotional interaction situations between service employees and customers, employees may present a variety of service behaviors, and when employees receive emotions from customers, they do not necessarily give them the same type of emotions, and in the service process due to the influence of human resource management mechanisms make both sides different levels of emotional intensity. For example, when both employees and customers are in a positive emotional state, the stronger the commitment orientation of HRM, the more likely employees are to amplify their positive emotions to serve customers with dedication. In addition, HRM mechanism plays an important role in regulating this asymmetric emotional interaction and its effect, and even influences employees' choice of emotional labor strategy.

In conclusion, among the various emotional combinations of service employees and customers, service employees' emotional labor decisions are influenced by HRM mechanisms. This study provides exploratory evidence to understand service employees' emotional interactions with customers and the mechanisms that influence service performance, and also helps service-oriented organizations to optimize employees' emotional labor strategies in service delivery and thus improve service quality from the perspective of human resource management, for example, through effective employee emotion management and the establishment of commitment-based human resource management mechanisms.

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