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EMOTIONAL LABOR IN JEWELRY SHOPS IN TALLINN AND TARTU CITIES

Bachelor Thesis

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This paper conforms to the requirements for a Research paper

..... (signature of the supervisor)

Admitted for defence “ “..... (date)

I have written this Bachelor thesis independently. Any ideas or data taken from other authors or other sources have been fully referenced.

..... (signature of the author and date)

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Introduction

Emotions take the vital part of our daily life. Hence, the researches of the emotional field are becoming more actual of interest to social sciences from year to year (Turner & Stets, 2006). Nevertheless, the researches' spectrum concerns different fields and one of them is emotional labor in the service sector (Wharton, 2009). The spectrum of research is quite wide but one of the most intriguing field is emotional labor in the service sector. Emotional labor is a process of emotional manipulating and displaying these emotions by employee for achieving organizational requirements. Workers need to use types of emotional labor during the communication with customers. For example, frontline employee should smile at customers (even if a worker has an awful day) in order to reach organization's goals. (Wilkinson, 2018)

The emotional labor covers a broad range of jobs in various sectors involving service sector jobs such as client service (Leidner, 2016). Nowadays the interest in the service work is increasing, thereby the value of emotional labor becomes more relevant to the business process (Leidner, 2016), because in service sector emotional labor is a basic aspect of the job (Mastracci, 2018). Therefore, organizations are concerned with the emotional management function in a working process (Ashforth & Humphrey, 1993).

Organizational development is especially influenced by frontline employees' emotional labor. If emotional management is not successfully done by a personnel, this can create problems such as psychological tension concerning work atmosphere or even physical illness (Cho, Rutherford, Friend, Hamwi, & Park, 2017). According to The American Institute of Stress (AIS, 2011), based on these employees' problems, these issues lead to financial losses or labor force reduction in the company. Additionally, Ashforth & Humphrey (1993) pointed out, that emotional labor is related to task effectiveness. It means, that emotional exhaustion could decrease the level of organizational tasks performance.

The majority of service workers are facing with personal critical point related to

overstepping the bounds of the emotional labor during career and here is a life example of one customer service representative (flight attendant): “I guess it was on a flight when a lady spat at me that I decided I'd had enough. I tried. God knows, I tried my damndest. I went along with the program, I was being genuinely nice to people. But it didn't work. I reject what the company wants from me emotionally. The company wants me to bring the emotional part of me to work. I won't.”. (Hochschild, 1983, p.128)

This example shows, that intensive employees' emotional labor and company requirements could make a breaking point for employee and lead to emotional outbursts.

The aim of this thesis is to identify what type of emotional labor is characteristic to frontline employees of jewelry shops in Tartu and Tallinn. Estonia is selected for research, because it is considered as a country, where people are making a great emotional labor by hiding their emotions extremely good (Anderson & Spilling, 2019). In 2017 year was made the research “The influence of emotional labor of sales force on productivity in Estonian Sportland AS” by Heli Melk. The analysis of this work helped the author to concrete the aim due to field and location difference. Heli Melk's research was conducted in a whole Estonia, but current paper is more precise by location narrowing to 2 cities (Tallinn and Tartu only). The author of current paper chooses jewelry shops, because they are a good sample due to wide variety of such shops in 2 chosen cities and because of author's previous work experience in this field. In the future, as employees as managers of jewelry service sector can use findings of current paper for increasing and developing of workers' performance, elaborating necessary trainings for decreasing emotional labor among employees and improving relationships as in teams as with clients.

After analysing different researches, the research gap was found. The preference of Estonian frontline-employees with different characteristics in emotional labor type was not yet researched. The author is going to fulfil it through analysis of different jewelry organisations

in Tallinn and Tartu cities for getting a better perception of emotional labor system in this country. The capital of Estonia - Tallinn and the second largest town - Tartu are chosen due to the size and high availability of jewelry shops.

To achieve the aim of the research paper, the following tasks are set up:

- To give an overview about emotional labor and its types and assign them to frontline employees' work in service sector,
- To bring out the main results of previous empirical studies about emotional labor in service sector,
- To conduct survey among frontline employees in Tallinn and Tartu jewelry shops,
- To find out what type of emotional labor is more common for employees with various background characteristics,
- To draw up conclusions about what type of emotional labor is prevailing in jewelry shops in Tartu and Tallinn.

The structure of the paper includes theoretical and empirical parts. The thesis starts from topicality – clarification of the emotional labor topic choice with arguments. The 1.1 part focuses on explaining the definition of emotional labor and its types and assigns them to frontline employees' work in service sector. In the 1.2. subchapter the author analyzes previous studies in order to obtain data about used measures of emotional labor, main findings and results. The 2.1. part shows the author's analysis of different measurement tools, choice of the most suitable measurement tool for the current research paper – Blau et al. (2010) and Pala & Tepeci (2016) and overview of data gathering and the current sample. The last subchapter of the second part contains full analysis of the current paper research, explanation of the results

and overview of the most preferred emotional labor type by frontline employees of jewelry shops of Tallinn and Tartu cities.

Keywords: Emotional labor, deep acting, surface acting, genuine acting, frontline employees, jewelry shops

1.Theoretical framework for evaluating emotional labor in service organizations

1.1. Concept of emotional labor and its relevance to service organizations

The core term of this research is “emotional labor”. It has been actively discussed since the 1980s and it is interesting for sociological researchers till this day. However, the term has been explained in different ways during the years (see Table 1). Definitions of emotional labor vary and finding exact meaning of the concept is complicated. Some authors concepts are based on displaying of expected emotions, which may lead to employees’ declining health (Morris & Feldman, 1996; Ashforth & Humphrey, 1993; Hochschild, 1983), others are based on achieving organizational goals by emotional management, which may cause the negative working consequences (Grandey, 2000; Wharton, 1999).

The first basic definition of emotional labor was introduced by A.R. Hochschild in a book *The Managed Heart: Commercialization of Human Feeling*. This author’s definition became one of the main for other researchers, who also investigated emotional management.

Table 1

Emotional labor definitions

Author(s)	Year	Definition
Hochschild	1983	“The management of feeling to create a publicly observable facial and bodily display.” (p. 7).
Ashforth & Humphrey	1993	“Emotional labor is the display of expected emotions by service agents during service encounters.” (p. 90).
Morris & Feldman	1996	“Emotional labor, generally defined as the act of expressing organizationally desired emotions during service transactions.” (p. 987).
Wharton	1999	“Emotional labor refers to the effort involved in displaying organizationally sanctioned emotions by those whose jobs require interaction with clients or customers and for whom these interactions are an important component of their work.” (p. 160).
Grandey	2000	“Emotional labor is the process of regulating both feelings and expressions for the organizational goals.” (p. 97).

Sources: compiled by author based on the sources in the table

Researchers Ashforth & Humphrey (1993) and Morris & Feldman (1996) adhere to Hochschild's opinion about emotional labor. All three of them believe that employees manage emotions for organizational rules of conduct and disciplinary requirements fulfilment, as well as to achieve organizational and personal results of emotional labor (Grandey, 2000). Nevertheless, the researches have a divergence of views in terms of conceptualization.

Hochschild (1983) puts emphasis on understanding of the concept of physical demonstrating the mental work and highlights the idea, that emotional labor is a complicated affair, which requires a match between expressing emotions and intelligence, because employees have to deny or show feelings in a manner that makes a pleasant and right impression to the clients. According to Hochschild (1983), face-to-face approach with clients, breaking the ice between employee and customers, and supervision of emotional management by executive – all of these create emotional labor.

The term “emotional labor” is used by Ashforth & Humphrey (1993) to define it as expressing the relevant emotions. They underline, that Hochschild's (1983) concept can be developed by considering the workers' individuality. Also, it is claimed, that while performing the tasks, service workers can reduce inner and outer pressure by using different intellectual and behavioural protection instruments and it is risky for the emotional system (Ashforth & Humphrey, 1993).

Comparing with Hochschild (1983), emotional labor is positioned by Ashforth & Humphrey (1993) and Morris & Feldman (1996) as displaying the behaviour instead of feelings regulation, which influences on task effectiveness. More recent evidence reveals, that some aspects of emotional labor can provoke emotional fatigue, job satisfaction decrease or even health problems (e.g. stress) among employees (Morris & Feldman, 1996; Hochschild, 1983).

Based on Grandey (2000), the emotional requirements and rules of organizations may

lead to more frequent usage of emotional labor by workers. On the one hand, it may give rise to job effectiveness and performance of organizational goals, however, it may result a negative impact on employees such as burnout, withdrawal, job dissatisfaction (Grandey, 2000). According to Wharton (1999), the employees' feelings and emotions can be easily controlled by emotional sanctions of the company and be compelled to follow the scenario. He claims, that job autonomy can prevent side-effects of emotional labor, because it decreases the level of job involvement thereby decreasing the burnout risk (Wharton, 1999).

Hochschild (1983) subdivides emotional labor into two main ways of acting: surface acting and deep acting. The first one is manifested by showing emotions (even if people don't really sense them) by using appearance, for example by body language or mimic. The second one – by expressing inner feeling with an effort in order to demonstrate them under organisational display rules.

However, surface acting can lead to the contradiction between real feelings and demonstrated ones. It occurs if frontline employee's feelings, which he wants to demonstrate, are suppressed by different circumstances or due to disinterest with clients' satisfaction. Ashforth & Humphrey (1993) consider, that it is quite easy to feel an emotion and show it appropriately. Thus, they assume that exists a third way of emotional labor – genuine acting. The concept of this type is displaying expected feelings, which are sincere. It means, that person can show inner feelings and there is no need for fake emotions, which are expected by others because they are genuine. (Ashforth & Humphrey, 1993; Diefendorff, Croyle, & Gosserand, 2005) Genuine acting is about showing the sincere emotions and feelings, which are already felt in organizationally suitable way (Essays, UK., 2018).

Grandey (2000) highlights, that one of the significant issues of emotional labor is that deep acting way has a better impact on service productivity than surface acting, but both ways

provoke instability of employees' health and state. However, genuine acting has the best influence on a person and his/her productivity without negative impact.

Morris & Feldman (1996, p.987) claim, that “emotional labor can be best conceptualized in terms of four distinct dimensions: (a) frequency of appropriate emotional display, (b) attentiveness to required display rules, (c) variety of emotions required to be displayed, and (d) emotional dissonance generated as the result of having to express organizationally desired emotions not genuinely felt” and between them exists a correlation (see Figure 1).

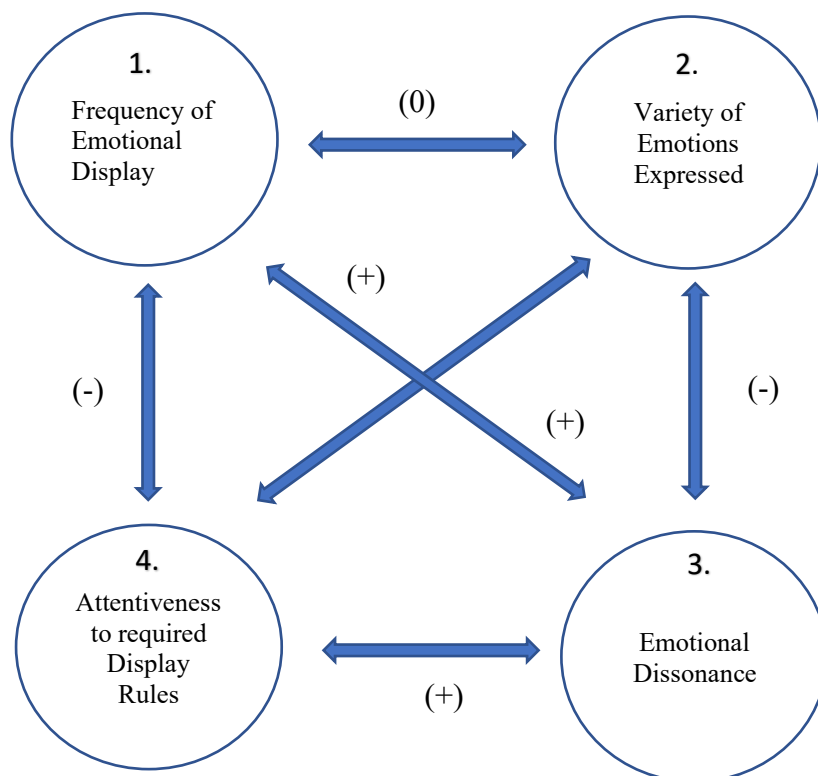


Figure 1. Correlation between emotional labor dimensions

Source: Compiled based on Morris & Feldman (1996)

Figure 1 indicates exactly which relationships are among all 4 dimensions. It can be seen, that the 1st and 4th dimensions are negatively correlated because the more intensively and longer the employee demonstrates emotions, the lower the employee's ability to perform service tasks regardless of the time frame. However, the 4th and 3rd aspects have positive

relationships, because as the activity and duration of emotions demonstrating increases, the more employee's internal emotions will contradict the expected ones. As shown, the 4th and 2nd are also positively correlated, because the more intensively and longer the employee shows emotions during communication with clients, the wider spectrum of emotions should be demonstrated. Also, 1st and 3rd have a positive correlation and Morris & Feldman (1996) explain that as the more often employees fulfill organizational rules of emotions, the greater the possibility of a conflict between genuine and expected emotions. The correlation between 2nd and 3rd is negative, because rather limited emotions within the organizational rules can provoke a confrontation between expected and sincere emotions. Nevertheless, 1st and 2nd dimensions have no direct correlation. (Morris & Feldman, 1996)

To summarise all mentioned above, the emotional labor does not have one concrete definition, but it has few, which define this term from different perspectives. Emotional labor has 3 main types: surface, deep and genuine acting. The first acting may lead to negative effects in terms of employees' health or work, but sometimes deep acting has twofold impact such as provoking stress and job burnout, however genuine acting has a positive impact on service efficiency. It is considered, that genuine acting is the best one for a person, because this type integrates job satisfaction and personal well-being as a whole. Additionally, there are 4 different dimensions of emotional labor, which are correlated between each other and have an impact on organizational work and productivity.

1.2. Overview of empirical literature about emotional labor among frontline employees in service sector

In order to get a full perception of methods and results of emotional labor topic, the author has chosen some previous studies from ScienceDirect, Emerald Insight and EBSCO Discovery databases. The "emotional labor" keyword was used for a more accurate searching, also the criteria by which the author selected the articles were: year of the research paper,

content should be related to the service sector, the Western and Asian countries in which the researches were conducted. Results varied in different databases.

After a brief assessment, the author made a more detailed analysis and selected six Western and six Asian suitable and valuable articles to this research paper due to specified service sector and all of them were oriented on emotional labor (see respectively Appendix A and Appendix B). Most studies are made in Western (for example USA, Germany) and Asian (for example China, Korea) countries. The author decided to compare the findings of researches from different geographical location and analyse findings' differences and similarities in order to expand the knowledge and become more advanced in this topic. These appendixes include authors' names and research years, studies' methodology and samples, main results and countries where data was gathered. The most common method of researching was questionnaire/surveys. The following part of this subchapter starts with analysis of Western and Asian researches' survey methods and then continuous with giving a general overview of each research outcomes of both countries comparing each other (see Table 2).

After reviewing nine western studies, the author found out, that in Shapoval (2019); Luo, Guchait, Lee, & Madera (2019); Kinman (2009); Blau et al. (2010); Walsh & Bartikowski (2013); Ashforth & Humphrey (1993); Morris & Feldman (1996) research papers, investigations were conducted among frontline employees currently working in service jobs. Delpechitre & Beeler (2018) study investigated from both sides – salespersons and customers. In Gong, Park, & Hyun (2020) research, participants were customers, who had recent experience with frontline employees of the service sector. The strengths of these different approaches by different authors provide a full perception of emotional labor from both sides and allow to be more objective in comparison. Moreover, analysing these results, employers can use findings in their own business purposes. However, there is a disadvantage of frontline employees self-evaluating, because it is psychologically difficult to fairly analyse and assess

own emotional labor skills. Thus, findings can be inaccurate and the outcomes of the research may mislead future investigations. Also, evaluating customers' experience in service with emotional labor has difficulties too, because clients can be too categorical/too loyal for personal reasons.

Comparing to six Asian researches, the situation is quite similar. Three out of six surveys were conducted among frontline employees; in Jung, Hur, & Moon (2015) research paper customers and frontline employees were surveyed. However, in two papers Geng, Liu, Liu, & Feng (2014) and Geng, Li, Bi, Zheng, & Yang (2018) were chosen another participants – supervisors of service employees. The author of current research paper thinks that it is also a good way to survey employees' supervisors, because they may express perception of frontline employees' emotional labor from another angle - technical one. Additionally, to Western approaches, it helps to make a more complete picture of emotional labor value in working process not only for researchers, but also for executives of similar companies.

Table 2.

Comparison of different aspects of service in Western and Asian studies

Aspects	Western studies	Asian studies
Service recovery performance	Deep acting has positive impact on this variable (Luo, Guchait, Lee, & Madera, 2019 & Kim, Yoo, Lee, & Kim, 2012).	
Customers' satisfaction	Salespersons' deep acting has positive impact on this variable; Genuine acting has positive impact on this variable (Delpechitre & Beeler, 2018; Jung et al., 2015 & Gong, Park, & Hyun, 2020; Shani et al., 2014).	
Job satisfaction	Deep acting has positive impact on this variable (Walsh & Bartikowski, 2013 & Shapoval, 2019). Genuine acting is positively associated with personal well-being and satisfaction (Ashforth & Humphrey, 1993; Morris & Feldman, 1996)	X
Strain	Emotional labor provokes strain while face-to-face interaction (Kinman, 2009).	X
Frontline employees' creativity	X	Deep acting has positive impact on this variable (Geng et al., 2014 & Geng et al., 2018).
Stress	X	Deep and surface acting cause a stress, but different ones – challenge stress and hindrance stress (Geng et al., 2014 & Geng et al., 2018).
Job burnout	X	Surface acting increases the level of this variable (Wu & Shie, 2017 & Zhang Luong, 2019).
Emotional intelligence	X	The variable has positive impact on service recovery performance. The variable increases the level of deep acting and customer orientation (Kim, Yoo, Lee & Kim, 2012).

Emotional dissonance	The genuine acting negatively influences on this variable (Morris & Feldman, 1996)	X
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Note. *X – researches don't contain information about this variable

Sources: compiled by author based on sources in the table

The selected Western studies' variable outcomes are diverse and affect different spheres. Kinman (2009) study's outcome variables are emotional suppression and faking, internal and external satisfaction and work-life conflict. They give a perception of reasons, which cause a great variation in strain for employees, who interacts face-to-face with customers in United Kingdom. In Luo, Guchait, Lee, & Madera (2019) study's outcome variable is service recovery performance. This variable means an improving of service failure in order to reach customers' needs and desires. It is one of the most interesting due to its own uniqueness because a small number of research papers analysed emotional labor in terms of service recovery. The study defines that deep acting has a more positive correlation to service recovery performance compared to surface one and, moreover, due to deep acting usage, the quality of service recovery performance grows, hence, making service recovery more successful. The study in China shows the same results as in US study concerning service recovery performance. (Luo, Guchait, Lee, & Madera, 2019)

By contrast, selected Asian study of Kim, Yoo, Lee, & Kim (2012) has emotional intelligence, emotional labor dimensions, emotional exhaustion as outcome variables and one is similar to western outcome variable - service recovery performance. One of the results of this study is that emotional intelligence is positively correlated with service recovery performance and EI trainings can enhance emotional control of employees. Furthermore, deep acting has a great impact on SRP and employees with higher EI can better manage their emotions. (Kim et al., 2012)

Variables such as job satisfaction, dismissal objectives, job position are used for deep and surface acting evaluation by Walsh & Bartikowski (2013). As a result of this research, males' job satisfaction depends on deep acting and surface acting, but not for females. Moreover, for younger frontline workers deep acting and job satisfaction are strongly correlated (Walsh & Bartikowski, 2013). Shapoval's (2019) work has job satisfaction and organisational injustice outcome variables, which give a full perception of the dynamics of organisational injustice and emotional labor in hospitality in Central Florida. Also considered, that deep acting positively influences on job satisfaction than surface acting (Shapoval, 2019). However, studies of Ashforth & Humphrey (1993) and Morris & Feldman (1996) in US find out, that genuine acting is positively associated with job satisfaction and well-being of employees in service sector. Also, Morris & Feldman (1996) find out, that genuine acting is negatively correlated with emotional dissonance.

In Delpechitre & Beeler (2018) Western study are used several outcome variables (emotions usage, perceived emotions and management of emotions, trustworthiness) and regarding emotional labor they confirm, that salespersons' deep acting has a positive impact on customers. Besides, findings of Jung et al., (2015) Asian research are similar to Western Delpechitre & Beeler (2018) and Gong, Park, & Hyun (2020) findings. Employees' job satisfaction affects customer satisfaction, because job satisfaction generates worker's deep acting. Therefore, frontline employees' deep acting positively influences on customers' satisfaction (Delpechitre & Beeler 2018). The outcome variables of Gong, Park, & Hyun (2020) research are customer emotions, satisfaction and loyalty. This study shows how employees' emotional labor influences customer loyalty and satisfaction. Shani et al. (2014) find out, that genuine acting has a positive impact on customers' outcomes. Based on Gong, Park, & Hyun (2020), employees' deep acting is connected with positive outcome and surface acting with a negative one.

In chosen Asian researches of Geng et al., (2014) and Geng et al., (2018) are used similar approaches of making empirical part based on supervisors' answers. These 2 research papers find that deep acting positively affects employees' creativity and needs less mental effort. However, both emotion labor dimensions are stressful for employees, but surface acting provokes a harmful stress (hindrance stress) and negatively effects on workers' creativity, while deep acting provokes a challenge stress. Additionally, another 2 papers of Wu & Shie, (2017) and Zhang & Luong (2019) have similar variable outcome – job burnout. The common findings of these works are that the usage of deep acting creates a low level of job burnout, while surface acting increases this level. Wu & Shie, (2017) state that with higher level of customer orientation employees can easily use deep acting, moreover, employees' emotional intelligence increases the level of deep acting and customer orientation. Zhang & Luong (2019) claim that interindividual closeness generates relationships between clients and employees, where deep acting approach is used.

To conclude all findings, it is clear, that genuine acting is more favourable in context of successful service and well-being of a service person. As summarized in table 2 in case of usage of deep acting, the level of service recovery; customers' satisfaction and job satisfaction; emotional intelligence and employees' creativity is increasing. However, the surface acting provokes stress, strain and job burnout. Therefore, it means, that frontline-employees' genuine acting is a most wanted emotional labor type by organizations. Additionally, emotional labor is a common phenomenon as in Western as in Asian countries, because researchers from different locations have similar results.

2. Emotional labor of frontline-employees in jewelry shops of Tallinn and Tartu cities

2.1 Methodology of empirical analysis

This chapter gives a vision about different measurement tools, their analyses and explains which one was used in this paper, sample description and statistical methods. Additionally, this part contains the data collecting and study process, which wider explains the way of research.

The quantitative approach is used in current paper, because this method allows for greater objectivity and accuracy of results. This kind of research helps to make generalization from a significant number of participants as compared to qualitative approach; helps to quantify emotional labor types and understand the difference in estimations between people with various background characteristics.

The researcher of this paper analysed different studies and pointed out various measurement tools for emotional labor. The author found 6 different measurement tools, which were used in 16 research papers concerning emotional labor. After measurement tools analysis of 16 sources, was created a table with main factors, amount of statements and researched countries (see Appendix C).

Based on this table, it is clear, that in Asian as well as in Western countries are used the same tools for emotional labor types measurement. The first measurement tool was created by Mann (1999), which explored rules for emotional display, emotional suppression, emotional faking with 4 statements. The most popular measurement tool was created by A. Grandey in 2003 year, which measured 2 types of emotional labor – deep and surface acting. They were measured by 3 statements for deep acting and 4 statements for surface acting detecting. Next researchers, who measured the same 2 types, but with wider spectrum of statements in 2003 year are Brotheridge & Lee. They used 17 statements for 2 emotional labor types (surface and deep acting). Researchers Chu & Murrmann measured 2 types mentioned above and additional

one type – genuine action in 2006 year. In their research was used overall 15 statements. However, Diefendorff et al. (2005) measured all 3 types with 7 statements for surface and 4 for deep acting and 3 for genuine acting.

Tools of Grandey (2003), Brotheridge & Lee (2003), Diefendorff et al. (2005) and Chu & Murrmann (2006) are popular among many researchers in China, South Korea and US countries due to precise, various and scientific statements, which help to explore emotional labor from different, but concrete angles.

The author of current paper doesn't choose Mann (1999), Grandey (2003) and Diefendorff et al. (2005) measurement tools due to following deficiencies. The main drawback is a lack of statements. The higher number of statements the higher accuracy of the research. Another shortcoming is a date of issue of some measurement tools, because they could be not relevant nowadays in this sphere due to obsolete approach.

For this research 2 sources are chosen - Blau et al. (2010) and Pala & Tepeci (2016). These 2 authors used the most applicable measurement tools for current paper. Each one of these researchers has used statements for different emotional labor types (surface acting, deep acting and genuine acting). The author used all 17 statements of Blau et al. (2010) for surface acting and deep acting, and 3 statements of Pala & Tepeci (2016) about genuine acting in questionnaire. The main distinguishing point of these sources is many different statements, which help to understand better the responders' position and get clearer answer. Comparing with others, these 2 researches conducted surveys few years ago. More recent measurement tools have higher potential to be efficient among modern society.

The survey was translated from English to Estonian language in translation agency. There were 3 steps in translation in order to save the real meaning in both languages. The first one was translation from English to Estonian, the next step – back translation from Estonian to English and then third step was a comparison of original and back translation in order to be

sure, that the meaning remained the same. The adapted Estonian version was used in questionnaire.

The empirical part contains the analysis of difference among surface acting, deep acting and genuine acting and service workers' personal characteristics (age group, sex, education and etc.) (see Appendix D). In questionnaire was used Likert scale with maximum 7 values. Value "1" means "totally disagree", "2" – "I somewhat disagree", "3" – "Rather disagree", "4" – "So-so", "5" – "Rather agree", "6" – "I somewhat agree", "7" – "totally agree".

The way of collecting data was an offline survey on 1 language – Estonian. The author shared surveys among workers of different jewelry companies located in 11 well-known shopping malls and other street retail stores in Tallinn and Tartu cities. The author chose these cities due to the size, because one of them is a capital city and the second one is a famous educational city, which is essential part of Estonia. The main criteria for shops choosing was well-known companies, which have a high traffic, because there is working personnel, who is experienced in communication with clients and is facing with emotional labor.

The process of gathering data took 2 weeks (19.02.20 – 14.03.20), sharing and collecting questionnaires in Tartu took 6 days, the same procedure in Tallinn shopping malls took also 6 days, sharing and collecting process was the shortest – 1 day (see Figure 2). While data collecting the author was faced with 3 frontline-employees, who had not a required language skill. In this situation researcher translated all questions to the workers and gave them an opportunity to fill in personal information. Sometimes workers took surveys home and answers were ready in a few days. However, all street retail stores were highly motivated and optimistic about filling in questionnaire and, as a result, all answers were ready in a few hours.

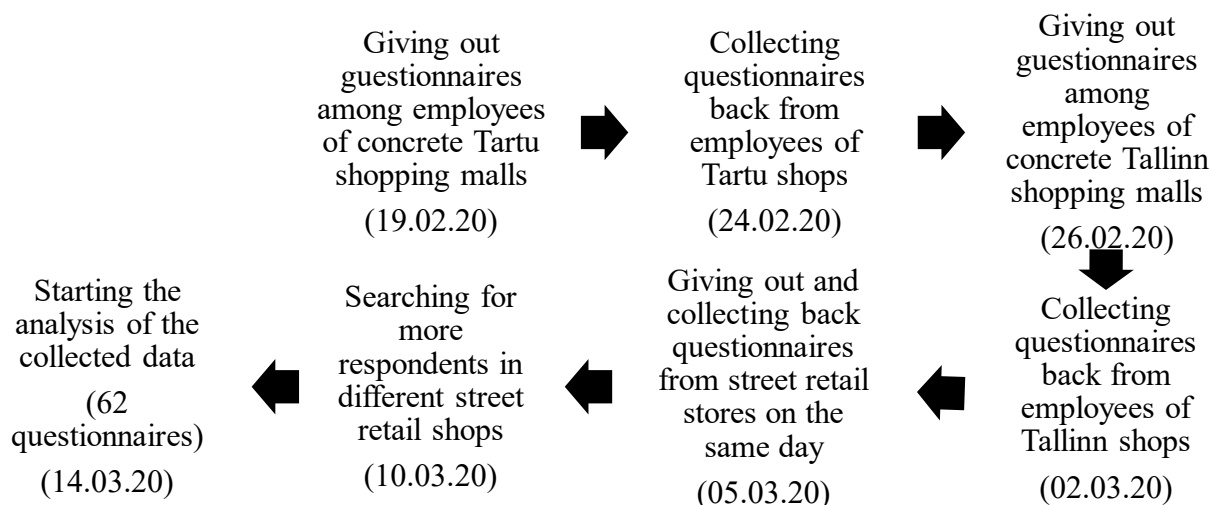


Figure 2. The process of data collecting 19.02.20 – 04.03.20

Source: compiled by author based on process

The desired quantity of respondents was not less than 100 people, but while sharing surveys the final quantity was 62 respondents. The author got a significant amount of refuses under the pretext of work rules, huge workload and inability to understand academic information on a second language and due to coronavirus quarantine.

The sample of the research is frontline-employees service sector in jewelry shops in Tartu and Tallinn. The sample is from different age groups, sex, work rate categories, education level and work experience in this sphere and cities.

Based on questionnaire answers, it is clear, that the majority of respondents were female frontline – employees (91.9%) and from Tallinn city (71%). The greatest part of participants works in this industry 1 year or less (37.1%) and a big number of workers has secondary (38.7%) and applied (30.6%) education. These aspects can be associated with an age of participants, there is 35.5% of employees, who are related to “18-25” age group. More than

a half of asked employees have a full-employment in jewelry shops (71%). It could be resulted from appeared free-time after graduation (see Table 3).

Based on results, some social-demographic groups are united because of too few answers. For example, age groups “50-57” and “58 and older” are combined; groups with different work experience “2-4 years” and “5-7 years” are combined and “8-10 years” and “11 years or more” are combined; education groups like “basic education” and “master’s degree” were eliminated due to only 1 respondent; 0.25 work rate eliminated due to zero answers.

Table 3

Social demographical data of questionnaire participants in Tallinn and Tartu jewelry shops

Characteristic	Category	Respondents' percent	Respondents' number
Gender	Male	91.9%	57
	Female	8.1%	5
Age group	18 - 25	35.5%	22
	26 - 33	16.1%	10
	34 - 41	8.1%	5
	42 - 49	17.7%	11
	50 - 57	16.1%	10
	58 and older	6.5%	4
Education	Basic education	1.6%	1
	Secondary education	38.7%	24
	Applied education	30.7%	19
	Higher education. Bachelor degree	29%	18
	Higher education. Master's degree	0%	0
Duration of work in organization	1 year or less	37.1%	23
	2 - 4 years	29%	18
	5 - 7 years	12.9%	8
	8 - 10 years	6.5%	4
	11 years or more	14.5%	9
Work rate	1.0	71%	44
	0.75	11.3%	7
	0.5	17.7%	11
	0.25	0%	0
City	Tartu	29%	18
	Tallinn	71%	44

Source: compiled by author based on sources in the table

The author compiled a summary file in Excel based on returned questionnaires, where are specified all answers. Analysis of answers is conducted with the help of SPSS software, where results of the research are checked on reliability, is made descriptive statistics, is made comparison of statements' results and One-way ANOVA test in order to analyse the difference among group means in a sample and explain statistically significance of the results. The whole analysis is performed at a significance level of 0.05.

2.2 Quantitative analysis of emotional labor of frontline-employees in jewelry shops in Tallinn and Tartu cities

This subchapter shows and explains main results from offline survey linking together with results of literature review. The analysis starts from reliability test and then continues with descriptive statistics, analysis of statements' results and of one-way ANOVA test, also observation of average values of emotional labor types of other research papers is made for more precise variables' relationships explanation.

The author conducted several bar charts in order to investigate, the average answers of emotional labor and make a summary. Figures 2,3 and 4 show the mean of respondents' answers on statements of different emotional labor types.

The bar chart of surface acting statements shows, that statements 4,6,7 with the mean 5.5 have the highest and equal estimation by responded frontline-employees of jewelry shops (see Figure 3). It means, that frontline-employees somewhat agree, that they may create a look of concern, cover anger with a happy face and leave a good impression even in a bad mood. This behaviour is a consequence of surface acting, which may lead to stress and influence the working performance. However, workers rather disagree with the statement that they are faking their bad mood. In order to decrease surface acting among workers, organisations may build a conducive and trustful organisational culture, where workers may speak up about their issues, share their views and have a vote in a decision-making process (Singh & Williams, 2018). Moreover, Singh & Williams (2018) consider, that "Appropriate training might be the key to ensuring individuals do not reach that point of emotional exhaustion or burnout that starts reflecting in their performance". Otherwise, employees, who uses practice of emotional faking may make an individual feel depress and decrease the level of performance.

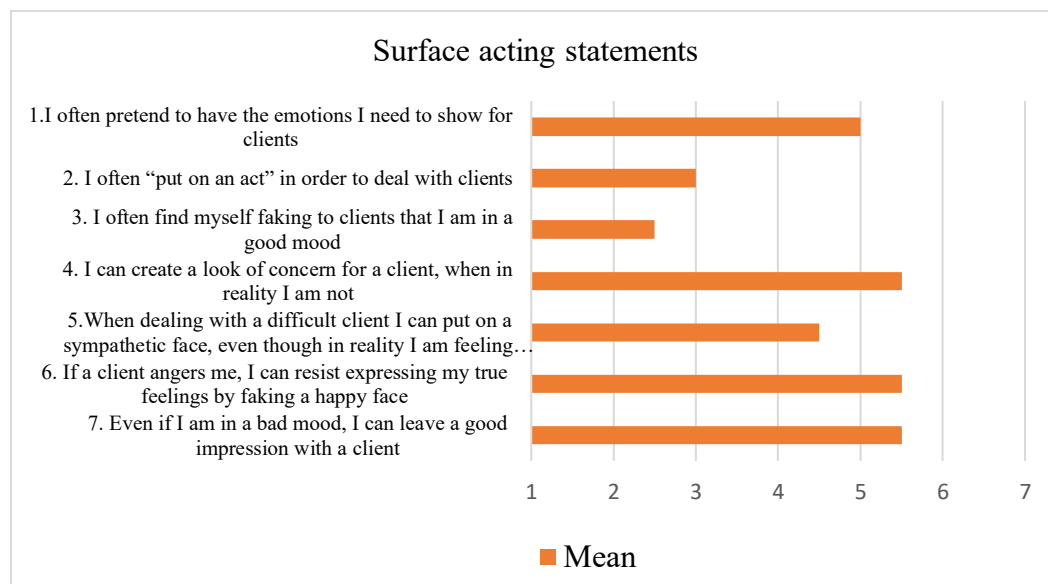


Figure 3. Mean values of surface acting statements on 7-point scale, where 1 is totally disagree and 7 is totally agree

Source: author's calculations based on survey results

The bar chart of deep acting statements shows, that the highest estimation got the statement concerning taking to heart the positive feelings during the working process with clients (see Figure 4). However, 3 statements – 12;13;17 got the same estimations (5 points). This means, that workers are rather agree with modifying true feeling for clients' expectations, trying to look from clients' point of view and separating feelings with tough clients. This means, that surveyed frontline-employees are determining of the internal feelings under organizational rules with kind of sincere display. The lowest estimation got the 9th statement, which is about hard working on positive emotions feeling for clients. Others statements have similar means, which indicate also "rather agree" answers. In order, to be sincerer and more genuine at their work, individuals should remember that they may express their real feelings and not always manage them, use a humour, which makes a working process more alive and make a practice of mindfulness (Singh & Williams, 2018).

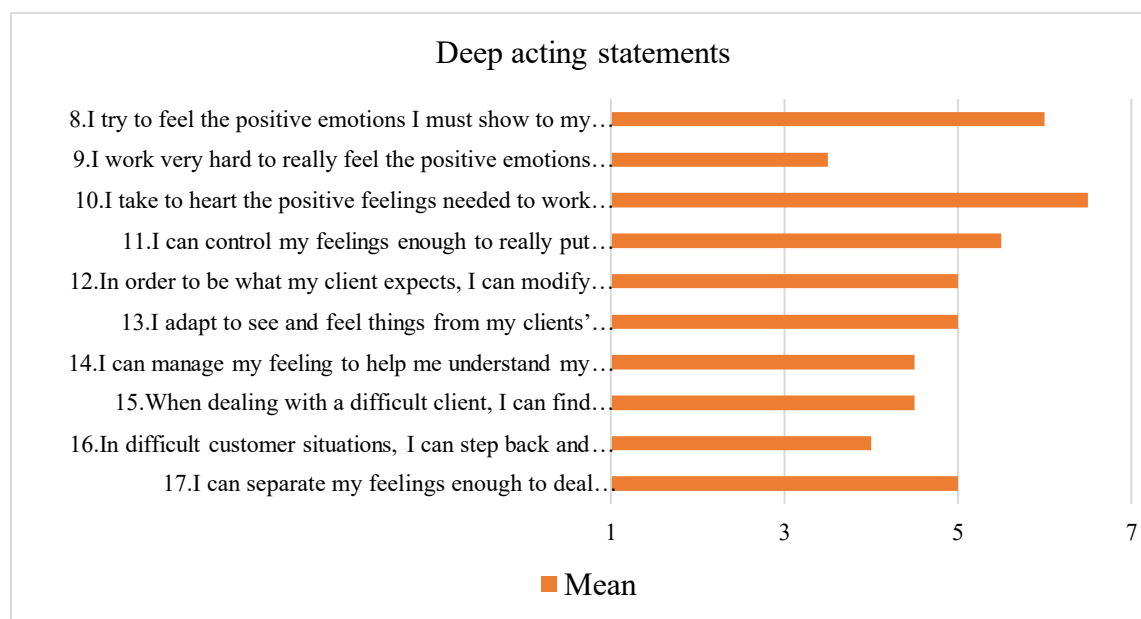


Figure 4. Mean values of deep acting statements on 7-point scale, where 1 is totally disagree and 7 is totally agree

Source: author's calculations based on survey results

Another bar chart of genuine acting statements shows, that the highest estimation (7 points – totally agree) got the 18 statement, which means that people display sincere hospitality while servicing the customers (see Figure 5). This chart reveals, that frontline-workers somewhat agree that they really feel emotions which are required at work and that they genuinely service customers of jewelry stores. Both for organisation and employees expressing the naturally felt emotions, which are correlated with organizational and display rules, is successful, because the level of performance increases and the satisfaction of working process of employees' raises.

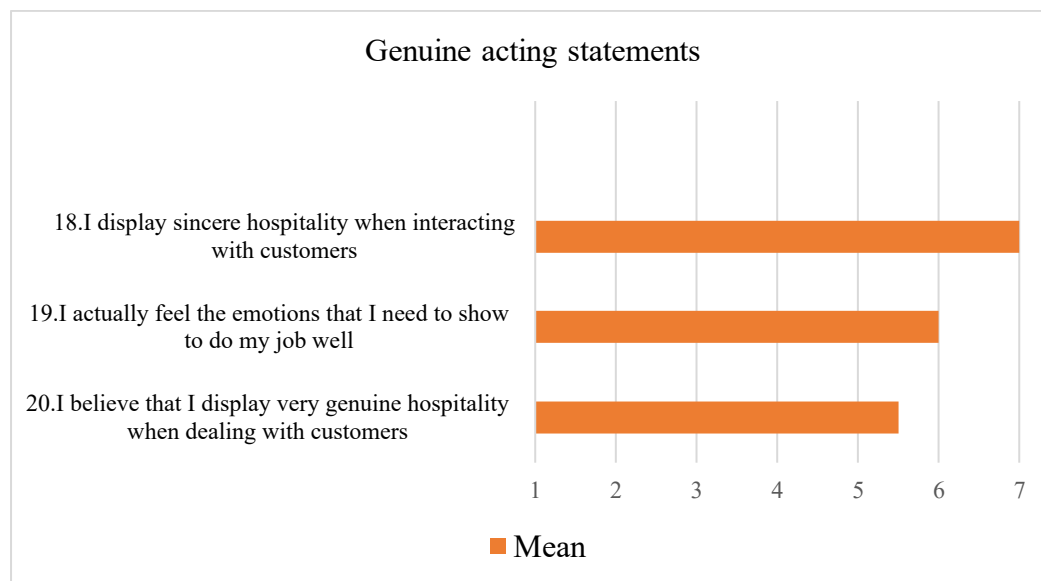


Figure 5. Mean values of genuine acting statements on 7-point scale, where 1 is totally disagree and 7 is totally agree

Source: author's calculations based on survey results

Next step of analysis was checking the reliability of results, which gives a perception of internal consistency of variables. Cronbach's alpha reliability normally ranges between 0 and 1, the closer coefficient to 1, the higher reliability of variables. The value 0.7 is considered as the lowest acceptable level (Tavakol & Dennick, 2011). The reliability analysis shows that all types of emotional labor are consistent (see Table 4).

Table 4

Reliability analysis of emotional labor types

Emotional labor types	Cronbach's Alpha
Surface acting	0.68
Deep acting	0.75
Genuine acting	0.74

Source: author's calculations based on survey results

The descriptive statistics of current work shows the overview of collected data through 2 factors – mean and standard deviation (see Table 6). The statistics shows, that genuine acting is more preferred by frontline-employees of jewelry shops (5.74 points) than other types and

the lowest points got surface acting (4.73) among this sample. This is a positive result, because it means, that frontline workers are sincere and real at their work, which influences the performance outcomes and service quality in a positive way (Ashforth & Humphrey, 1993). The analysis of median shows the same results – 6 points of genuine acting and 4.79 points of surface acting, thereby confirming survey results. Standard deviation shows us, that people, who use deep acting, are more in agreement with their answers.

In comparison with the results of studies, which were chosen as a fundamental ones for current paper measurement tools, Blau et al. (2010) and Pala & Tepeci (2016) found out, that deep acting was more characteristic in their survey analysis. In this research paper the main type is genuine acting, however, deep acting prevails over surface acting. Standard deviation of Blau et al. (2010) results shows, that that people, who use deep acting, are more in agreement with their answers, what is similar with the current research result (see Table 5). In Pala & Tepeci (2016) case, standard deviation value shows, that people are more in agreement with their answers concerning surface acting. However, these research papers have different sample size, different countries and research fields.

Based on analysis of Zhang & Luong (2019) paper results, which has a research in the same field as a current paper, show, that full-time sales associates at a jewelry department store in a medium-size city in China prefer more deep acting than surface one, as well the standard deviation value – 0.9 confirms that the workers, who use this emotional labor type in a compromise with made answers. In contrast with current paper, the results distinct, but deep acting and genuine acting may have a similar base, if person while deep acting still feels genuine emotions, but adapt them under organizational requirements (Lu et al., 2019). It could be driven by the fact, that people choose this kind of work position in this field with similar character features. The sample size in Zhang & Luong (2019) paper is higher than of the current one and a place of investigation highly differs.

By contrast, in Shapoval (2019) paper surface acting and deep acting are both similarly preferred by frontline hotel employees in US. It may be caused by workers' nightshifts and a level of a high workload, that is why some of them need to hide their real emotions, fake the needed one and some of them have another work rate and shifts or even workload and response. However, standard deviation confirms, that respondents are not in agreement with their answers. In the Wu & Shie (2017) research paper on the same topic results are similar. Frontline employees of five-star hotels in Beijing (China) use deep acting and surface acting more and standard deviation value approves, that workers are in agreement with their answers. The genuine acting is not a preferred type. The results of these papers may be similar due to same researching field and maybe an almost similar workload for frontline-employees.

Jung, Hur, & Moon, (2015) results show us, that service workers in a firm providing home care in South Korea prefer to use deep acting in their working process and standard deviation approves the fact, that workers agree with their response. This kind of results give a perception, that these employees are satisfied with their duties at work.

In most of research papers deep acting was more characteristic compared to surface acting, which is similar to the current paper results. It is a good sign, because it means, that employees are using more frequently real emotions. Comparing the surface acting to this study, in previous ones this emotional labor type is used much less. The results may deviate due to different locations, mentality and, of course, different researching fields.

For investigation, genuine acting was researched in 3 research papers including this one. All papers' results are very different, in Pala & Tepeci (2016) research genuine acting takes the second place among others types, in Wu & Shie (2017) research all 3 types were almost similar concerning frontline-employees' preference. Possibly, the difference in results could depend on researched countries, employees' profession and people character features.

All in all, the difference between all these studies may vary from sample size, researched location and field. The main observation is that some research papers with a similar topic have almost same results, which may mean that concrete fields are chosen by people with common features regardless other aspects.

Table 5

Average values and standard deviation of emotional labor types

Researchers	Sample	Point scale	Results
Authors' study	62 frontline-employees of 12 jewelry shops in Estonia	7-point Likert scale	1.Surface acting (Mean=4.73;SD=0.91) 2.Deep acting (Mean=5.35;SD=0.73) 3.Genuine acting (Mean=5.74;SD=1)
Blau et al. (2010)	1975 bodywork & Massage Professionals in US	6-point response scale	1.Surface acting (Mean=2.83;SD=1.1) 2.Deep acting (Mean=4.81;SD=0.78)
Pala & Tepeci (2016)	236 hospitality management students in a southern university in Turkey	7-point Likert scale	1.Surface acting (Mean=3.86;SD=0.91) 2.Deep acting (Mean=5.44;SD=0.93) 3.Genuine acting (Mean=4.84;SD=1.14)
Zhang & Luong (2019)	114 full-time sales associates at a jewelry department store in a medium-size city in China	6-point Likert scale	1.Surface acting (Mean=3.38;SD=1.04) 2.Deep acting (Mean=4.55;SD=0.9)
Wu & Shie (2017)	525 customer-contact frontline employees of five-star hotels in Beijing, China's capital city	5-point Likert scale	1.Surface acting (Mean=3.21;SD=1.03) 2.Deep acting (Mean=3.33;SD=1) 3.Genuine acting (Mean=2.96;SD=1.18)
Jung, Hur, & Moon, (2015)	282 dyads of customers (i.e. senior citizens) and service employees (i.e. senior care service providers) from a firm	5-point Likert scale	1.Surface acting (Mean=2.38;SD=0.88) 2.Deep acting (Mean=3.69;SD=0.78)

	providing home care in South Korea		
Shapoval (2019)	312 front-line hotel employees in US	5-point Likert scale	1.Surface acting (Mean=3.09;SD=1.01) 2.Deep acting (Mean=3.02;SD=0.77)

Source: author's calculations based on survey results

Next step was one-way ANOVA test due to one dependant variable – emotional labor. It helps to find out the difference in estimations on the emotional labor. As a consequence of ANOVA test, 6 tables are done and analyzed below.

The Table 6 shows us the different gender representatives estimations concerning types of emotional labor. The results are not statistically significant, because significance is higher than 0.05. This means, that data has little or no evidence about these emotional labor types from the different gender representatives, because in the sample were only 5 men and 57 women. There are no previous results about estimations of gender representatives in emotional labor.

Table 6

One-way ANOVA of usage of emotional labor types by different gender representatives

Type of EL	Gender	N	Mean	Std.Deviation	Sig.
Surface acting	Female	57	4.71	0.94	0.54
	Male	5	4.97	0.58	
Deep acting	Female	57	5.38	0.74	0.19
	Male	5	4.94	0.49	
Genuine acting	Female	57	5.80	0.97	0.12
	Male	5	5.07	1.23	

Notes. *7 point Likert scale

Source: author's calculations based on survey results

The Table 7 shows us results concerning age groups and emotional labor. The people, who are “18-25” year old, use the surface acting statistically significant more than other age groups. On the one hand, such results may mean, that some young workers may use this type due to inexperience and fear of losing their first job. Another reason may be, that young

employees, for example, students, who have this work as a temporary one and don't consider it as their calling. However, it indicates, that new employees need more help to improve their skills, for example additional trainings concerning emotions at work, or give an opportunity to have mentor with whom is possible to discuss and train emotional labor. Others age groups have similar estimations concerning surface acting.

The age groups like "18-25" and "50 and older" use deep acting more, but "34-41" group uses deep acting rarer than other groups. This analysis reveals, that some percentages of young and old people are using that type, which help them to meet as clients' as their own satisfaction. Another result of "18-25" group means that people of young ages also prefer surface acting and fake the required emotions while providing service to clients. However, age group "26-33" uses surface acting rarer than deep acting (4.21 and 5.05 respectively). Age groups "31-41" and "50 or older" use surface acting almost equally. These results may reveal, that people of these age groups don't get a required level of awareness about emotion labor due to lack or even absence of trainings. Results of genuine acting are not statistically significant ($0.35 > 0.05$). There are no previous results about usage of emotional labor types by age groups.

Table 7

One-way ANOVA of usage of emotional labor types by different age groups

Type of EL	Age groups	N	Mean	Std.Deviation	Sig.
Surface acting	18-25	22	5.23	0.63	0.01
	26-33	10	4.21	0.83	
	34-41	5	4.37	0.49	
	42-49	11	4.77	0.69	
	50 or older	14	4.40	1.24	
Deep acting	18-25	22	5.54	0.61	0.02
	26-33	10	5.05	0.69	
	34-41	5	4.54	0.65	
	42-49	11	5.25	0.76	
	50 or older	14	5.63	0.72	
Genuine acting	18-25	22	5.76	1.11	0.35
	26-33	10	5.63	0.78	
	34-41	5	5.07	1.40	
	42-49	11	5.64	1.04	
	50 or older	14	6.12	0.71	

Notes. *7 point Likert scale

Source: author's calculations based on survey results

The analysis indicated, that surface acting is used more by people with secondary and bachelor education levels than people with applied. It could mean that some of the workers are not consider this work as a permanent one and their attitude is not on a serious level. Other types' results are not statistically significant ($0.97 > 0.05$; $0.9 > 0.05$) (see Table 8). There are no previous results about preferences of people with different educational background in emotional labor.

Table 8

One-way ANOVA of usage of emotional labor types by different education levels

Type of EL	Education levels	N	Mean	Std.Deviation	Sig.
Surface acting	Secondary	24	5.07	0.78	0.01
	Applied	19	4.29	0.71	
	Bachelor	18	4.83	1.05	
Deep acting	Secondary	24	5.34	0.78	0.97
	Applied	19	5.33	0.70	
	Bachelor	18	5.38	0.76	
Genuine acting	Secondary	24	5.79	1.03	0.90
	Applied	19	5.65	1.05	
	Bachelor	18	5.74	0.97	

Notes. *7 point Likert scale

Source: author's calculations based on survey results

The author, additionally, conducted a cross table, which indicates, that people of youngest group have more secondary and bachelor degree (see Table 9). As it is stated before, maybe this job is a temporary one for youngest group. Additionally, for people, who is gaining a bachelor degree this job could be a side one. People in an age group "42-49" have more applied education, similar results have "50 or older" age group (7 and 6 representatively). However, the oldest group has a similar number of people, who has a bachelor degree (5 representatives).

Table 9

Cross table of age groups and education levels variables

	Secondary	Applied	Bachelor degree
18-25	15	1	6
26-33	3	4	3
34-41	3	2	0
42-49	1	7	3
50 or older	2	6	5

Source: author's calculations based on survey results

Same situation is with the analysis of the results of emotional labor type usage and work experience, the all results are not statistically significant ($0.15 > 0.05$; $0.11 > 0.05$; $0.53 > 0.05$) (see Table 10). Such common results could be due to the lack of respondents in one of the work experience and work rate groups.

Table 10

One-way ANOVA of usage of emotional labor types by different work experience

Type of EL	Work experience	N	Mean	Std.Deviation	Sig.
Surface acting	1 year or less	23	4.76	0.86	0.15
	2-7 years	18	5.02	0.92	
	8 or more	21	4.45	0.93	
Deep acting	1 year or less	23	5.35	0.72	0.11
	2-7 years	18	5.08	0.73	
	8 or more	21	5.57	0.69	
Genuine acting	1 year or less	23	5.72	1.04	0.53
	2-7 years	18	5.56	1.00	
	8 or more	21	5.92	0.97	

Notes. *7 point Likert scale

Source: author's calculations based on survey results

Concerning the analysis of the results of one-way ANOVA about work rate ($0.15 > 0.05$; $0.12 > 0.05$; $0.51 > 0.05$) (see Table 11). There are no previous results about preferences of people with different work experience and work rate in emotional labor.

Table 11

One-way ANOVA of usage of emotional labor types by different work rate

Type of EL	Work rate	N	Mean	Std.Deviation	Sig.
Surface acting	1	44	4.57	0.92	0.15
	0.75	7	5.08	1.05	
	0.5	11	5.13	0.66	
Deep acting	1	44	5.34	0.71	0.12
	0.75	7	5.07	0.80	
	0.5	11	5.55	0.77	
Genuine acting	1	44	5.81	0.96	0.51
	0.75	7	5.62	0.78	
	0.5	11	5.55	1.31	

Notes. *7 point Likert scale

Source: author's calculations based on survey results

The analysis indicated, that t emotional labor estimations are similar both in 2 cities – Tallinn and Tartu ($0.74 > 0.05$; $0.88 > 0.05$; $0.84 > 0.05$) (see Table 12).

Table 12

One-way ANOVA of usage of emotional labor types by cities

Type of EL	Cities	N	Mean	Std.Deviation	Sig.
Surface acting	Tartu	17	4.66	0.81	0.74
	Tallinn	45	4.75	0.96	
Deep acting	Tartu	17	5.37	0.83	0.88
	Tallinn	45	5.34	0.79	
Genuine acting	Tartu	17	5.78	1.08	0.84
	Tallinn	45	5.73	0.98	

Notes. *7 point Likert scale

Source: author's calculations based on survey results

The research paper result identifies, that the main part of frontline-employees of this sample are not doing much labor in order to cover emotions and follow organisational rules genuinely. This may mean, that the biggest part of jewelry service employees of this sample are sincerely satisfied and happy while working with clients. Analysing previous literature, it can be concluded, that these employees are not much affected from strain, stress and burnout due to less emotional management (Zhang & Luong, 2019). However, the author considers,

that it is necessary for jewelry companies to add additional trainings about emotional labor in order to decrease the employees' work on their emotions during working process with clients consequently increase the number of cases of deep and genuine acting usage. Surface acting was used more by workers with secondary and bachelor education, who are mostly in "18-23" age group. Concerning this result, the author assumptions are that biggest part of these young workers are studying and considering this job as a temporary one and their attitude towards emotions and emotional management may be unstable.

Conclusion

Emotional labor is an essential part of employees' job, who are working with customers and emotions should be displayed under organisational rules. The author of current bachelor thesis investigates the preference in usage of emotional labor types in service sector in 2 Estonian cities.

The concept of emotional labor is interpreted differently by various authors. Every new research gives a new modified concept of emotional labor, which supplements the previous ones, but there are few fundamentals - Hochschild (1983) and Grandey (2000). However, it is generally agreed, that there are 3 dimensions of emotional labor – surface acting, deep acting and genuine acting.

In theoretical part all 3 emotional labor types have been revealed and analysed. Surface acting is about fake emotions displaying in order to follow organisational rules, deep acting is opposite one – trying to feel desired emotions, which are necessary for upholding organisational rules. Genuine acting is a most valuable emotional labor type as for workers as for organisation due to its sincere background. This type is characterized by real and sincere feelings, which are within the organisational framework. Moreover, it does not provoke job burnout, stress and increases job satisfaction and productivity. However, previous research paper claims that deep acting has better impact on employees' productivity than surface acting, but they both provoke physical and mental issues of employees.

The current bachelor thesis contains comparison of Western and Asian research papers in order to reveal the difference in emotional labor results due to geographical variety. Emotional labor is a diverse topic, which has a wide response as in Western as in Asian countries, because the outcomes of different researches have similar results. Findings show, that genuine acting is a key for employees' successful work performance and stable well-being, but due to a lack of researches about this type, the findings are confirmed only for Western

countries. In all mentioned countries deep acting positively influences on the service recovery level, customers' satisfaction and job satisfaction, emotional intelligence and employees' creativity. Nevertheless, the worst influence has surface acting, which provokes stress, strain and job burnout. The main outcome is that genuine acting takes an important value for employees and also for organisations, but deep acting and surface acting are better explored and more common in Western and Asian countries.

The empirical part of this thesis consists of 2 main parts: analysis and explanation of used methodology and quantitative analysis of received results concerning preferences in emotional labor types among frontline-employees of jewelry shops in Tallinn and Tartu cities.

The data collecting for current paper was made through offline questionnaire based on 2 methodologies in Estonian language. The first part of questionnaire contains Blau et al. (2010) 17 statements, which measure emotional labor 2 types – surface and deep acting and the second part contains Pala & Tepeci (2016) 3 statements concerning genuine acting. The answers are provided in 7 Likert-scale (value 7 – totally agree; value 1 – totally disagree). The third part of questionnaire is socio-demographical question with choice of answers. The whole collecting process took 19.02.20 – 14.03.20, which was conducted in 11 shopping malls and in several street retail stores.

The biggest part of 62 participants is female frontline-employees, who are in “18-24” age group. Moreover, through this questionnaire was revealed, that the majority of respondents had secondary education and worked in this field 1 year or less with the work rate – 1. Additionally, 45 respondents out of 62 are working in Tallinn.

Descriptive statistics finds out, that frontline-employees in jewelry shops prefer genuine acting more than other 2 types and the lowest level in preference got surface acting among this sample, which is a good and significant result. This gives a positive view, because the biggest part of this sample is feeling and expressing their sincere and real emotions at their work, which

carries only beneficial consequences. Standard deviation shows us, that people, who use deep acting, are more in agreement with their answers.

Comparing results of previous studies to current ones, the deep acting is more characteristic to frontline-employees. However, researches with the same or similar topic have almost the same results, which possibly means, that employees with common character traits choose the same or similar working fields. Frontline-employees of this research paper use the genuine acting type more frequently, however, deep acting prevails over surface acting. By the way, the biggest part of compared researches have different research field, locations, measurement tools and samples.

Further and the main test is One-way ANOVA, which contributes to find out the difference in estimations of the emotional labor. Results of the research shows, that the youngest group of workers use the surface acting more than other age groups. Other age groups have similar estimations concerning surface acting. Drawing on the results, deep acting is preferred also by the youngest group, however, age group “34-41” does not like to use deep acting type comparing to others. Regarding educational level, the surface acting is used more by people with secondary and bachelor education levels than people with applied one.

As a conclusion, it could be summed up several ways to decrease the usage and preference in surface acting. As it was mentioned above, organisations can implement lectures and trainings about emotional labor due to enhance awareness about its types, the negative and positive impacts, helpful ways of increasing motivation, adopting new setups and increasing emotional intelligence. Also increase employees’ loyalty and level of relationship among them. Additionally, workers can work on their weak and poorly developed mindsets, which affect the work. Also, job crafting is a good opportunity to change the mind and become valuable personnel in a collective.

The current study can be also followed up by future researchers, for example, compare emotional labor of frontline-employees in other working fields or even in different countries. Future research can collect an information from both gender representatives at a global level (for different countries) and give a full perception about their relationships. Also, emotional labor can be investigated from the character side and give an observation about necessary traits for employees in different fields. The experience of emotional labor varies between multicultural contexts. Future studies may be investigated by also using a sampling method.

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Appendix A

Overview of empirical literature in Western countries

Author(s) Year	Researched Country	Methodology & Sample	Main results
Kinman, 2009	United Kingdom	Sample – 246 Method – questionnaire	Emotional labor as face-to-face interaction with clients caused a great variation in strain
Walsh & Bartikowski, 2013	Germany	Sample – 237 Method – online survey with snowballing approach	Deep acting has a positive correlation with males' job satisfaction, but vice versa for females' one. Surface acting has a negative correlation with females' job satisfaction and vice versa for males' one. The connection between deep acting and job satisfaction is stronger for young service workers
Delpechitre & Beeler, 2018	United States	Sample – 224 Method – matched survey	Sales worker ability to manage emotional intelligence has different outcomes for clients. Sales employee deep acting has a positive impact on customers
Luo, Guchait, Lee & Madera, 2019	United States & China	Sample – 217 Method – online surveys	Deep acting positively related to service recovery performance than surface acting
Shapoval, 2019	United States	Sample – 312 Method – self-reported questionnaire	Distributive injustice has an effect on hotel employees' emotional labor
Gong, Park & Hyun, 2020	United States	Sample – 259 Method – online survey	Employees' emotional labor impact on customer outcomes depend on the employees' nonverbal communication

Source: composed by the author based on sources in the table

Appendix B

Overview of empirical literature in Asian countries

Author(s) Year	Researched Country	Methodology & Sample	Main results
Kim, Yoo, Lee & Kim, 2012	Korea	Sample – 353 Method – offline questionnaire	Emotional intelligence is important in context of emotional labor. EI has an impact on emotional labor dimensions and their outcomes
Geng, Liu, Liu & Feng, 2014	China	Sample – 416 Method –survey	Deep acting positively correlated with frontline employee creativity, while surface acting has negative relation. Surface acting provoke hindrance stress and deep acting – challenge stress. Hindrance stress is correlated with the link between surface acting and creativity
Hur, Moon & Jung, 2015	South Korea	Sample – 282 Method – survey	Customer satisfaction is variously affected by emotional labor strategies. Surface acting and customer satisfaction are fully correlated with employees' job satisfaction. However, deep acting is correlated partially
Wu & Shie, 2017	China	Sample – 525 Method – questionnaire	All surface acting, genuine acting and deep acting are correlated with customer orientation and job burnout. EI mitigates the relationship of customer orientation and dimensions of emotional labor
Geng, Li, Bi, Zheng & Yang, 2018	China	Sample – 376 Method – survey	Two dimensions of emotional labor provoke the promotion focus on frontline employee creativity. Meanwhile, surface acting has a positive mediation to prevention focus on workers' creativity
Zhang & Luong, 2019	China	Sample – 101 Method – survey	Deep acting negatively correlated with job burnout, but surface acting did not forecast the burnout. Deep acting is correlated with perceived closeness and job burnout

Source: composed by the author based on sources in the table

Appendix C

Measurement tools analysis in Asian and Western countries

Source	Used measurement tool	Factors	Amount of statements	Researched countries
Blau et al. (2010);	Brotheridge & Lee, (2003); Grandey, (2003); Grandey et al., (2004)	Basic surface acting (BSA), Basic deep acting (BDA), Perspective taking deep acting (PTDA), Positive refocus deep acting (PRDA)	17	United States
Chen et al. (2019)	Grandey, (2003)	Deep acting Surface acting	6+5	Taiwan
Gong, Park, & Hyun (2020)		Deep acting Surface acting	3+3	United States
Zhang & Luong, (2019)		Deep acting Surface acting	6+5	China
Walsh & Bartikowski, (2013)		Deep acting Surface acting	3+3	Germany
Delpechitre & Beeler, (2018)	Diefendorff et al. (2005)	Surface acting Deep acting	7+4	United States
Luo, Guchait, Lee, & Madera, (2019)		Surface acting Deep acting	7+4	United States & China
Geng, Liu, Liu, & Feng, (2014)		Surface acting Deep acting	7+4	China
Geng, Li, Bi, Zheng, & Yang, (2017)		Deep acting Surface acting	11	China
Jung, Hur, & Moon, (2015)		Deep acting Surface acting	4+4	South Korea
Kinman (2009)	Mann, (1999)	Rules for emotional display Emotional suppression Emotional faking	3+6+7	United Kingdom
Kim, Yoo, Lee, & Kim (2012)	Brotheridge & Lee, (2003); Grandey, (2003)	Surface acting Deep acting	4+3	Korea
Shapoval's (2019)	Chu and Murrmann (2006)	Emotional dissonance (surface acting)	7+5	United States

		Emotional effort (deep acting)		
Pala & Tepeci (2016)		Surface acting Deep acting Genuine acting	9+5+5	Turkey
Wu & Shie, (2017)	Chu and Murrmann (2006) Diefendorff et al. (2005)	Surface acting Genuine emotion Deep acting	15+3	China

Source: compiled by author based on sources in the table

Appendix D

Questionnaire of the survey as will be displayed to respondents

	Totally agree	I somewhat agree	Rather agree	So-so	Rather disagree	I somewhat disagree	Totally disagree
1.I have to cover up my true feelings when dealing with customers	7	6	5	4	3	2	1
2.I behave in a way that differs from how I really feel	7	6	5	4	3	2	1
3.I put on act in order to deal with customers in an appropriate way	7	6	5	4	3	2	1
4.I put on mask in order to express the right emotions for my jobs	7	6	5	4	3	2	1
5.I fake the emotions I show when dealing with customers	7	6	5	4	3	2	1
6.I think of pleasant images when I am getting ready for work	7	6	5	4	3	2	1
7.When getting ready for work I tell myself that I	7	6	5	4	3	2	1

am going to have a good day							
8.I try to actually experience the emotions that I must show when interacting with customers	7	6	5	4	3	2	1
9.When helping customer, if I pretend I am happy, I can actually start to feel	7	6	5	4	3	2	1
10.I have to concentrate more on my behavior when I display an emotion that I don't actually feel	7	6	5	4	3	2	1
11.I display sincere hospitality when interacting with customers	7	6	5	4	3	2	1
12.I actually feel the emotions that I need to show to do my job well	7	6	5	4	3	2	1
13.I believe that I display very genuine hospitality when dealing with customers	7	6	5	4	3	2	1

Gender	<input type="checkbox"/> Female	<input type="checkbox"/> Male
Age group	<input type="checkbox"/> 18 - 25 <input type="checkbox"/> 26 - 33 <input type="checkbox"/> 34 - 41 <input type="checkbox"/> 42 – 49 <input type="checkbox"/> 50 – 57 <input type="checkbox"/> 58 and older	
Education	<input type="checkbox"/> Basic education <input type="checkbox"/> Secondary education <input type="checkbox"/> Applied education <input type="checkbox"/> Higher education. Bachelor degree <input type="checkbox"/> Higher education. Masters’ degree	
Work experience in this field	<input type="checkbox"/> 1 year or less <input type="checkbox"/> 2 – 4 years <input type="checkbox"/> 5 – 7 years <input type="checkbox"/> 8 – 10 years <input type="checkbox"/> 11 years or more	
Work rate	<input type="checkbox"/> 1.0 <input type="checkbox"/> 0.75 <input type="checkbox"/> 0.5 <input type="checkbox"/> 0.25	

Source: composed by Pala & Tepeci (2016) & Blau et al. (2010)

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