A Literature Review and Suggestion on the Emotional Display Rules

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Abstract—The purpose of this study is to provide a systematic and integrated understanding through the theoretical review of the researches on emotional expression rules and to suggest the direction of future research. In order to achieve the purpose of this study, first of all, it provides an understanding of the theoretical basis through an accurate discussion of the concept of emotional expression rules. Until now, the rules of emotional expression have remained a limited role, such as ancillary means to support emotional labor. In recent years, the importance of emotional labor research has been acknowledged as an important social issue, but more extensive research has been difficult to develop in the framework of the existing limited concept. The emotional expression rule is a concept that broadens the scope of limited study of the concept of emotional labor. The convergence of these two concepts is highly likely to lead to various academic developments. In this study, we classify the emotional expression rule type into positive emotional expression rule and negative emotional expression rule, and after deeply analyzing each type, present future research tasks.

Keywords—Emotional Display Rules, Emotional Expression Rule Types, Positive, negative

I. INTRODUCTION

Recently, the diversity of industrial environments around the world and the remarkable development of science technology and information technology have moved the center of the industrial environment to the forth industry. As a result, the distinctive features of each industry have become clear and the pros and cons have become clearer, while noteworthy characteristics have also emerged in the work of employees according to different industrial environments. Among them, the service industry occupies a very large portion of the employment share of the countries that have entered advanced countries, which is a typical phenomenon that shows the influence of the service industry on the national economy.

The service industry, in which services between people and people are concentrated, is a business environment that has developed based on the development of primary and secondary industries, where commercial, financial, insurance, telecommunication, and tourism businesses are dominant.

In particular, in the service industry environment, various features focused on organizational members that have not appeared in other industrial environments have begun to emerge. The most typical features are about emotional labor. Kwon & Park (2011) shows that in order to have a positive experience while customers are in contact with employees, the emotional expression of the employees is directly related to the customer evaluation and the image formation of the company. That’s because the customer satisfaction is changed according to the customer’s perception on what kinds of facial expressions and emotions employees show to customers. In the case of Kim Sang-hee(2008), the emotion expressed by the employee becomes the interest of the organization, and it is demanding for many organizations to put the standardized emotion to the employees according to desirable rules of emotional expression set in advance. In other words, the organization controls and manages the emotions of employees according to the rules of emotional expression requiring to them. However, employees often experience cases in which the emotional expression rules required by the organization do not match the emotions they actually experience during the service provision process. In many cases, even in situations of personal tiredness and difficulty, in order to meet the rules of emotional expression required by the organization, it is often necessary to express a gentle voice and a bright smile that are different from the actual feelings of the person. In addition, although it is necessary to make an effort to create and fix the organizational culture so that the emotional expression rules oriented to the organization can be positioned as the core values and traditions of it, as it is hard to find an organization that has developed to this level among the service industry of Korea, access from an individual perspective, not an organization-wide approach, has been the focus of the past.

In Korea, the share of the tertiary industry in the industrial structure is gradually increasing, and according to the statistics released by the National Statistical Office in August 2017, the number of employees engaged in the service industry reached 15.4 million as of 2015.
This means that one out of every 1.8 people is engaged in the service industry, considering the fact that there is 27.74 million of economically active population in Korea. Since 2008, when the survey was conducted, the number of employees has increased without decreasing even once, and the number of employees engaged in the service industry is expected to increase in the future. This shows how much weight and importance the service industry has in Korea's economic structure. Particularly, it is important to note that emotional laborers in the service industry are more likely to be affected by their own internal environment and job complexity, exposed to a number of stresses from in and outside, which has become an important issue that threatens individuals and organizations. This phenomenon has a relatively strong normative tendency because it has a character of work norm or organizational norm beyond general social norm, and perceived stress is regarded as an organizational and social problem beyond individual problem. (Morris & Feldman, 1996).

Therefore, in this study, we investigate the previous empirical researches of emotional expression rules to study how emotional expression rules are dealt with in the previous studies. After the in-depth analysis of the types of emotional expression rules required by the organization, we focus on the phenomenon according to the difference of emotional expression rules. Lastly, this will refer to the importance of emotional expression rules and emotional labor execution strategies in emotional labor by suggesting future research directions.

II. THEORETICAL BACKGROUND

Paul Ekman (1973), who used the terminology Emotional Expression Rules for the first time, suggested that they provide a basis for appropriate expressions that employees need to perform their work. In other words, one regularized nature that an organization requires or expects from an employee can vary according to the nature and purpose of the business that the organization is currently doing. These rules of emotional expression are made through explicit and codified data, which is the official root of the organization when recruitment and staff training are conducted, and can be learned through observations of co-workers (Grandey, 2003). Conversely, in organizations where the rules are not explicit or codified, they are often depicted in the organizational missions (Jeon, 2013).

The emotional expression rules required in the service industry, where we can most commonly access emotional labor.

The majority of organizations have positive emotional expression rules that respond to customers with the feeling of "kindness" represented by friendly voice and bright smile, while quite a few organizations have negative emotional expression rules.

Emotional expression rules require service employees to express normative emotions at the point of contact with customers, but they do not always feel normative emotions, so they put in a sort of acting in order to avoid violating emotional expression rules (Grandey, 2003). That is, it can be said that the service behavior is a type of acting according to the rule of emotional expression, which is a company-designated script on the stage of service contact point to show to customers (Kim, 2008). A service organization defines these emotional expression rules so that employees should be aware of what emotions to be expressed by customers. The controlled emotional expression rules consistently induce emotional expressions of employees to customers as the intention of the organization, to maximize the profit of the firm (Jeong, 2015).

Hochschild (1979, 1983) argues that universal expectations exist for both workers and customers as to what the appropriate emotional response of individuals involved in service transactions should be. These expectations lead to Feeling rules that define the scope, intensity, persistence, and object of the subject (Seong, 2013). Ashforth & Humphrey (1993) study defines emotional expression rules as 'behaviors that are expected to express certain emotions in specific situations by restricting contents and intensity of emotional expressions in the organization' and says most organizations have display rules which present the standards for appropriate expressions. They define emotional rules by using the term 'display rule' (Ekman, 1973), and say that employees can respond to customers according to emotional rules and obtain positive responses and customer satisfaction, and therefore they can provide services without being embarrassed by accidental events that may occur during the interaction process with customers. In the study of Morris & Feldman (1996), emotion expression rules were also defined, with emphasis on the desirable expression behaviors as the perspective of seeing the organization as whole, which is different from the one suggested by Hochschild(1983). In the study the term 'rule' is used in emotional labor.
Diefendorff & Gosserand(2003) suggested emotional expression rules refer to limiting emotional expressions of employees in a specific way to achieve organizational goals and the norms that expect to express certain emotions in specific situations are called display rules. Besides, Diefendorff et al.(2006) reported that emotional expression rules work as emotional regulation criteria for employees, so that they tell what emotions is appropriate to be experienced in certain situations and how they should be conveyed and expressed.

In Korea, Kim(2009) defined the emotional expression rule as the standard guideline for employees emotional expression, which leads the expression behavior of employees to customers. Jeon(2013) stated that the rules of emotional expression are the criteria for what emotions should be felt in a certain situation, and how they should be conveyed and expressed.

In order to maximize the ultimate goal of an organization, an organization requires employees who belong to it to show their customers the attitudes and behaviors of desirable emotions. This is especially evident in the service industry, and its importance is increasing. Emotional expression rules are generally made through the interaction of social, occupational, and organizational norms(Rafaeli & Surton, 1989). In particular, organizational norms are intentionally oriented to work, regardless of emotions felt by employees, with a strong tendency to control emotions. Such emotional control can be called emotional expression rules that suppress emotional autonomy of employees.

Therefore, employees should judge whether they should change their behaviors based on emotional expression rules in emotional expressive behaviors. If their emotional expressive behaviors match the rules, there is no need to try to change their own behaviors. If it does not, on the contrary, a self-regulating process will take place that increases the degree of effort to modify one's behavior (Baek & Kim, 2014). Also, a detailed analysis is required because emotional rules contain important rules about how employees should express emotions in increasing service situations (Ashforth & Humphrey, 1993; Rafaeli & Sutton, 1989). Table 2 below defines the rules of emotional expression.

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<td><strong>Jeon (2013)</strong></td>
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III. EMOTIONAL EXPRESSION RULE TYPE

A. Positive Emotional Display Rules

Most of the current researches have been carried out by setting up an organization which have positive emotional expression rules. As such, it is the general emotion expression rule of the organization that is most frequently encountered in our real life, and the organizations that have positive emotional expression rule will take the absolute majority not only now but also the future.

Hochschild(1983) is a pioneer in emotional labor. In his study of stewardship, which is a representative job of positive emotional rule, and various studies of domestic and foreign bankers, nurses, department store salespeople, call center staff, and sales staff, we can find organizations that have positive emotional expression rules. Rafaelie& Sutton(1988), in a study of convenience store employees, said that convenience store employees were asked to express their kindness, appreciation, and smile, regardless of the client's behavior. In the study of Choi & Jeong (2008), a call center employee calls a customer over a simple telephone connection to handle orders, complaints, and inquiries from customers, as well as to promote products and gather necessary information. In the process of carrying out the work, the exchange of feelings with the customer takes place and the organization is asked to always be kind to the customers.

Therefore, employees are required not only to express their lively and friendly feelings to the customers according to these positive emotional rules but also to strive to create appropriate emotions in the situation. For example, in the case of a banker's positive emotional expression rule, it is clear that, from the training session of a new employee, which is the banker's starting point, emotional expression rules are being taught with explicit and codified training content. In fact, when the face-to-face situation starts with the customer, bankers always make a smile and prepare a message asking for the greeting in order to leave a good impression to our customers(Diefendorff et al., 2006). As a banker who congratulates the customer for something good and comforts the mind of the customer by saying comfort when there is something bad, he or she has a mandatory overtime work other than basic task. Regardless of his or her current state of mind, a banker is dealing with a large number of domestic customers every day in order to practice the positive emotional expression rule of the kindness requested by the bank.

However, these studies, which have been done in previous researches, can now be seen as a representative occupation group of positive emotional regulation rules, while at the same time it is generalized and universalized, making it difficult to find new phenomena. In other words, the research subjects in the majority of the study of emotional labor are the employees of the service organization who are required by the organization for the emotional expression rule of "kindness", such as stewardess, banker, nurse, department store salesperson, sales staff, resulting in the implications and limitations of the research are much duplicated. Therefore, it is necessary to find a research subject who has a positive emotional expression rule but has other emotions other than "kindness" as representative emotional expression rules of the organization.

B. Negative Emotional Display Rules

Most research on emotional labor has been conducted on employees of organizations that require positive emotional expression rules, so research on organizations that require negative emotional expression rules is relatively inadequate. In fact, organizations with negative emotional expressions rules are more limited in their industries than those with positive emotions, and the number of employees is less than that of positive emotional expression organizations. The difficulties in the research progress is easily guessed.

Bechtoldt, et al(2011) conducted a study of nurses and police officers who had different emotional expression rules required by the organization. Police officers, who have negative emotional expression rules, showed more negative emotions such as anger and stiffness in their work. Gilmartin(2002) notes that police officers are constantly experiencing a biological roller-coaster that is not only extremely sensitive due to inherently unpredictable and dangerous occupational characteristics, but also hinders healthy functioning in other areas of life.

In the study of Yim & Lee(2014), it was suggested that measures should be taken to effectively manage the feelings of police officers who are in frequent contact with the civilians due to their nature of work, and it is necessary to recognize that police officers are objects of emotional labor and there is a need for organizational efforts to prevent them.

Likewise, in the study of negative emotional regulation rules that are very few, one can find negative emotional regulation rules of hostility as specific personality types.
IV. Future Research Direction

Since the emergence of the concept of emotional labor, active research has been made especially in the service industry, and the current emotional labor research is also centered on this service industry. In addition, awareness of emotional labor is increasingly recognized from large companies, and management of emotional workers is an important issue. However, the vast majority of emotional labor research have been on organizations that have positive emotional expression rules. It is true that the majority of the emotional labor in the service industry has a positive emotional expression rule, but it is necessary to study the organization that has negative emotional expression rules because the organizations which have negative emotional expression rule are clearly present.

Consequently, hereof this study will present the following research projects based on the discussion of the above problems.

First, general consensus is needed on the use of related terms and names in studying emotional labor. Although many researchers use the term emotion display rules as a rule of emotion expression rules, they are still used at the same time as the term of emotion expression rules. In this study, we use the word emotional expression rule with the meaning of interpretation in the term itself. There is a need to prevent the controversy about the interpretation of the research due to the confusion of the term concept itself and the problem of the communication between the scholars. Second, the problem of emotional labor will be a problem that will appear in all industries, not only in the service industry in the future. In particular, in combination with the characteristics of each industry sector, it is expected that similar but different phenomena will emerge as well as emotional labor problems in the service industry, and therefore, further research is needed and the emotional labor problems combined with the characteristics of each industrial sector should be noticed. Third, it should be recognized that emotion types can be diverse in positive emotion expression rules. Salespeople, such as bankers, flight crews, and department store salespeople, who made up of many previous studies, are employees of the representative positive emotional regulation organization that has the typical feeling of 'kindness' as the emotional expression rule.

The majority of research on emotional labor is based on the this type of employees' emotional expression rules. For example, people who entertain audiences at amusement parks, and comedian who try to laugh at the audience on stage are far from "kind" feelings. Instead, they are employees of the organization who have positive emotional rules of 'pleasure'. Therefore, it is necessary to study the difference between an organization having a positive emotional expression rule of 'kindness' and an organization having a positive emotional expression rule of 'pleasure'. After all, it is necessary to classify the positive emotional expressions according to the emotional type, and to study the detailed positive emotional expression rule according to this emotional type. Fourth, as mentioned in the third above, negative emotional expressions need to be classified and studied according to emotional type. However, since research on organizations with negative emotional expression rules is rather insignificant, research on organizations that have negative emotional expression rules rather than negative emotional types should be preceded. Fifth, we can suggest the necessity of comparative study between an organization with positive emotional expression rules and an organization with negative emotional expression rules. There is no comparative study of these two organizations, and a comparison study of the positive and negative emotional regulation rules in the present situation where the exchange of mandatory and mechanical emotions between people is becoming increasingly problematic is expected to build a very meaningful theoretical basis.

Through these five future research directions, research on emotional labor will lead to a lot of more interesting research topics, and I think that it will be a lot of theoretical help in preliminary research and solutions that can prevent problems of various emotional labor all over the future industries.

REFERENCES


