

Research on Emotional Labor, Psychological Capital and Job Satisfaction of Enterprise Employees

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Abstract Objective : *Based on the Conservation of Resources Theory, this study explores the mechanism of emotional labor and psychological capital on job satisfaction among enterprise employees. A survey was conducted among 230 employees in construction enterprises using the Emotional Labor Scale, Psychological Capital Questionnaire, and the Minnesota Satisfaction Questionnaire. The results indicate: (1) The overall levels of emotional labor, psychological capital, and job satisfaction among enterprise employees are below average; (2) Female employees' job satisfaction is significantly lower than that of male employees, and employees with an education level of university/bachelor's degree or above have significantly higher levels of psychological capital than those with secondary vocational/high school education; (3) Surface acting in emotional labor is significantly negatively correlated with psychological capital and job satisfaction, while deep behavior and genuine expression are significantly positively correlated with both psychological capital and job satisfaction. Psychological capital is significantly positively correlated with job satisfaction; (4) Surface acting in emotional labor negatively predicts job satisfaction by 10% and psychological capital by 23.5%, while deep behavior and genuine expression positively predict job satisfaction by 10.5% and 5.8%, respectively, and positively predict psychological capital by 28.4% and 7.1%, respectively. Psychological capital positively predicts job satisfaction by 42.5%. This study provides constructive suggestions for enterprise managers to enhance employees' job satisfaction by improving their psychological capital, reducing surface acting in emotional labor, and promoting deep behavior and genuine expression.*

Keywords: *enterprise industry employees; emotional labor; psychological capital; job satisfaction*

1. INTRODUCTION

With the development of social economy, mental health issues among enterprise employees have become increasingly prominent. On the one hand, this may be due to fierce competition and heavy work pressure in the broader environment; on the other hand, low job satisfaction among employees is also one of the critical factors affecting mental health. Job satisfaction refers to the level of satisfaction employees have with their work (Hoppock, 1937). Existing empirical research on job satisfaction covers a wide range, with studies on college student volunteers finding that their job satisfaction is significantly correlated with motivation and self-efficacy (Bao Han & Chen Yindi, 2023). For civil servants, social support is positively correlated with job satisfaction, while psychological control is negatively correlated with job satisfaction (Zhou Yanni & Xu Wen, 2022). Zhang Silong, Zhu Huihui and Sun Fengyin(2015) explored the influence mechanism of organizational ethical climate on job satisfaction and found that instrumental and caring ethical climates have significant negative and positive effects, respectively. Based on the Conservation of Resources Theory, when employees face work pressure exceeding their individual threshold, this theory can help explain how individuals adjust their resource allocation and utilization strategies to cope with such pressure, thereby mitigating the negative effects of low job satisfaction. Job satisfaction is a challenging management issue involving psychological aspects. Employees' job

satisfaction is a crucial factor influencing the achievement of organizational goals and individual performance. Excessively low job satisfaction can lead to high employee turnover rates, while excessively high job satisfaction can cause enterprises to be complacent and hinder strategic development. Based on this, this study starts from the current status of enterprise employees' job satisfaction and focuses on exploring the influencing factors and mechanisms of employee job satisfaction, aiming to promote and improve employee job satisfaction.

1.1 The Influence of Emotional Labor on Job Satisfaction

Emotional labor refers to the control of one's emotions and the formation of authentic facial or physical expressions (Hochschild, 1983). Emotional labor is a prevalent phenomenon in enterprises, where many employees need to interact with diverse work objects and exhibit specific emotions for emotional labor to achieve organizational goals. Previous empirical studies on emotional labor and job satisfaction have yielded inconsistent results, and the discrepancies in research conclusions may stem from the different dimensions encompassed within emotional labor. Relevant research indicates that corporate employees who genuinely treat customers well can not only alleviate stress but also enhance their confidence in the work environment (Ashforth, 1993). Hu Junchen and Yang Linfeng (2012) found in their survey of emotional labor's impact on employee evaluations that surface behavior by university teachers had a negative effect on employee evaluations, while deep behavior had a positive effect. Meanwhile, Li Yongxin (2018) discovered through a survey of front line healthcare workers that deep behavior in emotional labor had a significant positive predictive effect on employee job satisfaction. Tong Liang (2010), after investigating employees of Guangdong Power Grid, concluded that emotional labor had a significant impact on job burnout, with surface behavior serving as an important positive predictor of job burnout. It is evident that emotional labor is a critical factor that cannot be overlooked in influencing employee job satisfaction. Based on the Conservation of Resources Theory, individuals tend to protect or preserve the various resources they possess to avoid threats that may lead to resource depletion. To meet organizational requirements, employees inevitably consume certain psychological resources during their labor, resulting in reduced job satisfaction (Hobfoll, 1989). Thus, Hypothesis 1 is proposed: There is a significant correlation between emotional labor and job satisfaction, with surface behavior having a negative effect on employee job satisfaction, and deep behavior and authentic behavior having positive predictive effects on employee job satisfaction.

1.2 The Influence of Psychological Capital on Job Satisfaction

Psychological capital, which emerged with the rise of positive psychology, refers to "a positive psychological state manifested in an individual's growth and development." It comprises self-efficacy, hope, optimism, and resilience (Avey et al., 2009). Psychological capital can help individuals unlock their inner potential and have a significant positive impact on the achievement of organizational goals. Relevant empirical research indicates that the overall psychological capital and the four aspects of self-efficacy, hope, optimism, and resilience among knowledge workers in high-tech companies have a crucial positive impact on job satisfaction (Wei Qiqi, 2017). Additionally, psychological capital partially mediates the relationship between work interference with family life and job satisfaction (Qin Xuemin, 2019). The research findings of Li Qi, Qu Yunting, Gu Zhihui, and Wu Hui (2013) suggest that job satisfaction is often influenced by both group environmental factors (such as team support) and individual factors (such as psychological capital). Consequently, we posit that psychological capital serves as an antecedent variable for job satisfaction. As an internal positive resource within individuals, psychological capital positively influences job satisfaction. Therefore,

Hypothesis 2 is proposed: There exists a positive correlation between employees' psychological capital and job satisfaction.

1.3 The Influence of Emotional Labor on Psychological Capital

Individuals with higher levels of psychological capital possess greater self-efficacy, happiness, hope, and resilience. In situations where organizational regulations are valued, they tend to proactively adjust their psychological states to meet these regulations and choose the emotional labor strategy of deep behavior (Li Xiaoyan, 2013). Research on frontline sales employees has revealed that there exists a positive correlation between psychological capital and deep behavior in emotional labor, while a negative correlation exists with surface behavior (Li Qin, 2014). Based on these findings, Hypothesis 3 is proposed: There is a significant correlation between emotional labor and psychological capital among enterprise employees. Specifically, surface behavior in emotional labor is negatively associated with psychological capital, while deep behavior, authentic behavior, and psychological capital exhibit positive associations.

2. PARTICIPANTS AND METHODS

2.1 Participants

This study surveyed construction industry employees using a convenience sampling method. Questionnaires were distributed and collected with the consent of company managers, ensuring voluntary, anonymous, and informed participation. Participants were informed that there were no right or wrong answers. The survey took 10 minutes to complete. A total of 233 questionnaires were distributed to employees across various levels within five construction enterprises. After reviewing all questionnaires, 210 valid responses were obtained, including 103 from male and 107 from female employees, resulting in a response rate of 90.12%.

As shown in Table 2-1, a total of 210 participants were involved in this study. Among them, males accounted for 49% and females for 51%; employees aged 20 and below accounted for 5.7%, those aged 21-30 accounted for 30%, those aged 31-40 accounted for 28.1%, those aged 41-50 accounted for 25.2%, and those aged 51 and above accounted for 11%; unmarried employees accounted for 9.5% of the total, while married employees accounted for 90.5%; in terms of educational attainment, the majority were at the college/undergraduate level, accounting for 51.4% of the total, while those with secondary vocational/high school education accounted for 26.2%, and those with graduate degrees or above accounted for 11.4%; regarding job categories, technical staff accounted for 39.5%, management staff accounted for 16.7%, and business staff accounted for 43.8%; additionally, regular employees accounted for 82.9%, front line supervisors accounted for 12.4%, and middle-level managers and above accounted for 4.8%.

Table2-1. Basic information of participants. (n=210)

Variable	Category	Count	Proportion (%)
Gender	Male	103	49.0
	Female	107	51.0
Age	20 and Below	12	5.7
	21-30	63	30.0
	31-40	59	28.1
	41-50	53	25.2
	51 and Above	23	11.0
Marital Status	Unmarried	20	9.5

	Married	190	90.5
Education Level	Middle School or Below	23	11.0
	High School/Vocational	55	26.2
	College/Bachelor	108	51.4
	Graduate or Above	24	11.4
Work Position Category	Technical	83	39.5
	Business	92	43.8
	Management	35	16.7
Job Level	General Staff	174	82.9
	Line Manager	26	12.4
	Middle Manager or Above	10	4.8

2.2 Instruments

2.2.1 Demographic Questionnaire

Measures demographic variables such as gender, marital status, age, education level, job position, and job category.

2.2.2 Emotional Labor Scale

Adopted from Wu Peijun et al. (2003), based on the Emotional Labor Scale developed by Diefendorff (2005). It includes surface acting (7 items), deep behavior (4 items), and authentic behavior (3 items), scored on a Likert 5-point scale (1 = strongly disagree to 5 = strongly agree). Higher scores indicate greater emotional labor. The Cronbach's α coefficient is 0.92.

2.2.3 Job Satisfaction

Measured using the Minnesota Satisfaction Questionnaire (MSQ) comprising 20 items scored on a Likert 5-point scale (1 = very dissatisfied to 5 = very satisfied). The Cronbach's α coefficient in this study is 0.93.

2.2.4 Psychological Capital Questionnaire (PCQ-24)

Based on the Chinese revision by Wen Lei et al. (2009) of the PCQ-24 by Luthans, Youssef, and Avolio (2007). It includes 24 items scored on a Likert 5-point scale (1 = strongly disagree to 5 = strongly agree), with items 13, 20, and 23 reverse-scored. Higher scores indicate higher psychological capital. The Cronbach's α coefficient is 0.925.

2.3 Statistical Analysis

SPSS 26.0 was used for data analysis, including descriptive statistics, independent sample t-tests for gender, age groups, and marital status differences, ANOVA for education level, job category, and position level differences, and Pearson correlation analysis for relationships among emotional labor, psychological capital, and job satisfaction.

3. RESULTS

3.1 Demographic Differences

3.1.1 Gender Differences

Independent sample t-tests revealed significant gender differences in job satisfaction ($t = 2.195$, $p < 0.05$), with female employees reporting lower job satisfaction ($M = 75.10$) than male employees ($M = 80.28$). No significant gender differences were found in other variables.

Table 3-1. Difference Tests for Variables Based on Gender (n = 210)

Variable	Gender	Number	M±SD	t
Surface Behavior	1=Male	103	28.56±5.78	0.87
	2=Female	107	27.81±6.71	
Deep Behavior	1=Male	103	16.35±3.65	1.125
	2=Female	107	15.75±4.06	
Truth Seeking Behavior	1=Male	103	12.26±2.78	0.928
	2=Female	107	11.89±3.05	
Psychological Capital	1=Male	103	94.73±17.98	1.601
	2=Female	107	90.34±21.61	
Job Satisfaction	1=Male	103	80.28±15.56	2.195*
	2=Female	107	75.10±18.55	

*** indicate $p < 0.001$, ** indicate $p < 0.01$, * indicate $p < 0.05$

3.1.2 Age Differences

Independent sample t-tests found no significant age differences in any variable.

Table3-2. Difference Tests for Variables Based on Age (n = 210)

Variable	Age	Number	M±SD	t
Surface Behavior	30 and Below	75	28.02±6.29	-0.265
	30 and Above	135	28.27±6.28	
Deep Behavior	30 and Below	75	15.95±3.90	-0.267
	30 and Above	135	16.10±3.90	
Truth Seeking Behavior	30 and Below	75	12.04±3.00	-0.115
	30 and Above	135	12.09±2.90	
Psychological Capital	30 and Below	75	94.19±18.38	0.914
	30 and Above	135	91.56±20.83	
Job Satisfaction	30 and Below	75	77.71±16.82	0.040
	30 and Above	135	77.61±17.63	

*** indicate $p < 0.001$, ** indicate $p < 0.01$, * indicate $p < 0.05$

3.1.3 Marital Status Differences

Independent sample t-tests revealed no significant marital status differences in any variable. The results are shown in Table 3-3.

Table3-3. Difference test of variables based on marital status (n=210)

Variable	Marital status	Number	M±SD	t
Surface Behavior	1=Unmarried	20	27.10±7.21	-0.810
	2=Married	190	28.29±6.17	
Deep Behavior	1=Unmarried	20	15.95±4.43	-0.112
	2=Married	190	16.05±3.84	
Truth Seeking	1=Unmarried	20	11.80±3.25	-0.436

Behavior				
	2=Married	190	12.10±2.89	
Psychological Capital	1=Unmarried	20	92.85±21.05	0.083
	2=Married	190	92.46±19.93	
Job Satisfaction	1=Unmarried	20	74.40±21.44	-0.881
	2=Married	190	77.98±16.84	

*** indicate $p < 0.001$, ** indicate $p < 0.01$, * indicate $p < 0.05$

3.1.4 Education Level Differences

Using one-way ANOVA, the differences in various variables across different levels of education were analyzed. The results are shown in Table 3-4.

Table3-4. Difference test of variables based on education levels (n=210)

Variable	Education Levels	N	M±SD	F	Post-hoc test
Surface Behavior	1=Middle School or Below	23	29.04±5.47	1.193	
	2=High School/Vocational	55	27.62±6.65		
	3=College/Bachelor	108	28.69±5.68		
	4=Graduate or Above	24	26.38±8.29		
Deep Behavior	1=Middle School or Below	23	16.35±5.62	1.266	
	2=High School/Vocational	55	15.53±3.91		
	3=College/Bachelor	108	16.46±8.32		
	4=Graduate or Above	24	15.08±4.78		
Truth Seeking Behavior	1=Middle School or Below	23	12.35±2.77	0.207	
	2=High School/Vocational	55	12.05±3.12		
	3=College/Bachelor	108	12.21±2.59		
	4=Graduate or Above	24	11.21±3.88		
Psychological Capital	1=Middle School or Below	23	92.57±20.04	4.956*	3 > 2
	2=High School/Vocational	55	91.95±20.27		
	3=College/Bachelor	108	93.12±19.95		
	4=Graduate or Above	24	90.88±20.59		
Job Satisfaction	1=Middle School or Below	23	75.57±18.81	0.812	
	2=High School/Vocational	55	77.98±17.29		
	3=College/Bachelor	108	78.67±16.57		
	4=Graduate or Above	24	74.25±19.53		

*** indicate $p < 0.001$, ** indicate $p < 0.01$, * indicate $p < 0.05$

The results of the ANOVA indicated that there were significant differences in psychological capital among individuals with different educational levels ($F=4.96$, $p < 0.05$), while no significant differences were observed in other factors. Further post-hoc testing (using the Scheffe method) revealed that individuals with a college/bachelor's degree or above had significantly higher levels of psychological capital than those with a secondary vocational/high school education.

3.1.5 Job Category Differences

ANOVA found no significant differences in any variable across job categories. The results are shown in Table 3-5.

Table3-5. Difference Tests of Variables Across Job Categories (n=210)

Variable	Work Position Category	N	M±SD	F	Post-hoc test
Surface Behavior	1=Technical	83	28.27±6.16	0.73	
	2=Business	92	28.39±5.89		
	3=Management	35	27.43±7.53		
Deep Behavior	1=Technical	83	15.99±3.40	0.57	
	2=Business	92	16.30±3.48		
	3=Management	35	15.49±4.65		
Authentic Behavior	1=Technical	83	12.05±3.07	0.43	
	2=Business	92	12.29±2.56		
	3=Management	35	11.54±3.43		
Psychological Capital	1=Technical	83	94.47±18.19	0.46	
	2=Business	92	90.70±21.64		
	3=Management	35	92.54±19.63		
Job Satisfaction	1=Technical	83	76.24±19.10	0.61	
	2=Business	92	78.85±15.84		
	3=Management	35	77.80±16.75		

*** indicate $p < 0.001$, ** indicate $p < 0.01$, * indicate $p < 0.05$

3.1.6 Position Level Differences

ANOVA found no significant differences in any variable across position levels. The results are shown in Table 3-6.

Table3-6. Difference test of variables based on position levels (n=210)

Variable	position levels	N	M±SD	F	Post-hoc test
Surface Behavior	1=General Staff	174	28.24±6.13	1.35	
	2=Line Manager	26	26.85±7.98		
	3=Middle Manager or Above	10	30.60±1.51		
Deep Behavior	1=General Staff	174	16.09±3.83	2.98	
	2=Line Manager	26	14.85±4.61		
	3=Middle Manager or Above	10	18.30±0.95		
Authentic Behavior	1=General Staff	174	12.11±2.91	0.76	
	2=Line Manager	26	11.54±3.47		
	3=Middle Manager or Above	10	12.80±0.92		
Psychological Capital	1=General Staff	174	92.58±20.54	0.86	
	2=Line Manager	26	89.38±19.67		
	3=Middle Manager or Above	10	99.10±4.07		
Job Satisfaction	1=General Staff	174	77.63±17.79	0.00	

	2=Line Manager	26	77.80±15.73		
	3=Middle Manager or Above	10	77.64±13.53		

*** indicate $p < 0.001$, ** indicate $p < 0.01$, * indicate $p < 0.05$

3.2 Correlation Analysis

Table3-7. Correlation Analysis Matrix of Variables (n=210)

Variable	1	1-1	1-2	1-3	2	M±SD
1 Emotional labor						51.28±10.02
1-1 Surface Behavior	0.37**					67.13±16.62
1-2 Deep Behavior	0.94**	0.91**				22.32±4.74
1-3 Authentic Behavior	0.54**	0.89**	0.86**			10.94±2.89
2 Psychological Capital	0.38**	-0.29**	0.31**	0.25**		84.40±14.62
3 Job Satisfaction	0.31***	-0.31**	0.33**	0.35**	0.69**	67.13±16.63

*** indicate $p < 0.001$, ** indicate $p < 0.01$, * indicate $p < 0.05$

The results of the Pearson correlation analysis indicate that there is a significant correlation between emotional labor and job satisfaction ($r=0.31, p < 0.001$). Specifically, Surface behavior is significantly negatively correlated with job satisfaction ($r=-0.31, p < 0.01$), while deep behavior and authentic behavior are significantly positively correlated with job satisfaction ($r=0.33, p < 0.01$; $r=0.35, p < 0.01$, respectively). Furthermore, emotional labor is significantly correlated with psychological capital ($r=0.38, p < 0.01$). Among them, surface behavior is significantly negatively correlated with psychological capital ($r=-0.29, p < 0.01$), while deep behavior and authentic behavior are significantly positively correlated with psychological capital ($r=0.31, p < 0.01$; $r=0.25, p < 0.01$, respectively). Additionally, there is a significant positive correlation between psychological capital and employee job satisfaction ($r=0.69, p < 0.01$).

3.3 Regression Analysis

Based on the significant correlation relationships among the various variables, regression analysis was conducted with employee job satisfaction and psychological capital as the dependent variables, and surface behavior, deep behavior, and authentic behavior within emotional labor as the independent variables.

3.3.1 Emotional Labor Dimensions and Job Satisfaction

Taking employee job satisfaction as the dependent variable, separate regression analyses were conducted with surface behavior, deep behavior, and authentic behavior within emotional labor as the independent variables. The specific results are presented in Tables 3-8 to 3-10 below.

Table 3-8: Regression analysis results for surface behavior and job satisfaction. (n=210)

Variable	Stage 1		Stage 2	
	B	SE	B	SE
Gender	-10.308*	4.943	-10.597*	4.695
Age	2.489	3.374	2.239	3.206
Marital Status	2.690	6.961	1.895	6.617
Education Level	-4.394	6.312	-1.332	6.124
Job category	1.571	3.016	0.879	2.878

Work position	0.285	3.290	2.192	3.221
Surface Behavior			-1.309*	0.538
R ²	0.153		0.253	
ΔR ²			0.100	
F	1.356		2.134*	

*** indicate $p < 0.001$, ** indicate $p < 0.01$, * indicate $p < 0.05$

Table3-9. Regression analysis results for deep behavior and job satisfaction. (n=210)

Variable	Stage 1		Stage 2	
	B	SE	B	SE
Gender	-10.308*	4.943	-10.184*	4.680
Age	2.489	3.374	2.322	3.195
Marital Status	2.690	6.961	1.606	6.604
Education Level	-4.394	6.312	-0.821	6.145
Job category	1.571	3.016	1.189	2.860
Work position	0.285	3.290	1.906	3.182
Deep Behavior			1.219*	0.489
R ²	0.153		0.258	
ΔR ²			0.105	
F	1.356		2.184*	

*** indicate $p < 0.001$, ** indicate $p < 0.01$, * indicate $p < 0.05$

Table3-10. Regression analysis results for authentic behavior and job satisfaction. (n=210)

Variable	Stage 1		Stage 2	
	B	SE	B	SE
Gender	-10.308*	4.943	-9.486*	4.846
Age	2.489	3.374	1.216	3.363
Marital Status	2.690	6.961	2.933	6.791
Education Level	-4.394	6.312	-1.587	6.354
Job category	1.571	3.016	0.496	3.004
Work position	0.285	3.290	1.205	3.251
Authentic Behavior			1.493*	0.828
R ²	0.153		0.211	
ΔR ²			0.058	
F	1.356		1.684*	

*** indicate $p < 0.001$, ** indicate $p < 0.01$, * indicate $p < 0.05$

As can be seen from Tables 3-8 to 3-10, the demographic variables in Block 1 alone can explain 15.3% of the variance in job satisfaction (see R²). The overall test of the multiple linear regression has not reached a significant level (F=1.356, $p > 0.05$). After adding the three independent variables of surface behavior, deep behavior, and authentic behavior respectively, the explanation of the natural variation rate of employee job satisfaction changes to 25.3%, 25.8%, and 21.1% respectively. The overall test values of the multiple linear regression also reach significance levels of (F=2.134, $p < 0.05$), (F=2.184, $p < 0.05$), and (F=1.684, $p < 0.05$) respectively. These results indicate that after controlling for demographic variables, surface behavior negatively predicts job satisfaction by 10%, while deep

behavior and authentic behavior positively predict job satisfaction by 10.5% and 5.8% respectively. These findings validate Hypothesis 1.

3.3.2 Emotional Labor Dimensions and Psychological Capital

Taking psychological capital as the dependent variable and surface behavior, deep behavior, and authentic behavior within emotional labor as the independent variables, regression analysis was conducted. The results are presented in Tables 3-11 to 3-13 below.

Table3-11. Regression analysis results for *surface behavior* and psychological capital. (n=210)

Variable	Stage 1		Stage 2	
	B	SE	B	SE
Gender	-0.333	4.105	-0.723	3.446
Age	5.237	2.802	4.901	2.353
Marital Status	0.096	5.781	-0.973	4.857
Education Level	-14.605**	5.242	-10.484*	4.495
Job category	-1.220	2.505	-2.151	2.112
Work position	-0.029	2.732	2.538	2.364
Surface Behavior			-1.763***	0.395
R2	0.244		0.480	
ΔR2			0.235	
F	2.424*		5.794***	

*** indicate $p < 0.001$, ** indicate $p < 0.01$, * indicate $p < 0.05$

Table3-12. Regression analysis results for *deep behavior* and psychological capital. (n=210)

Variable	Stage 1		Stage 2	
	B	SE	B	SE
Gender	-0.333	4.105	-0.154	3.282
Age	5.237	2.802	4.995	2.241
Marital Status	0.096	5.781	-1.471	4.631
Education Level	-14.605**	5.242	-9.436*	4.309
Job category	-1.220	2.505	-1.771	2.005
Work position	-0.029	2.732	2.315	2.231
Deep Behavior			1.764***	0.343
R2	0.244		0.528	
ΔR2			0.284	
F	2.424*		7.028***	

*** indicate $p < 0.001$, ** indicate $p < 0.01$, * indicate $p < 0.05$

Table3-13. Regression analysis results for *authentic behavior* and psychological capital. (n=210)

Variable	Stage 1		Stage 2	
	B	SE	B	SE
Gender	-0.333	4.105	0.462	3.971
Age	5.237	2.802	4.005	2.760
Marital Status	0.096	5.781	0.332	5.568
Education Level	-14.605**	5.242	-11.888*	5.257

Job category	-1.220	2.505	-2.260	2.461
Work position	-0.029	2.732	0.861	2.664
Authentic Behavior			1.445*	0.679
R2	0.244		0.315	
ΔR2			0.071	
F	2.424		2.888*	

*** indicate $p < 0.001$, ** indicate $p < 0.01$, * indicate $p < 0.05$

As can be seen from Tables 3-11 to 3-13, the demographic variables in Block 1 alone can explain 24.4% of the variance in psychological capital (see R2). The overall test of the multiple linear regression has not reached a significant level ($F=2.424$, $p > 0.05$). After adding the three independent variables of surface behavior, deep behavior, and authentic behavior respectively, the explanation of the natural variation rate of employee psychological capital changes to 48%, 52.8%, and 31.5% respectively. The overall test values of the multiple linear regression also reach significance levels of ($F=5.794$, $p < 0.001$), ($F=7.028$, $p < 0.001$), and ($F=2.888$, $p < 0.05$) respectively. These results indicate that after controlling for demographic variables, surface behavior negatively predicts psychological capital by 23.5%, while deep behavior and authentic behavior positively predict psychological capital by 28.4% and 7.1% respectively. These findings validate Hypothesis 3.

3.3.3 Psychological Capital and Job Satisfaction

Taking employee job satisfaction as the dependent variable and psychological capital as the independent variable, a regression analysis was conducted. The results are presented in Table 3-14 below.

Table3-14. regression analysis results of psychological capital and job satisfaction (n=210)

Variable	Stage 1		Stage 2	
	B	SE	B	SE
Gender	-10.308*	4.943	-10.024**	3.529
Age	2.489	3.374	-1.978	2.501
Marital Status	2.690	6.961	2.607	4.969
Education Level	-4.394	6.312	8.063	4.879
Job category	1.571	3.016	2.611	2.159
Work position	0.285	3.290	0.310	2.348
心理资本			0.853***	0.128
R ²	0.153		0.578	
ΔR2			0.425	
F	1.356		8.611***	

*** indicate $p < 0.001$, ** indicate $p < 0.01$, * indicate $p < 0.05$

As can be seen from Table 3-14, the demographic variables in Block 1 alone can explain 15.3% of the variance in job satisfaction (see R2), and the overall test value of the multiple linear regression has not reached a significant level ($F=1.356$, $p > 0.05$). After adding psychological capital as an independent variable, the explanation of the natural variation rate of employee job satisfaction increases to 57.8%, and the overall test value of the multiple linear regression also reaches a significant level ($F=8.611$, $p < 0.001$). These results indicate that after controlling for demographic variables, psychological capital positively predicts job satisfaction by 42.5%, verifying Hypothesis 2.

4. DISCUSSION

4.1 The prevalence of emotional labor among enterprise employees

This study found that emotional labor exists among all employees in construction enterprises. Emotional labor has an impact on employees' psychological capital and job satisfaction. In today's fiercely competitive workplace, enterprise employees generally face tremendous work pressure, which is more likely to trigger mental health issues, thereby adversely affecting the achievement of organizational goals. Therefore, enterprise managers should pay attention to employees' emotional labor and establish corresponding intervention systems, such as implementing Employee Assistance Programs (EAP), to enhance employees' job satisfaction and thereby inject positive momentum into achieving corporate performance.

4.2 Relationship Between Emotional Labor Dimensions and Job Satisfaction

The conclusions of this study confirm that emotional labor affects the job satisfaction of enterprise employees. Related research also indicates that job satisfaction among enterprise employees is a double-edged sword. Too low job satisfaction can lead to high turnover rates, directly impacting the company's development prospects, while excessively high job satisfaction may cause employees to become complacent, satisfied with the status quo, and lack motivation, ultimately negatively affecting performance development. Maintaining a moderate to high balance is most conducive to the achievement of organizational goals. Therefore, enterprise managers should attach great importance to this issue, improve corporate management systems, address this issue practically and realistically, and take appropriate measures to effectively enhance employees' job satisfaction and maintain it at a moderate to high level. Additionally, when assigning tasks, enterprises should fully consider employees' actual capabilities and endeavor to allocate workloads and requirements within their abilities.

4.3 Relationship Between Emotional Labor Dimensions and Psychological Capital

Encountering role issues, excessive pressure, and high job intensity at work necessitates employees to engage in emotional labor to fulfill work requirements. Personal work resources primarily encompass time, mental energy, and other factors. Psychological capital refers to an individual's intrinsic positive psychological state, which constitutes an intangible personal resource and a component of personal work resources. Emotional labor inevitably constrains employees' mindsets and behaviors, implying that employees with high emotional labor tend to have lower levels of psychological capital to a certain extent. This study shows that the overall psychological capital of employees in a construction company located in an office building in Guangzhou is at a moderate to low level, indicating significant room for improvement towards a high level of psychological capital. Consequently, improving psychological capital can effectively mitigate the negative impacts of emotional labor.

4.4 Relationship Between Psychological Capital and Job Satisfaction

As an intrinsic positive resource, psychological capital can effectively alleviate work stress, thereby enhancing job satisfaction, exerting a positive influence on both individual employees and enterprises. This study reveals a positive correlation between the psychological capital and job satisfaction of construction industry employees, consistent with previous research findings. For example, Wei Qiqi (2017) believes that the overall psychological capital of knowledge-based employees in high-tech companies, as well as the four dimensions of confidence, hope, resilience, and optimism, have an important positive effect on employee evaluation; Qin Xuemin (2019) argues that psychological investment plays a partial intermediary role between work interference and job satisfaction. Li Qi et al.

(2013) showed that job satisfaction is often affected by both organizational environmental factors (perceived organizational support) and personal factors (psychological capital), and that psychological capital has an important positive predictive significance for job satisfaction. Enterprise managers should attach sufficient importance to employees' psychological capital, improve corporate welfare systems, and establish EAP programs. By enhancing employees' psychological capital, they can increase job satisfaction and contribute to greater corporate performance.

5. RESEARCH INNOVATIONS

5.1 Research Innovations

(1) In terms of research subjects, this study focuses on personnel from construction enterprises, serving as a complement to the existing research on emotional labor.

(2) At the theoretical level, it enriches the research in the fields of employee emotional labor, psychological capital, and job satisfaction. It identifies the factors influencing employee job satisfaction and their mechanisms of action, establishes a regression model, and provides a novel research perspective for this field based on the current status of employee job satisfaction, demonstrating a certain degree of innovation.

(3) At the practical level, it highlights the importance for enterprise management to prioritize employee mental health and standardized management, particularly urging leaders to minimize negative emotional labor among employees, enhance their psychological capital, and ultimately boost job satisfaction.

5.2 Research Limitations

(1) Due to constraints in time, resources, and other factors, the sample size of this study is limited. Moreover, the questionnaires were distributed exclusively to employees of construction enterprises in a specific office building in Guangzhou, all of which have comparable overall strength. Differently-sized enterprises were not included in the comparison, resulting in a certain degree of limitation in the sample. Therefore, whether the conclusions of this study can be generalized to a broader scope remains to be further verified through additional empirical research.

(2) As the study employed offline questionnaire distribution, the collected data inevitably contains some biases. For instance, the presence of the experimenter during the survey could lead to the experimenter effect, which may introduce some errors into the survey results.

(3) The timing of questionnaire distribution was not fixed, occurring at various times during weekdays (Monday to Friday, mornings or afternoons). Some employees, particularly those with heavier workloads on Monday mornings, may have responded hastily or perfunctorily to the survey.

(4) In terms of scale selection, all scales used in this study were translated versions of foreign scales by Chinese scholars. This may not fully guarantee that scales developed in foreign contexts can accurately represent the actual situation within a Chinese cultural context.

6. CONCLUSION

(1) The overall levels of emotional labor, psychological capital, and job satisfaction among enterprise employees are below average.

(2) Female employees exhibit significantly lower job satisfaction than male employees. Employees with an education level of university/bachelor's degree or above have significantly higher levels of psychological capital than those with a vocational/high school education.

(3) Surface acting in emotional labor is significantly negatively correlated with psychological capital and job satisfaction, while deep behavior and genuine expression are significantly positively correlated with both psychological capital and job satisfaction. Psychological capital is also significantly positively correlated with employee job satisfaction.

(4) In emotional labor, surface acting negatively predicts job satisfaction by 10% and psychological capital by 23.5%, while deep behavior and genuine expression positively predict job satisfaction by 10.5% and 5.8% respectively, and positively predict psychological capital by 28.4% and 7.1% respectively. Psychological capital positively predicts job satisfaction by 42.5%.

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