



## EXPLORING MODERATION MODEL ON TAIWAN BEAUTY AND HAIRDRESSING SERVICE WORKERS' EMOTIONAL LABOR, PSYCHOLOGICAL CONTRACT, AND ORGANIZATIONAL COMMITMENT

Ping-Fu Hsu<sup>1</sup>, Yu-Ting Huang<sup>2</sup> and Peng-Tung Chen<sup>3\*</sup>

1 Department of Business Administration, Krirk University, No. 3 Soi Ramindra 1, Khwaeng Anusawari, Khet Bang Khen, Krung Thep Maha Nakhon 10220, Thailand, joey5621@gmail.com, ORCID: <https://orcid.org/0000-0002-4081-7838>

2 Bachelor's Program of Business, Feng Chia University, Taiwan.No. 100, Wenhua Rd., Xitun Dist., Taichung City 407, Taiwan, +8864-24517250, yting-huang@o365.fcu.edu.tw

3 Bachelor's Program of Business, Feng Chia University, Taiwan.No. 100, Wenhua Rd., Xitun Dist., Taichung City 407, Taiwan, +8864-24517250, ptchen.t13@o365.fcu.edu.tw., ORCID: <https://orcid.org/0000-0001-5164-0743>

\*Correspondence Author: teong168@yahoo.com

### Abstract

This study aims to investigate the effects of emotional labor, specifically surface acting and deep acting, on organizational commitment, alongside the role of psychological contracts. Further, the moderating role of belongingness and value identity among complete work system and environment, and growth development within the model was tested. The sample consists of 407 participants, all of them working in beauty and hairdressing industry in Taiwan. Further, PLS-SEM technique was used to perform quantitative analysis. There is a significant negative effect of employees' surface acting on the overall work system and environment, growth and development, and organizational commitment. In contrast, employees' deep acting may enhance their overall work system and environment, as well as foster growth and development and improve organizational commitment. The moderating effects of belongingness and value identity significantly influence the relationship between emotional labor and the overall work system and environment. However, these moderating effects do not have a significant impact on the relationship between emotional labor and organizational commitment. This study extends hairdressing industry in the context of emotional labor by

examining the link between perception of employees' surface and deep display rules and psychological contract, organizational commitment.

Keyword: Psychological contract; Organizational commitment; deep / surface acting; Belongingness and value identity; Complete work system and environment; Growth development.

## Introduction

The field of research in frontline service workers' emotional labor self-regulation strategic or display rule has attracted the interested scholars, managements, and owners in recent year. Hochschild (2019) defines emotional labor as "the management of feelings to create a publicly observable facial and bodily display" in exchange for a wage. Grandey (2000) proposed an emotion regulation model that identifies the important components of emotional labor, along with its antecedents and consequences, as well as the individual and organizational factors that may influence the emotional labor process. Two main types of emotional labor regular strategies exist: surface acting refers to the reactive suppression or feigning of emotional expressions, while deep acting involves the proactive modification of feelings that results in authentic emotional expressions (Grandey, 2000). In this study, we examine the components of emotional labor, specifically surface acting and deep acting. Prior research on the relationship between emotional labor and organizational commitment has shown that deep acting is positively related to organizational commitment, whereas surface acting is negatively related to organizational commitment (e.g., Deliveli & Kiral, 2020; Lee, 2018; Yuan et al., 2022). Sturges et al. (2005) proposed that the fulfillment of the

psychological contract is, in turn, linked to organizational commitment. The formation of organizational commitment is associated with the inputs received by the employee from the organization and is closely linked to the outcomes of the relationship between both parties, as well as to the emotional bond between the organization's goals and values and those of the employee (Buchanan, 1974). Few studies have investigated the moderating role of the psychological contract in the relationship between emotional labor and organizational commitment, particularly with respect to the moderators of belongingness and value identity.

This article argues that emotional labor and psychological safety have differential influences on organizational commitment. The psychological contract, in general, refers to the set of beliefs held by an individual employee regarding the terms of the exchange agreement between the employee and their organization (Rousseau, 1989). For example, an employee may perceive that they have been promised a salary, and in return, they are expected to provide affective delivery to the organization. Therefore, the psychological contract is a critical factor in determining the relationship between the employer and the employee (Rousseau, 2001).

According to the 'Industrial and Service Industry Salary Statistics for December 2022 and the Year' released by

the Accounting and Statistics Office of Taiwan's Executive Yuan on February 17, 2023, the hairdressing and beauty industry, which includes beauty and hairdressing service workers, employs approximately 37,000 individuals, with an average salary of NT\$29,815. This salary ranks among the lowest in Taiwan's service sector. Furthermore, given that beauty and hairdressing service work involves close personal interaction, employees' emotional labor, psychological contracts, and organizational commitment are particularly significant. This study examines the relationship among hairdressing service employees' emotional labor, psychological contract, and organizational commitment in Taiwan. The purpose of this study is threefold. First, we examine how self-regulation strategies of emotional labor influence organizational commitment in the workplace. Second, we analyze how the psychological contract moderates and mediates the relationship between emotional labor and organizational commitment, considering employees' perceptions. Third, we explore the literature on emotional labor within the hairdressing service industry. The following section provides a review of three concepts: psychological contract, organizational commitment, and emotional labor, along with an exploration of the relationships among them.

## Theoretical Background And Hypothesis

### *Emotional Labor And Organizational Commitment*

Grandey (2000) defines emotional labor as the process of managing both the internal experience and external

expression of emotions to support or achieve organizational objectives.

Organizational commitment originated with Becker's (1960) side-bet theory, which is also referred to as the behavioral perspective (Meyer & Allen, 1991). Indeed, Organizational commitment is a spontaneous and organic process that develops through an individual's association with an organization (e.g., Meyer & Allen, 1991; Pratama et al., 2022). Namely, organizational commitment is often defined as a linkage, bond, or attachment of an individual to an organization (Kelin, Molloy, & Cooper, 2012). Meyer and Allen (1991), introduce three elements of commitment: (1) Affective commitment, which refers to the emotional attachment an individual feels toward the organization, motivating them to contribute their full potential; (2) Continuance commitment, which encompasses an employee's bond to the organization based on the perceived costs associated with leaving, including the desire to avoid the changes or uncertainties that would come with departure (Becker, 1960); and (3) Normative commitment, which reflects employees' sense of obligation to align with the organization's goals, values, culture, and norms, manifesting as loyalty.

Humphrey et al. (2015) described a third form of emotional labor—natural, genuine, and spontaneous emotional labor—which may be even more effective than deep acting. Therefore, deep acting does not negatively affect employee well-being and is positively related to job satisfaction, organizational commitment, job performance, and customer satisfaction (Humphrey et al., 2015).

Furthermore, Lee (2018) indicated that deep acting is associated with the three components of organizational commitment—identification, affiliation, and exchange—while no significant relationship was found between surface acting and these components of organizational commitment. Accordingly, we propose that if hairdressing service workers involve authentic feeling (deep acting) with natural, genuine, and spontaneous emotional labor, they are likely to feed-back organization with identification, affiliation, and exchange. Thus, we propose the following hypothesis:

Hypothesis 1 (H1): Emotional labor (deep acting) is positively associated with organizational commitment; emotional labor (surface acting) is negatively associated with organizational commitment.

#### *Emotional Labor And Psychological Contract*

Argyris (1962), who first introduced the term 'psychological contracts,' described them as implicit, unwritten agreements between both parties to respect each other's norms. Rousseau (1995) defined the psychological contract as an employee's perception of the exchange of mutual, promise-based obligations between the employee and the organization. Therefore, the psychological contract encompasses individual beliefs regarding reciprocal obligations between the individual and the organization (Rousseau, 1989). Accordingly, it is a psychological contract that encapsulates "an individual's passion regarding the provisions and conditions of a mutual exchange agreement between the individual and another entity". Namely, it

seems like Robinson et al. (1994), and Robinson and Morrisons' (1995) "relational obligation". Thus, the psychological contract is a construct defined by the belief that a promise has been made, and that the terms and conditions of this contract have been mutually accepted by both parties (Robinson and Rousseau, 1994) This study involves psychological contract conduct relational obligation that comprised belongingness and value identity, complete work system and environment, and growth development (Chiou, 2020).

Chiou (2020) conducted relational obligation of psychological contract to explore three dimensions, as below: (1) complete work system and environment: well workplace and fairness work environment is provided by organization; (2) growth development: individual development opportunity, work guidance, and career planning counseling is provided by organization; (3) belongingness and value identity: all colleagues has been perceived that satisfaction through identified and valued the organization.

Rousseau (1998) argued that the psychological contract can foster an employee's affective commitment if the individual trusts the organization, which in turn increases the likelihood of internalization or identification with the organization. Therefore, the psychological contract refers to employees' individual beliefs that arise when they perceive that a promise of future returns has been made to secure future benefits (Robinson and Rousseau, 1994). Accordingly, employees perceived where well workplace and fairness work environment were provided by organization, then they perform emotional labor with deep

acting. When employees' internal feelings conflict with their organization's display rules, they often attempt to alter their feelings and internalize the required emotional expressions (Ashforth & Humphrey, 1993; Grandey, 2003; Diefendorff et al., 2005). Hence, when employees engage in emotional labor, they exert active emotional efforts to align their emotional expressions with display rules; as a result, they are more likely to employ the strategy of deep acting (Chen, Tsai, and Wu, 2022). In this context, we propose the following hypotheses:

Hypothesis 2 (H2): Emotional labor (deep acting) is positively associated with complete work system and environment; emotional labor (surface acting) is negatively associated with complete work system and environment.

Hypothesis 2-a (H2-a): Complete work system and environment is positively associated with organizational commitment.

Emotional labor, growth development, belongingness and value identity and organizational commitment.

Rousseau (1995) defined the psychological contract as the set of individual beliefs regarding the reciprocal obligations and benefits established within a relationship of exchange. The theory of the psychological contract highlights the perceived adequacy of contract performance between the two parties involved, whereby one party may subjectively perceive that the other has not fulfilled the promised obligations (Robinson, 1996). Therefore, when employee perform deep acting of emotional labor, they

perceived the obligations promised and the organization would be feedbacked excellent growth development in the future. On the contrary, when employees perform surface acting of emotional labor, they perceived the psychological contract breach even worse of violation, hence they wouldn't expect to get growth development in the future. It hypothesizes that:

Hypothesis 3 (H3): Emotional labor (deep acting) is positively associated with growth development; emotional labor (surface acting) is negatively associated with growth development.

Herrera and De Las Heras-Rosas (2021) noted a strong link in the literature between the psychological contract and organizational commitment. Meyer and Allen (1991, 1997) referred to affective commitment, emphasizing a psychological perspective that highlights the binding force between the individual and the organization. Namely, Meyer and Parfyonova (2010) sought to connect the ideological psychological contract with affective and normative commitment under the following conditions: (a) the presence of ethical foundations, (b) the influence of transformative and charismatic leaders, or (c) employment within collectivist cultures. Accordingly, when employee involved ethical foundations and perceived growth development and belongingness and value identity were offered by organization, then they would toward to affective and normative commitment, especially they all belong to collectivists. Based on the foregoing analysis, the following hypotheses are proposed in this paper:

Hypothesis 3-a (H3-a): Growth development is positively associated with organizational commitment.

Hypothesis 4 (H4): Belongingness and value identity is positively associated with organizational commitment.

*Belongingness And Value Identity And  
Its Role As A Moderator*

Cohen (2011) posited that within the framework of the relational psychological contract, employees are encouraged to identify with the organization through practices such as internal promotion, mentoring, and socialization. Thus, identification is an important component of psychological contract, moreover, affective commitment leans toward a psychological perspective (Meyer and Allen, 1997). Therefore, all colleagues have been perceived that satisfaction through identified and valued the organization (Chiou, 2020). Lee (2018) examined the relationship between emotional labor and organizational commitment among 208 public service employees in South Korea, reporting that deep acting in emotional labor was associated with the three components of organizational commitment. In the perspective of belongingness and value identity that is an individual perceived value. Namely, Cavanaugh and Noe (1999) posited that the new psychological contract should encompass specific beliefs related to career development, commitment, and job security, reflecting the shift of organizations from a paternalistic to a partnership-oriented relationship. Therefore, when employee performed emotional labor where they perceived these obligations and belongingness and value

identity, then come out with strong organizational commitment spontaneously. Thus, we argue that belongingness and value identity moderates the relationship between (1) emotional labor and organizational commitment and (2) emotional labor and complete work system and environment.

Hypothesis 5 (H5): There is a moderating effect of belongingness and value identity between emotional labor and organizational commitment.

Hypothesis 6 (H6): There is a moderating effect of belongingness and value identity between emotional labor and complete work system and environment.

This study is based on the theoretical background and hypothesis, as well as the proposed framework model of the study, which is shown in Figure 1.

Methodology

*Procedure and Participants*

Criteria for sampling involve the selection of participants who are experiencing the same phenomenon and possess similar attributes (Creswell & Poth, 2016). The present study was carried considering beauty and hairdressing services in Taiwan. In past four years (2018 ~ 2021), beauty and hairdressing service worker decreased due to COVID-19 pandemic panic (see Figure 2). This study distributed questionnaire through Google forms and post the linkages social platforms (i.e., Line, Instagram, WeChat, Facebook, Dcard, Telegram, etc.) to boost the responding rate and



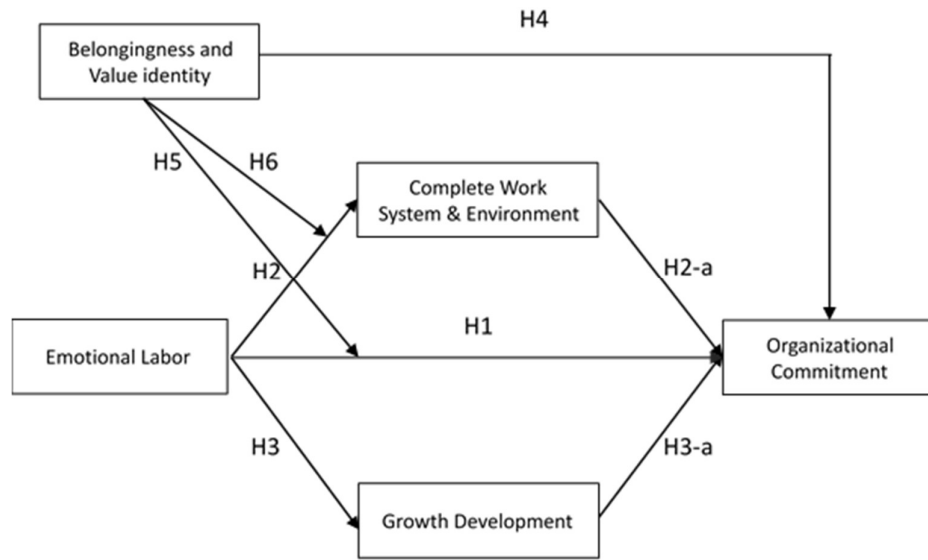


Figure 1. Proposed Framework Model of the Study

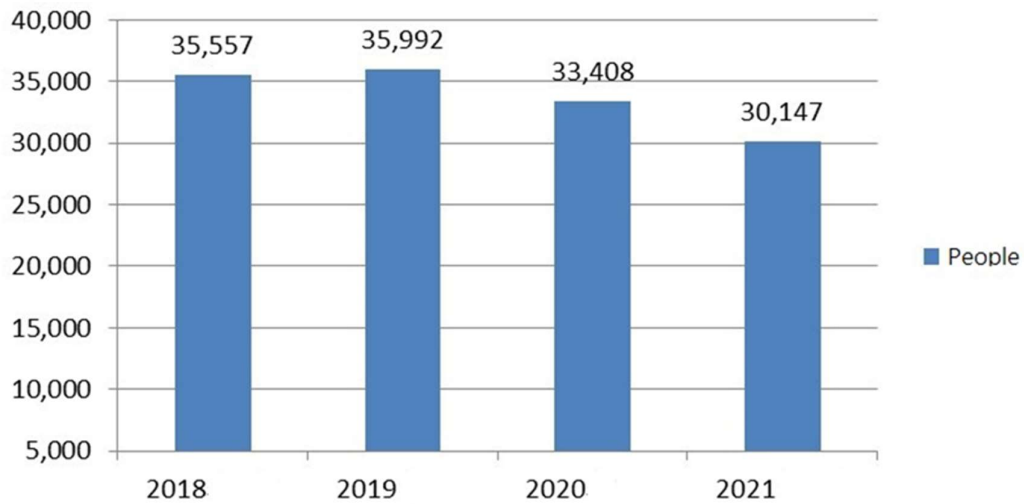


Figure 2. Taiwan's Beauty and Hairdressing Service Industry Employed  
Source: Ministry of Labor (2022)

Table 1. Respondents' socio-demographic characteristics (N = 407)

	Variable	Frequency	Percent	Mean (SD)
Age	< 20 years of age	3	0.7	5.5 (1.96)
	20 ~ 29	72	17.7	
	30 ~ 39	99	24.3	
	40 ~ 49	148	36.3	
	> 50 years of age	85	20.9	
Gender	Male	164	40.3	1.6 (0.50)
	Female	243	59.7	5.1(2.64)
Tenure	< 1 year	35	8.6	
	1 ~ 3	69	17	
	4 ~ 5	51	12.5	
	6 ~ 7	34	8.4	
	8 ~ 9	26	6.4	
	10 ~ 11	26	6.4	
	12 ~ 13	21	5.2	
	> 14 years	145	35.6	

exposure our research context. The data was collected during the period of January-March 2023 in Chinese language based on convenience random sampling. In total 450 beauty and hairdressing service workers were approached for their respond which 407 was validated (90.45%). Table 1 presents a summary of the characteristics of the respondents involved in the survey. The descriptive statistic shows that the respondent comprises more females (59.7%) than males (40.3%) and the age groups of 40-49 years (36.3%), followed by the 30-39 years (24.3%) age group. In terms of tenure, almost service workers' job tenure over 14 years (35.6%), followed by 1-3 years (17%), and an equal number of participants were 8-9 (6.4%) and 10-11 (6.4%), the group of 12-13 years (5.2%) were the minimum job tenure.

#### Measures

This study adopted quantitative mode of research; the questionnaire deployed in this survey composed of two sections. All items were answered on 5-point Likert-type response scale (1 = strongly disagree, 3 = uncertain, 5 = strongly agree). First, the demographic information of the participants; second, the items measuring emotional labor of surface / deep acting, psychological contract (complete work system and environment, growth development, and belongingness and value identity), and organizational commitment (affective commitment, continuance commitment,

and normative commitment) the details as describes the following, sources for measuring items are shown in Table 2.

#### Emotional Labor.

Emotional labor was assessed by modifying items developed by Lin (2000). The measurement included both surface acting (SA; 3 items, e.g., "You



have to often pay attention to body language when you interact with customer”) and deep acting (DA; 4 items, e.g., “You have to do your best to motivate consumer behavior, even though you are bad mood that you still have to overcome this condition”). The Cronbach's alpha reliability for this scale was 0.90 (Lin, 2000).

#### Psychological Contract.

We measured psychological contract using 18 items developed by Chiou (2020) that comprised three dimension, 8 items in complete work system and environment, such as “Company created friendly and harmony work environment actively”, 5 items in growth development, such as “Company have engaged complete performance appraisal and individual development chance”, and 5 items in belongingness and value identity, such as “I identify my occupation and pay attention to manners”.

#### Organizational Commitment.

Organizational commitment was measured using the Organizational Commitment Questionnaire (OCQ) developed by Meyer and Allen (1991), which consists of 15 items across three dimensions: affective commitment (4 items), continuance commitment (5 items), and normative commitment (6 items).

#### *Data Analysis*

Partial Least Squares Structural Equation Modeling (PLS-SEM; Hair et al., 2021) was employed to examine the relationships among the variables. The analysis was conducted using Smart PLS version 3.0.

Table 2. Sources for measuring items.

NO	Variable	Item	Source
1	Emotional labor	10	Lin (2000)
2	Organizational commitment	15	Meyer and Allen (1991)
3	psychological contract	18	Chiou (2020)

#### Results

##### *Assessment of Measurement Model*

In the context of this study, item loadings, Cronbach's  $\alpha$ , Rho-A, composite reliability (CR), and average variance extracted (AVE) were rigorously evaluated to assess convergent validity. The items of poor outer loading values (SA1, SA2, DA3, DA6, EP1, EP3, EP4, CS7, AVI5) was removed. The results are shown in the Table 3. In terms of Hair et al. (2021) proposed that item loading was more than 0.6, Hulland (1999) suggested loadings was more than 0.5, which all items fulfill this criterion. All the inner VIF values for the research variables are less than 5, signifying that lateral multicollinearity is not a problem in this study. As for the AVE threshold, it should exceed 0.5 (Hair et al., 2019). In our study, AVE were ranged from 0.5 to 0.73 that were acceptable. This presents good composite or construct reliability for the construct in this research. Furthermore, the CR value was ranged from 0.714 to 0.874, consisted with the value suggested by Hair et al. (2012). In addition, Table 3 reports Dijkstra-Henseler's (2015) rho\_A coefficient, which Wong (2019)

pointed out that the modern view of PLS suggests that instead of using Cronbach's alpha and composite reliability, one should consider using "rho\_A" coefficient to check the reliability of PLS construct scores.

The Fornell-Larcker criterion is shown in Table 4, cross loadings are presented in Table 5, and the Heterotrait-Monotrait ratio test is shown in Table 6, which establishes discriminant validity.

Table 6 shows the result of the Heterotrait-Monotrait test (HTMT) that test is used mainly to determine whether the is discriminant validity in the model. According to Henseler et al. (2015), the HTMT ration should not be greater than 0.9.

#### *Assessment of Structural Model*

Hair et al. (2021) proposed that the R<sup>2</sup> and the path coefficients are the essential measures for assessing the structural model. According to Shmueli and Koppius (2011) proposed that the R<sup>2</sup> measures the variance, which is explained in each of the endogenous constructs and is therefore a measure of the model's explanatory power. The R<sup>2</sup> ranges from 0 to 1, with higher values indicating a greater explanatory power (Hair et al., 2019). As shown in the Table 7, the model has R<sup>2</sup> value of 12.1% for CSE, 14.1% for GD, and 70.1% for OC.

In terms of path analysis, Figure 3 and Table 8 shows the path coefficients and p-values for each hypothesis. Almost hypotheses are supported (except

H3-a, H5), which in term indicates that all the paths are significant between the independent variables and the dependent variables. H1 ( $B = 0.127$ ;  $t\text{-value} = 3.776$ ;  $p < 0.05$ ) presents the path between emotional labor and organizational commitment; indicating that emotional labor of deep acting is positively associated with organizational commitment; emotional labor of surface acting is negatively associated with organizational commitment. H2 ( $B = 0.348$ ;  $t\text{-value} = 7.093$ ;  $p < 0.05$ ) demonstrated that emotional labor of deep acting is positively associated with complete work system and environment; emotional labor of surface acting is negatively associated with complete work system and environment. H2-a ( $B = 0.329$ ;  $t\text{-value} = 5.2$ ;  $p < 0.05$ ) indicated that complete work system and environment is positively associated with organizational commitment. H3 ( $B = 0.376$ ;  $t\text{-value} = 7.928$ ;  $p < 0.05$ ) presented that emotional labor of deep acting is positively associated with growth development; emotional labor of surface acting is negatively associated with growth development. H3-a ( $B = 0.086$ ;  $t\text{-value} = 1.4$ ;  $p = 0.781$ ) describes growth development is positively associated with organizational commitment that are not supported. H4 ( $B = 0.417$ ;  $t\text{-value} = 6.467$ ;  $p < 0.05$ ) demonstrated that belongingness and value identity is positively associated with organizational commitment. Figure 4 & 5 demonstrated that the interactional effects between belongness & value identity and emotional labor, which hypothesis 6 that moderating effect is significance between emotional labor and complete work system & environment ( $B = 0.085$ ;  $t\text{-value} = 2.751$ ;  $p < 0.05$ )

Table 3. Convergent validity

Constructs Criteria	Items	Loadings > 0.7	Cronbach's $\alpha$ > 0.7	Rho-A > 0.7	CR > 0.7	AVE > 0.5
Emotional labor (EL)	SA2	0.700	0.832	0.832	0.874	0.500
	SA3	0.700				
	DA1	0.700				
	DA2	0.740				
	DA4	0.761				
	DA5	0.700				
	DA7	0.731				
Organizational commitment	EP2	0.898	0.957	0.944	0.763	0.898
	EP5	0.865				
	EP6	0.830				
	EP7	0.862				
	OP1	0.870				
	OP2	0.862				
	OP3	0.715				
	OP4	0.820				
	VP1	0.825				
	VP2	0.821				
	VP3	0.725				
	VP4	0.801				
	CS1	0.930				
Complete system (CSE)	CS2	0.860	0.930	0.945	0.740	0.930
	CS3	0.835				
	CS4	0.849				
	CS5	0.874				
	CS6	0.857				
	GD1	0.907				
Growth development	GD2	0.833	0.910	0.931	0.730	0.907
	GD3	0.894				
	GD4	0.890				
	GD5	0.786				
	AVI1	0.867				
Belongingness	AVI2	0.802	0.872	0.909	0.714	0.867
	AVI3	0.838				
	AVI4	0.887				

Note: SA = surface acting; DA = deep acting; CR = composite reliability; AVE = average variance extracted.

Table 4. Fornell-Larcker Criterion results

Constructs	AVI	CSE	EL	GD	OC
Belongingness (AVI)	<i>0.845</i>				
Complete work system (CSE)	0.799	<i>0.860</i>			
Emotional labor (EL)	0.344	0.348	<i>0.706</i>		
Growth development (GD)	0.817	0.790	0.376	<i>0.854</i>	
Organizational commitment (OC)	0.793	0.774	0.418	0.734	<i>0.821</i>

Note: Italicized diagonal are the square root of AVE.

Table 5. Cross loadings results

	AVI	CSE	EL	GD	OC
AVI1	0.787	0.676	0.236	0.635	0.610
AVI2	0.802	0.709	0.288	0.772	0.639
AVI3	0.838	0.597	0.308	0.598	0.676
AVI4	0.887	0.715	0.324	0.748	0.750
CS1	0.669	0.856	0.297	0.648	0.670
CS2	0.667	0.860	0.310	0.644	0.652
CS3	0.682	0.835	0.318	0.684	0.716
CS4	0.668	0.849	0.319	0.683	0.655
CS5	0.706	0.874	0.269	0.683	0.645
CS6	0.642	0.857	0.275	0.733	0.594
SA2	0.299	0.271	0.669	0.279	0.382
SA3	0.274	0.249	0.677	0.245	0.339
DA1	0.274	0.188	0.700	0.865	0.329
DA2	0.240	0.233	0.740	0.833	0.296
DA4	0.289	0.265	0.761	0.894	0.312
DA5	0.269	0.281	0.659	0.890	0.265
DA7	0.225	0.189	0.731	0.786	0.286
GD1	0.683	0.729	0.343	0.865	0.655
GD2	0.656	0.641	0.338	0.833	0.577
GD3	0.737	0.751	0.314	0.894	0.679
GD4	0.712	0.669	0.313	0.890	0.612
GD5	0.691	0.570	0.300	0.786	0.585
EP2	0.609	0.491	0.377	0.479	0.764
EP5	0.689	0.657	0.383	0.625	0.865
EP6	0.678	0.635	0.370	0.601	0.830
EP7	0.701	0.666	0.390	0.621	0.862
OP1	0.689	0.652	0.371	0.617	0.870
OP2	0.667	0.650	0.328	0.588	0.862
OP3	0.618	0.612	0.286	0.561	0.715
OP4	-0.630	-0.650	-0.307	-0.539	-0.820
VP1	0.712	0.740	0.344	0.693	0.825
VP2	0.726	0.669	0.364	0.699	0.821
VP3	0.641	0.553	0.290	0.564	0.725
VP4	0.628	0.659	0.297	0.597	0.801

Table 6. HTMT criterion

	AVI	CSE	EL	GD	OC
AVI					
CSE	0.897				
EL	0.462	0.382			
GD	0.830	0.860	0.431		
OC	0.816	0.814	0.511	0.778	

Source: The Authors.

Table 7. *R* square and adjusted *R* square of all variables

	<i>R</i> Square	<i>R</i> Square Adjusted
Complete work system & environment (CSE)	0.121	0.119
Growth development (GD)	0.141	0.139
Organizational commitment (OC)	0.701	0.699

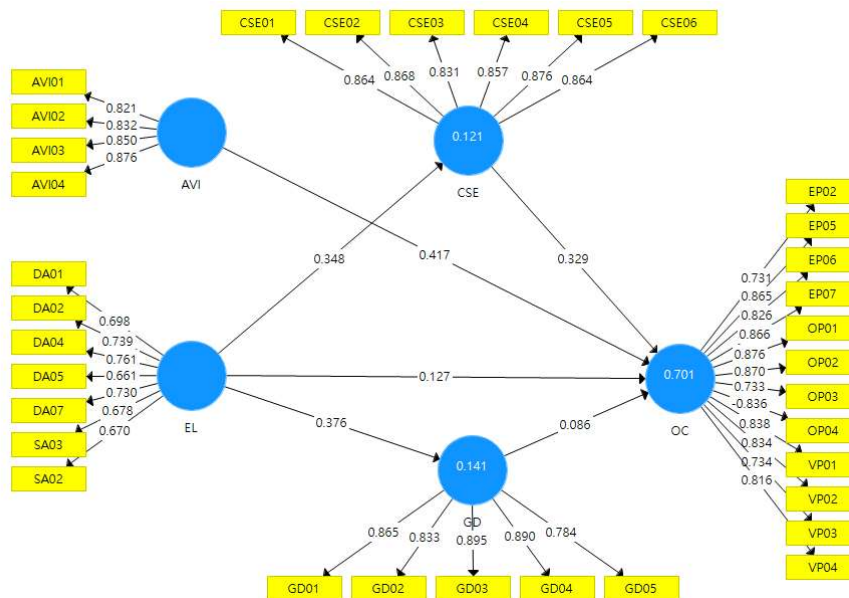


Figure 3. Measurement and structural model

Table 8. Path coefficients of structural model

Hypothesis	X → Y	O	M	STDEV	T Statistics	p-value
H1 (S)	EL → OC	0.127	0.130	0.034	3.776	0.000
H1 (S)	DA → OC	0.231	0.234	0.056	4.132	0.000
H1 (S)	SA → OC	0.272	0.270	0.054	5.052	0.000
H2 (S)	EL → CSE	0.348	0.352	0.049	7.093	0.000
H2 (S)	DA → CSE	0.218	0.223	0.064	3.437	0.001
H2 (S)	SA → CSE	0.192	0.186	0.061	3.171	0.002
H2-a (S)	CSE → OC	0.329	0.331	0.063	5.200	0.000
H3 (S)	EL → GD	0.376	0.381	0.047	7.928	0.000
H3 (S)	DA → GD	0.268	0.269	0.057	4.691	0.000
H3 (S)	SA → GD	0.298	0.298	0.047	6.367	0.000
H3-a (N)	GD → OC	0.086	0.085	0.061	1.400	0.162
H4 (S)	AVI → OC	0.417	0.415	0.064	6.467	0.000
H5 (N)	AVI X EL → OC	0.030	0.046	0.033	0.904	0.366
H6 (S)	AVI X EL → CS	0.085	0.108	0.031	2.751	0.006

Note: Bootstrapping = 5000; (S) = supported; (N) = not supported; AV = belongingness & value identity; O = original sample; M = sample mean; STDEV = standard deviation.

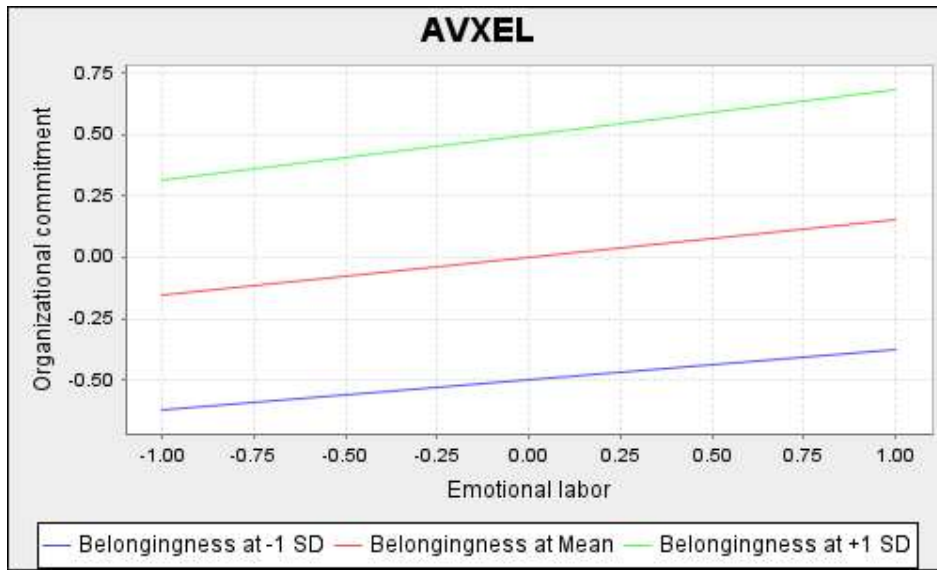


Figure 4. Linear interactions (H5)

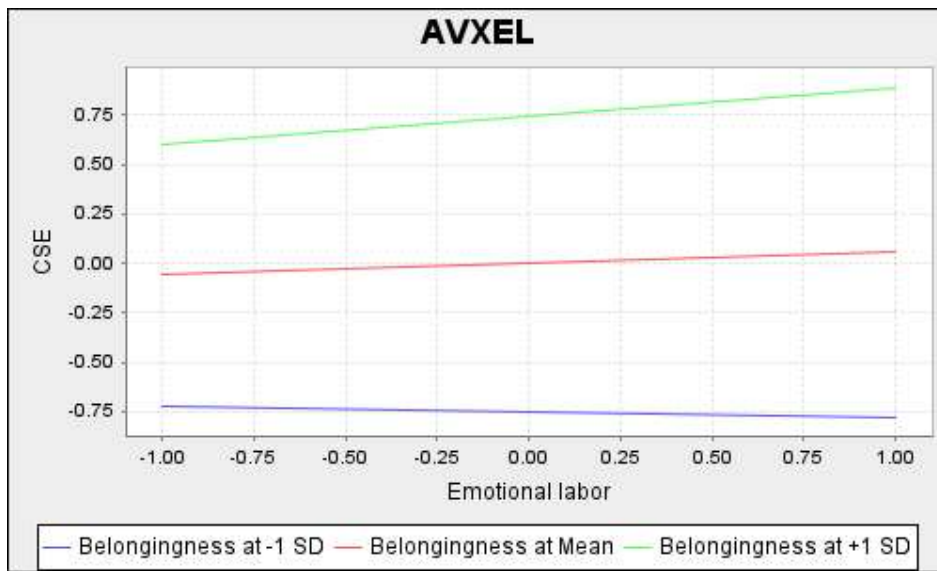


Figure 5. Linear interaction (H6)

## Discussion and Conclusion

This study aimed to investigate the relationships among emotional labor, psychological contracts, and organizational commitment within the beauty and hairdressing service industry in Taiwan. Indeed, beauty and hairdressing service environment is a changeable market, its tendency will be personalized and customized. Hence, the psychological quality of service worker is more important than before, especially they perform emotional labor.

The results can be summarized as follows: First, both emotional labor and psychological contracts had significant effects on organizational commitment. However, surface acting did not exert a significant impact on organizational commitment. These findings are consistent with those of Deliveli and Kiral (2022), Herrera and De Las Heras-Rosas (2021), Lee (2018), Yang and Jeoung (2014), and Yuan et al. (2022), who

asserted that deep acting in accordance with display rules can enhance employees' organizational commitment, while surface acting tends to have the opposite effect.

Second, the results indicate a significant direct effect of emotional labor through deep acting, which is positively associated with the overall work system and environment. In contrast, emotional labor manifested through surface acting is negatively associated with the overall work system and environment. Prior research has identified various factors influencing employees' psychological contracts. The findings of this study provide support for the empirical survey conducted by Xuan and Park (2012). Notably, the role of emotional labor as a potential antecedent to employees' overall work system and environment (psychological contract) has not been extensively examined in the literature. Thus, the present study addresses this gap by



providing empirical insights into this underexplored area.

Third, the results present that emotional labor of deep acting is positively associated with psychological contract of growth development; emotional labor of surface acting is negatively associated with psychological contract of growth development. These findings align with those of Bal, Chiaburu, and Diaz (2011) and Matthijs and Smit (2012), who asserted that psychological contracts could encourage employees to engage in emotional labor with genuine feelings (inner emotions or deep acting).

Fourth, no significant moderating effects were found for belongingness and value identity in the relationship between emotional labor and organizational commitment. Although, belongingness & value identity did not moderate the relationship between emotional labor and organizational commitment, the results indicate that whole component of psychological contract did not show the moderating effect. The results demonstrated that the interactional effects between belongingness and value identity and emotional labor, that moderating effect is significance between emotional labor and complete work system & environment. Psychological contract as a potential role of moderation between employees' emotional labor and organizational commitment has not been explored in the literature, Consequently, the present study addresses this gap in the empirical literature.

If surface acting occurs, it would be advantageous for managers to identify which employees are less likely to exhibit a reduction in proactive behaviors,

such as they did not perceive any psychological contract fulfill from organization, thus organizational commitment is diminished, as a result. Generally speaking, subordinates who regulate their emotional labor with deep acting through their perceived psychological contract and to help forward organizational commitment. Likewise, supervisors who endeavor the strength of psychological contract (i.e., growth development, complete work system & environment, and belongingness & value identity) and employees would feedback genius feeling to customers spontaneously and engage their organization commitment. The above of practical implications that respond to Bal., Chiaburu, and Diaz's (2011) studies suggest, strategies used by employees to manage emotions may modify their resulting proactive behaviors.

#### Limitations and Future Research

This study has several limitations. First, there is a geographical restriction; future research could benefit from comparisons across different regions, as factors such as employee attitudes, culture, income levels, and commercial structures are likely to influence employee behaviors. Second, the study's single-participant approach presents limitations. Future research utilizing dyadic analysis could provide insights into the relationship between employers and employees, thereby offering richer evidence for comparing differences in their reflections. Third, the study was conducted within a single industry—the beauty and hairdressing service industry—so its findings may be relevant only to this sector. In this regard, future research on a broader range of industries could

present an interesting avenue for exploration.

#### Declaration of Conflicting Interests

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

#### Funding

The author(s) received no financial support for the research, authorship, and/or publication of this article.

#### Author Contributions

All authors listed have made a substantial, direct, and intellectual contribution to the work, and approved it for publication.

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