

A Study on the Impact of Emotional Dysregulation on In-role Behavior among Service Company Employees

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ABSTRACT

The development of society and the improvement of people's living standards have placed higher demands on services. Emotional dysregulation has a certain impact on employees' physical and mental well-being, and also affects the quality of service. This study examines the impact of emotion dysregulation on employees' in-role behavior in service companies through a questionnaire survey, starting from the dimensions of emotion dysregulation. The results of the study show that employees' work engagement positively affects employees' in-role behavior in service companies, and that emotional dysregulation does not necessarily negatively affect employees' in-role behavior. Based on the analysis of the causes, it is suggested that business managers still need to pay attention to employees' emotions, as emotions can help us understand how annoying and exhilarating events in the workplace affect employees' performance and satisfaction.

Keywords: *Emotional dysregulation, in-role behavior, work engagement*

I. INTRODUCTION

With the development of the economy, people's living standards are improving, and people are putting forward higher requirements for services. Not only do they require quality but also a temperature of service. For the employees of service companies, providing emotional labor that meets the requirements of the job is a necessary daily task. Emotional dissonance arises when the emotions required by the job are in conflict with one's true emotions. The creation of emotional dissonance inevitably has an impact on the psychology and behavior of employees. Service companies will expect their employees to be better able to regulate their emotions and adopt appropriate emotional labor strategies to satisfy consumers and increase their own satisfaction. Emotional dysregulation is a significant factor for both employees and companies, affecting employees physically and emotionally, which in turn affects their performance and job satisfaction.

Current research on emotions has focused on the impact of emotional labor and emotional intelligence on employees' work engagement, but there is relatively little empirical research on emotion dysregulation and employees' work behavior, especially their in-role behavior. There is a need for further research on the effects of emotional dissonance on work engagement and

performance. Therefore, based on the existing studies, this study examines the impact of emotion dysregulation on employees' intra-role behavior in service companies through a questionnaire survey, based on the concept and dimensions of emotion dysregulation, with a view to suggesting strategies for managing employees' emotion dysregulation and providing some reference for subsequent studies.

2. LITERATURE REVIEW AND HYPOTHESIS FORMULATION

2.1 Emotional dysregulation and in-role behavior

Taylor et al. (2012) divided quiet emotions into internal and external emotions, with internal emotions being the actual emotions of the individual; in contrast, external emotions are those that the organization requires the employee to display and are seen to be consistent with the particular job.^[1] Stephen P. Robbins argues that emotional dysregulation occurs when the emotions an employee needs to display are different from his or her true emotions, i.e., when internal and external emotions are not aligned. Intra-role behavior is the behavior of the employee in performing the duties of the job as defined by the organization. Emotional dysregulation can create

a state of discomfort for interpersonal interaction employees, which in turn can lead to negative outcomes such as job stress and emotional exhaustion^[2]. From an individual emotion regulation perspective, employees will express emotions that meet organizational requirements through two emotion regulation processes, namely surface performance and deep performance^[3]. In contrast to surface acting, which is a form of regulation that only changes the external expression of emotions and does not change the internal feelings, deep acting is a form of regulation that changes the internal feelings to produce emotions that meet the demands of the organization and then expresses the corresponding emotions authentically^[3]. This is linked to fatigue and work stress.^[4] Morris et al. demonstrated that emotional dysregulation can lead to fatigue and reduced job satisfaction.^[5] Helena et al. found that surface performance can affect absenteeism.^[6] Therefore, hypothesis H1 can be formulated:

H1: Emotional dysregulation has a negative relationship with employee in-role behavior.

2.2 Emotional dysregulation and work engagement

The emotional state of employees affects their customer service, which in turn affects the level of business and customer satisfaction.^[7] Prolonged emotional dysregulation predicts burnout, reduced job performance and lower job satisfaction.^[8] "You can't separate emotions from work because you can't separate emotions from people."^[9] Hypothesis H2 can therefore be formulated:

H2: Emotional dysregulation and work engagement show a negative relationship.

2.3 Work engagement and in-role behavior

Work engagement refers to an individual's high level of physical and mental commitment to the activity they are engaged in and encompasses the three dimensions of energy, dedication and concentration. Intra-role behavior refers to the behavior of employees in performing the duties of their jobs as defined by the organization. Employees with high levels of work engagement tend to be willing to put in more time and effort to complete their work, and also have greater resilience to overcome difficulties and obstacles encountered in their work and proactively seek reasonable and effective solutions (Zhan Xiaohui et al., 2018).^[10] Therefore, hypothesis H3 can be formulated:

H3: There is a positive relationship between work engagement and employees' in-role behavior.

To a certain extent, employee emotional disorders will bring about fluctuations in employee emotions, and fluctuations in employee emotions will affect their

physical and mental commitment to work in the engineering process, and their commitment to work will in turn affect the performance of employee in-role behaviors to a certain extent, so hypothesis H4 can be proposed.

H4: Work engagement plays a mediating role in the relationship between employee mood disorders and in-role behavior.

Based on the above literature review and theoretical hypothesis derivation, this paper constructs the theoretical model shown in Figure 1.

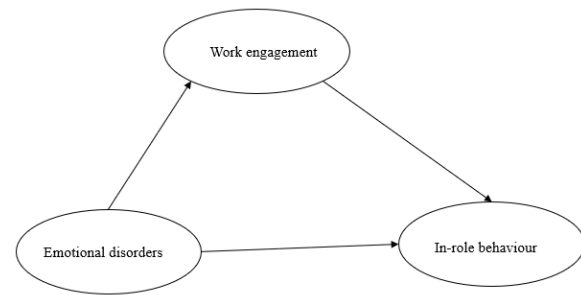


Figure 1. Theoretical model

3. RESEARCH METHODOLOGY

3.1 Research Subjects

The target population of this study is mainly the employees of service enterprises. A total of 462 questionnaires were distributed, and 312 valid questionnaires were actually recovered. Among them, 159 were male, accounting for 50.96%; 153 were female, accounting for 49.04%. There were 39 junior high school students, accounting for 12.5%; 151 high school and college students, accounting for 48.4%; 116 undergraduates, accounting for 37.2%. 207 employees aged 21-30, accounting for 66.6%; 95 employees aged 30 or above, accounting for 30.4%. Employees who have worked in the company for 1-2 years account for 22.4% and those who have worked for 3-5 years account for 61.2%. There were 133 ordinary employees, accounting for 42.6%; 97 at the foreman level, accounting for 31.1%, 47 at the supervisor level, accounting for 15.1%, and 35 at the department manager and general manager levels, accounting for 11.2%.

3.2 Research tools

To facilitate the study, the variables included in this study were measured using the Likert 5-point scale for each variable. The five levels of emotional disorders were 1 for "strongly disagree", 2 for "disagree", 3 for "average", 4 for "agree" and 5 for "disagree". Agree" and "Strongly Agree", with higher scores indicating higher levels of emotional dysregulation. The 5 levels of in-role behavior and work engagement are 1 for "never", 2 for "rarely", 3

for "sometimes", 4 for often" and 5 for "always".

The Emotional Dysregulation Scale was based on the scale proposed by Cheung (2013) with four questions; the Work Engagement Scale was based on the Work Engagement Questionnaire UWES developed by Schaufeli et al. (2002) with nine questions, which contains three main dimensions: vitality, concentration and commitment [14]; the Intra-Role Behavior Scale was based on the scale proposed by Williams and Anderson (1991). Anderson (1991), with seven questions in total.

4. RESULTS

The data for the articles were analysed using Amos 26.0 and SPSS 26.0 software.

4.1 Validation factor analysis

For the fit indicators, χ^2 /df , GFI, AGFI, RMSEA, NFI, IFI and CFI were chosen. generally speaking, χ^2 /df less than 3 is better; GFI, NFI, IFI and CFI are above 0.9, the closer to 1 means the model fits better; RMSEA should be less than or equal to 0.08.

Table 1. Fit indices for model validation factor analysis

Fit Indicator	Recommended Value	Fitted Value
χ^2	the smaller the better	284.945
χ^2 / df	<3.0	1.706

GFI	>0.9	0.922
AGFI	>0.8	0.902
RMSEA	<0.08	0.048
NFI	>0.9	0.959
IFI	>0.9	0.983
CFI	>0.9	0.983

The results of the validation factor analysis are shown in Table 1, from which it can be seen that the fitted indicators of the model meet the criteria, indicating that the research model is well supported by the data.

4.2 Structural equation model analysis

The structural relationships between the latent variables and their estimated values of the standardised path coefficients and the results of hypothesis testing, etc. are shown in Table 2. As can be seen, emotional dysregulation has an effect on in-role behavior with a standardised path coefficient of 0.386, indicating that emotional dysregulation affects employees' in-role behavior, but not in a negative way, and hypothesis 1 has not been tested. The standardised path coefficient for emotional dysregulation and work engagement was 0.469, indicating that emotional dysregulation also has an effect on work engagement, but not in a negative direction, and hypothesis 2 was not tested. At the same time, the standardised path coefficient between work engagement and in-role behavior was 0.293, indicating that work engagement has a positive effect on in-role behavior, so hypothesis 3 was validated.

Table 2. Hypothesis test results

	Assumption	Result
H1	Emotional dysregulation shows a negative relationship with employee in-role behavior.	not support
H2	Emotional dysregulation is negatively correlated with work engagement.	not support
H3	Work engagement and in-role behavior show a positive correlation.	support

4.3 Analysis of mediating effects

In this paper, the standard errors and confidence intervals of the indirect effects were re-estimated using the Bootstrap technique, and the results of the validated

data are shown in Table 3. According to Bias-corrected and Percentue upper and lower intervals do not contain 0, the indirect effect is significant at the 95% confidence interval, the mediating effect is verified, but it is not a negative effect, so hypothesis H4 is not valid.

Table 3. Path coefficients for the intermediate effects model

Hypothesis	Intermediary Pathway	Indirect effect factor	95% confidence interval		Intermediary Effect
			Lower limit	Upper limit	
H4	Emotional dysregulation—Work engagement—in-role behavior	0.138**	0.216	0.074	not support

5. CONCLUSION

The study shows that while employee work

engagement positively affects employee in-role behavior in service companies, the negative relationship between employee emotional dysregulation and employee in-role

behavior does not hold, and emotional dysregulation does not necessarily negatively affect employee in-role behavior. This is because each employee has different emotion regulation ability and different mindset when facing emotion dysregulation, which can affect the relationship between emotion dysregulation and employees' in-role behavior. Although the negative relationship between emotion dysregulation and in-role behavior has not been verified, given the limitations of this study in terms of industry selection and sample size, managers still need to pay attention to employees' emotions as they can help us understand how annoying and exhilarating events in the workplace affect employee performance and satisfaction. Even if it seems insignificant, employees and managers cannot ignore emotions and the events that cause them, as they can add up to more and ultimately affect employee performance and job satisfaction.

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