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UNIVERSIDADE DE MACAU
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Faculty of Business Administration
SEMINAR SERIES No.8/1819
MMI

*Emotional Labor and Alcohol Consumption:
Why and When Emotional Regulation at Work
Helps or Harms Behavioral Regulation After Work*

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Abstract

Based on the ego depletion theory, we theorize and test why and when emotional regulation with customers (i.e., emotional labor) impairs subsequent alcohol consumption. We tested our theoretical predictions using two studies that employ a multi-level, multi-phase, and multi-context research design. In Study 1, we test the direct effect, and indirect effects through perceived depletion, using experience sampling methods with multiple assessments per day from customer-contact employees. After controlling for negative mood, daily surface acting (i.e., faking and suppressing expressions with customers) predicted later depletion but not alcohol consumption. Daily deep acting (i.e., modifying one's mood with customers) was unrelated to depletion but predicted less alcohol consumption. In Study 2, we replicate and extend these findings in two ways. First, surface acting does increase daily alcohol consumption, but only for employees with emotionally demanding jobs. Second, deep acting's negative relationship with alcohol use is explained by the reduced motivation to detach from the work role. Overall, performing emotional labor seems to motivate employees to drink more or less than usual, depending on the regulation strategy and job context, while reduced willpower does not appear to explain this effect.

Date: 4 April, 2019 (Thursday)
Time: 16:00~17:30
Venue: Faculty of Business Administration, E22-3011

A Short Biography of Prof. Nai-Wen CHI

Nai-Wen Chi is a Professor and the Director of Graduate Institute of Human Resource Management, National Sun-Yat Sen University. He completed his Ph. D. degree at Department of Business Management, National Cheng Chi University. His research areas include moods/emotions at work, employee attitudes and behaviors, and team management. His papers have been published at *Journal of Applied Psychology*, *Journal of Management*, *Organizational Behavior and Human Decision Processes*, *Personnel Psychology*, *Journal of Organizational Behavior*, *Journal of Vocational Behavior*, *Human Relations*, *Journal of Service Research*, *Journal of Business Research*, *Human Performance*, *Group & Organization Management*, *Applied Psychology: An International Review*, *Journal of Occupational and Organizational Psychology*, *British Journal of Industrial Relations*, *Journal of Business and Psychology*, *Journal of Occupational Health Psychology*, *Journal of Applied Social Psychology*, *International Journal of Human Resource Management* and other outlets.

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