

EMOTIONAL PERFORMANCE AS CONSEQUENCE OF EMOTIONAL DISPLAY RULES: MULTIFOCI AND CROSS-LEVEL APPROACH

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Abstract

Emotions are an important part of the workplace. Emotional display rules describes expectations about the emotion that should or should not be displayed while social interaction. Emotional display rules as group norm are powerful means of social influence, employee understand and follow them even when they are not stated explicitly. The present study propose and test a cross-level multifoci model of emotional display rules on emotion performance. They crossed 2 types of display rules (positive emotion display rules and negative emotion display rules) with 2 foci (supervisor and coworker) and aggregated to the group level to create 4 distinct emotional display rules variable (positive emotion display rules with supervisor target, positive emotion display rules with coworker target, negative emotion display rules with supervisor target, negative emotion display rules with coworker target). They then tested for the effect these variable on emotional performance. The author also tested deep acting and surface acting as mediator variable of these relationship.

The research was conducted using a survey research design in six organizations with a total number of 491 respondents from 50 work units in Jogjakarta. Emotional display rules are measured at the unit level and tested using inter-rater agreement (IRA) and intra-class correlation (ICC). Deep acting, surface acting, and emotional performance, were measured at the individual level. Hierarchical linear modeling (HLM) was used to test the cross-level effect of emotional display rules on outcome variable. Important empirical contribution of this research are emotional display rules with supervisor and coworker target as group phenomenon and cross-level effect of emotional display rules with target of supervisor and coworker have significance effect on emotional performance. Deep acting mediate positive effect of positive emotional display rules with supervisor and coworker target on emotional performance.

Although our study possesses a number of strengths (e.g., the use of group reference), there are of course some limitations. First, all variables were assessed from the same source, leading to the potential for common method variance in biasing the observed relations. Second, some of our study variables (e.g., deep acting and surface acting) may well vary within persons over time, suggesting that using experience sampling to assess key constructs could yield important insights. Finally, cross sectional nature of the study did not allow us to be sure of the temporal order and direction of causality between the observed variables.

These results suggest that emotion management at work has normative component that may be leveraged by organizations to facilitate positive outcomes for employees and work group. That is, work group may work to build positive emotion norms by teaching managers to be effective display rule “regulators” and providing formal training to employees in how to handle emotional situations while social interaction. These results suggest that organizations seeking to increase emotional performance should consider the role of unit-level emotion norms.

Keywords: *Emotional performance, Emotional display rules, Deep acting, Surface acting, Multifoci, Cross-level.*

I. Introduction

In today’s competitive work environment, management has begun to focus more on how interpersonal interactions impact team success. How employees speak and act toward others (e.g., supervisors and coworkers) can affect important outcome variables (e.g.,

performance team, quality of team decisions). Because emotional displays are an important aspect of interpersonal interactions, many teams prescribe how emotions should be presented to others through the use of display rules. Display rules provide the standards for the appropriate expression of emotions on the workplace. Researchers have described display rules as varying along two main dimensions: demands to express positive emotions and demands to suppress negative emotions (e.g., Brotheridge & Grandey, 2002; Schaubroeck & Jones, 2000).

The person with whom an employee is interacting also is an important part of the situation and thus should be a key influence on emotional display rule that is adopted. We argue that emotional display rules will vary in systematic ways related to the horizontal and vertical dimensions of the employee's relationship with the target (e.g. Locke, 2003). The horizontal dimension of interpersonal relationships (also referred to as the solidarity dimension) includes liking, psychological closeness, and interdependence. This aspect of relationships tends to be based on similarity in personal characteristics, experiences, and attitudes, as well as physical proximity and the amount of time spent together. The vertical dimension of interpersonal relationships (also referred to as the status dimension) includes perceived power, status, and dominance differences. However, empirical research has yet to examine whether emotional display rules with supervisor and coworker target have effect on emotional performance.

The present study extends the literature on emotional display rules in three ways. First, we develop the idea that display rules are, in part, shared norms derived from unit- or group-level characteristics, as implied by previous authors (Bartel & Saavedra, 2000; Kelly & Barsade, 2001). We focus on emotional display rules as group norm. Individuals are usually aware of existing norms in a group and act in accordance with them.

Second, we adopt a multifoci approach on emotional display rules. They are Positive emotion display rule with supervisor target, Positive emotion display rule with coworker target, Negative emotion display rule with supervisor target, and Negative emotion display rule with coworker target. Positive emotion display rule with supervisor target describe the expression of positive emotions that should be expressed by employees when interacting with supervisor. Positive emotion display rule with coworker target show that expression of positive emotions that should be expressed by employees when interacting with coworker. Negative emotion display rule with supervisor target describe expectations for employees to suppress negative emotions when interacting with the supervisor. Finally, Negative emotion display rule with coworker target describe expectations for employees to suppress negative emotions when interacting with coworker.

Third, we adopt a cross-level approach for consequence of emotional performance. Although display rules are believed to impact performance (Ashforth & Humphrey, 1993), little research has examined cross-level effect of display rules as group norms on actual behavior. We also test cross-level mediation. This research focuses on model 2-1-1. Independent variable as level 2 (group), mediator variable and dependent variable as level 1 (individual). Testing cross-level mediation used hierarchical linear modeling (HLM).

Emotional Display rules with Supervisor and Coworker as a Unit-Level Concept

Although typically studied as individual-level perception, emotional display rules have been argued to vary at both group and organizational levels (Diefendorff, Erickson, Dahling, & Grandey, 2011; Kelly & Barsade, 2001). Understanding emotional display rules as a collective property of work groups is critical for both theoretical and practical reasons. A basic principle in work group research is that coordinated action is best accomplished when individuals can synchronize their thoughts, feelings, and behavior (Hackman, 1992).

Work groups have similar interests in monitoring and moderating the emotions of their members in order to achieve group performance goals and maintain group harmony. Therefore, developing emotion-regulating norms should be a core consideration in many groups (Yang & Mossholder, 2004). These group level norms can arise through normative rules that are enforced through sanctions or through collective support and encouragement (Kelly & Barsade, 2001).

Emotional display rules for supervisor. Emotional display rules strongly depends on the type of interaction partner (Diefendorff & Greguras, 2009). To reach goals, people are likely to selectively focus their emotion regulation behavior toward more important interaction partners, especially those who have power and control over their outcomes in organizations. Glaso, Ekerholt, Barman, and Einarsen(2006) have reported from a qualitative study that emotional display rules play an important part when leaders and followers interact. For instance, leaders and followers share the same expectations of suppressing anger or expressing a positive attitude towards each other despite inner feelings of boredom or irritation.

Emotional display rules for coworkers.

Theory suggests that emotional display rules will exist between coworkers to improve performance and maintain harmony (Cropanzano et al., 2004; Grandey, 2000; Hochschild, 1983). Keltner and Haidt (1999) argued that displayed emotions help to coordinate social interactions by conveying information about (a) what the sender is feeling, (b) the sender's social intentions, and (c) the sender's position in the relationship. Further, emotional displays can spread emotions throughout workgroups via contagion processes (Bartel & Saavedra, 2001; Barsade, 2002). Thus, a display rule to express positive emotions might improve interpersonal interactions among employees.

Emotional display rules and emotional performance

Emotional performance refers to how well individuals expressed positive emotions and suppressed negative emotions in their displays at work (Diefendorff, Richard, & Croyle, 2006). Empirical evidence is beginning to accumulate that identifies emotional performance as an outcome of emotional display rules. Specifically, research shows that a positive relationship exists between emotional display rules and emotional display (Diefendorff & Richard, 2003).

Positive emotion display rules with supervisor target motivate employee to learn how one should display positive emotion with supervisor. Supervisor who have power and control over their outcomes in organizations stimulate employee to show positive emotion. Displayed positive emotions signals tendencies to approach a goal, social readiness, and the intention to engage in pleasant social interactions (e.g., Keltner and Kring, 1998); these elements are likely to influence an interaction partner to react favorably

Positive emotion display rules with coworker target can improve relationship quality. Relationships with coworker can be characterized by their common task and social interaction, which communicate on the job information, provide feedback, evaluate achievements, and provide personal feedback. Coworkers may exchange information regarding the terms of employment, social support, and provide advice without formally evaluate the performance of coworkers. The expression of positive emotions of employees can spread to coworker (Bartel & Saavedra, 2000). When the employee can show excitement and enthusiasm when interacting with coworker, it will be able to trigger excitement and enthusiastic coworker.

Negative emotions display rules with supervisor target describe expectations for employees to suppress negative emotions when interacting with the supervisor.

Suppressing negative emotions when interacting with the supervisor is a form of social influence in inducing a response and a positive impression on the supervisor. When employees experience feelings of anger at the supervisor, they are trying to control not to show the supervisor. Employees are more often experience negative emotions with supervisor (Bono et al., 2007). In addition, the employee interactions with supervisors tend to create a feeling controlled and monitored (Zhou & George, 2001). Supervisor is an individual that directly evaluate the performance of employees so that interaction with the supervisor can create concerns with the performance. A wide range of emotions in the work environment research has linked the interaction of employees by supervisors with negative emotions. Fitness (2000) has interviewed employees about the experience of anger and find that they are treated unfairly by supervisors. Research Diefendorff and Richard (2003) showed that expectations of the supervisor can make individual limit expression of emotions. Miner, Glomb, and Hulin (2005) have tested the supervisor interaction with employees and found that 20% had an unpleasant mood with a supervisor. Glaso and Einarsen (2006) found a negative affective factors relevant to the supervisor and subordinate relationships, namely frustration, offense, and uncertainty.

Negative emotions display rules with coworker target aims to avoid relationship conflict. Negative emotions of employees can spread to his colleagues that threaten harmony among them. Therefore, the negative emotions experienced by employees should be suppressed or not expressed when interacting with coworker. Yang and Mossholder (2004) states that this rules have highly effective for reducing conflict relations in the working group.

Emotional display rules as group norm are guidelines for acceptable and unacceptable behavior that develop through interactions among group members and are informally agreed on by group members (Cialdini & Trost, 1998). According to social cognitive theory, people learn by observing others' behavior (Bandura, 1986). Specific to the work environment, individuals can look to their coworkers as models of behavior and can learn what behaviors are appropriate. This learning process allows employees to have knowledge in emotional display. Once they learn the rules, they can use them to judge events and to generate courses of action that go beyond what they have seen or heard (Wood & Bandura, 1989). Thus, this study propose hypothesis:

Hypothesis 1. Positive emotion display rule with supervisor target is positively related to emotional performance

Hypothesis 2. Positive emotion display rule with coworker target is positively related to emotional performance

Hypothesis 3. Negative emotion display rule with supervisor target is positively related to emotional performance

Hypothesis 4. Negative emotion display rule with coworker target is positively related to emotional performance

Emotional display rule, emotional labor, and emotional performance

Hochschild (1983) argued that individual performs emotional labor in one of two ways. First, he or she may comply with display rules through surface acting. Surface acting involves simulating emotions that are not actually felt, which is accomplished by careful presentation of verbal and nonverbal cues, such as facial expression, gestures, and voice tone. In this way, individual feigns emotions that are not experienced. The second means of complying with display rules is through deep acting, whereby one attempts to actually experience or feel the emotions that one wishes to display.

Positive emotion display rules with supervisor and coworker target trigger employee showed positive emotions by trying to modify the feeling or deep acting.

Motivation of employees engage in deep acting may be influenced by factors of social influence, social acceptance, and performance (Tamir, 2015). When employees want to show appropriate emotional display, they tend to refer to the emotional display rules that can stimulate the deep acting. Hochschild (1983) stated that feelings do not explode spontaneously through the characterization, but is triggered by environmental factors. Individuals involved in deep acting in trying to feel the emotion that is expected by the rules of emotional expression.

Deep acting can produce authentic emotions. Authentic emotions that can make the individual experiencing emotional harmony (Rafaeli & Sutton, 1987). In addition, authentic emotions that can improve the quality of interpersonal relationships with supervisor and coworker. This emotion is considered something sincere. Employees who are sincere in expressing his emotions to her supervisor and coworker will get a positive affect, causing job satisfaction.

Surface acting is way of modifying expressions to meet the emotional display rules. To perform surface acting, employees need guidance to manage emotions. When employees want to show appropriate emotional display, they tend to refer to the emotional display rules that can stimulate the surface acting. The consequence is that surface acting can produce the appropriate emotional expression behavior when employees interact with supervisor and coworker.

Surface acting can be caused by negative emotion display rules with supervisor target. Interaction with supervisor to trigger individual experiencing negative emotions. For example, employees receive unfair treatment from the supervisor so that experience negative emotions. When the individual experiencing negative emotions, they are expected to suppress this emotions. According to the theory of emotion regulation, an individual can change or modify his emotions by surface acting. Research also shows that when an individual experiencing negative emotions, they tend to engage in surface acting (Beal et al., 2006). Surface acting is the way individual emotional expression without changing the emotion experienced (Grandey, 2000).

Surface acting can also be caused by negative emotion display rules with coworker target. Employee make effort to suppress anger, contempt, and disgust when interacting with coworker. Motivation of employees engage in surface acting may be influenced by factors of avoid conflicts. Individual conducting surface acting using strategies to pretend to show emotions right through the modification of voice, facial expressions, and other body movements.

Indeed, although considerable research has shown that surface acting is often related to higher stress, strain, and emotional exhaustion, several recent studies have shown that in emotionally demanding situations, surface acting can facilitate effective action (for a review, see Chi, Grandey, Diamond, and Krimmel (2011). First, an experience-sampling study with cheerleading camp instructors, Beal, Trougakos, Weiss, and Green (2006) found that instructors who felt negative emotions received higher emotional performance ratings when they engaged in surface acting. This evidence suggests that surface acting can be a productive strategy for managing negative emotions and engaging in effective interpersonal behavior. Second, in a field study of restaurant servers, Chi et al. (2011) found that surface acting was associated with significantly higher tips for extraverted servers, presumably because extraversion enables employees to derive greater benefits from their emotion regulation (Rubin, Munz, Bommer, 2005). Third, in a laboratory experiment in which participants played the roles of university tour guides and debt collectors, Bono and Vey (2007: 188) found that after accounting for stress, surface acting predicted higher independent performance ratings: "Surface acting is negatively associated with emotional performance only to the extent that it causes stress. Once we control for

stress, all types of acting may aid in effective emotional performance.”Thus, this study propose hypothesis:

Hypothesis 5. Deep acting mediates the positive relationship between positive emotion display rule with supervisor target and emotional performance

Hypothesis 6. Deep acting mediates the positive relationship between positive emotion display rule with coworker target and emotional performance

Hypothesis 7. Surface acting mediates the positive relationship between negative emotion display rule with supervisor target and emotional performance

Hypothesis 8. Surface acting mediates the positive relationship between negative emotion display rule with coworker target and emotional performance

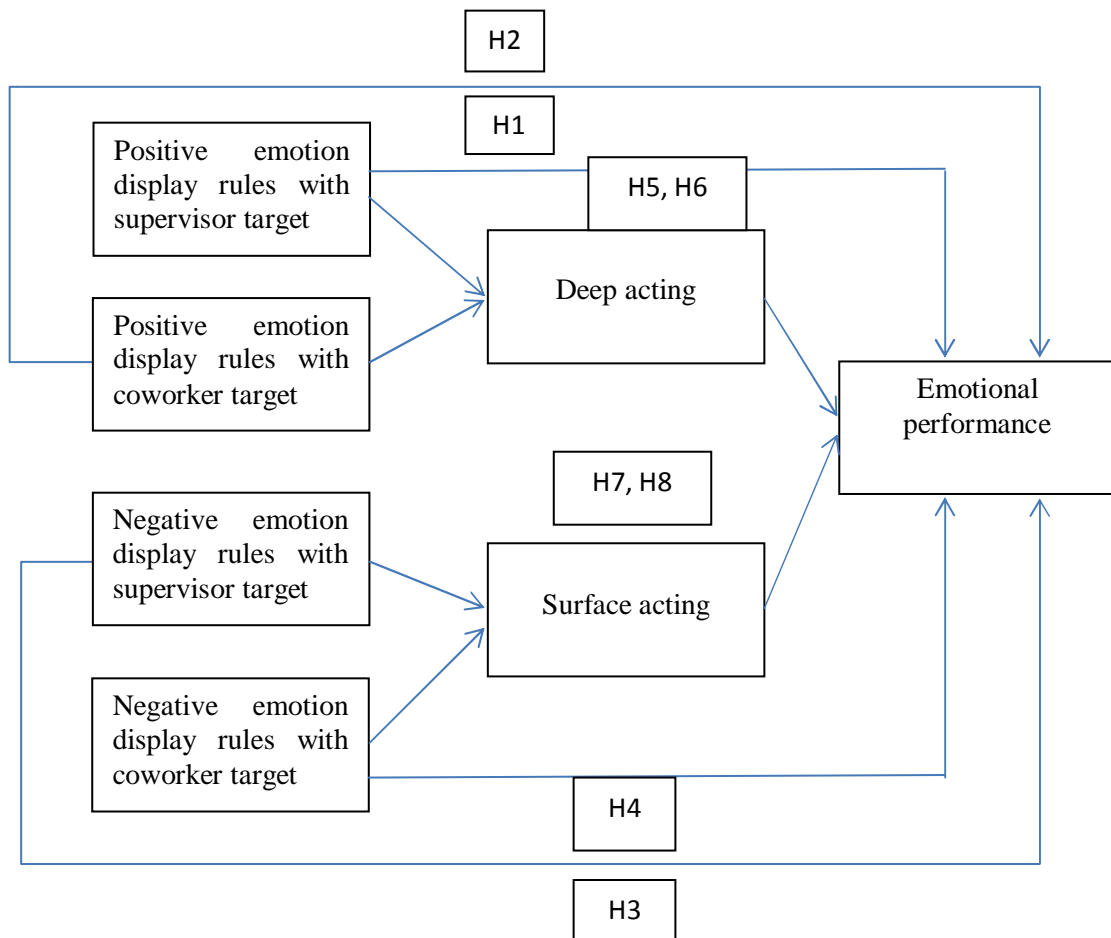


Figure 1. Hypothesized Multifoci Cross-level Model of the Relationship among Emotional Display Rules, Deep Acting, Surface Acting, and Emotional Performance

II. Methods

Participants were registered nurses working for a health care system consisting of 50 work units in 6 hospitals which located in Jogjakarta. Every unit was managed through one nursing staff. Written questionnaire, with an accompanying letter describing the study, were distributed to registered nurses at their place of employment (N = 625). Surveys were returned directly to the researchers through nursing staff. 86% of the potential respondents returned a completed questionnaire (n = 538). To hold constant the occupation, only completed questionnaires from direct care nurses included, resulting in a sample size of 429 respondents.

Of the 491 respondents, 91 % were female and 9 % male. The nurses were distributed across 50 work units, resulting in an average of 10 nurses per unit. 0,2% had earned a graduate degree in nursing, 9,2% had earned undergraduate in nursing, 88,2% had completed a bachelor's degree, and 2,4% had completed a senior high school. The mean age of the participants was 34 years old, with an average tenure of 10 years as a registered nurse.

Measures

Unit level – Positive emotion display rules with supervisor target. 4 items measuring positive emotion display rules with supervisor target were adapted from Best, Downey, and Jones (1997). Due to this study focus on interaction of employee with supervisor, we modified this item scale that can be used to measure this variable. A sample item is “When interacting with supervisor, nurses in my work units should express friendly emotion” (1 = not at all required; 5 = always required, $\alpha = 0,776$)

Unit level - Positive emotion display rules with coworker target. 4 items for measuring positive emotion display rules with coworker target were adapted from Best et al (1997). Due to this study focus on interaction of employee with coworker, we modified this item scale that can be used to measure this variable. A sample item is “When interacting with coworker, nurses in my work units should express feeling of sympathy (eg. Saying you understand)” (1 = not at all required; 5 = always required, $\alpha = 0,754$).

Unit level - Negative emotion display rules with supervisor target. 3 items measuring negative emotion display rules with supervisor target were adapted from Best et al (1997). A sample item is “When interacting with supervisor, nurses in my work units should hide their anger or disapproval about something supervisor has done” (1 = not at all required; 5 = always required, $\alpha = 0,700$).

Unit level - Negative emotion display rules with coworker target. 3 items for measuring negative emotion display rules with coworker target were adapted from Best et al (1997). A sample item is “When interacting with coworker, nurses in my work units should hide their fear of coworker who appears threatening” (1 = not at all required; 5 = always required, $\alpha = 0,722$).

Deep acting and Surface Acting. Employees completed measures of deep and surface acting using the scales developed by Diefendorff, Croyle, and Gosserand (2005). The survey asked employees to indicate their agreement with a series of statements about how they respond to emotional display rule with supervisor and coworker target. 8 items for measuring deep acting and 12 items for measuring surface acting. Participants rated each item using a 5-point Likert scale (1= strongly disagree; 5 = strongly Agree; Deep acting $\alpha = 0,889$; Surface acting $\alpha = 0,891$).

Emotional performance. Emotional performance was assessed using a six-item scale developed by Diefendorff and Richard (2003). A sample item is "Remains positive at work even when he/she may be feeling otherwise" (1 = strongly disagree; 7 = strongly agree; $\alpha = 0,793$)

III. Results

Means, standard deviations, and zero-order correlations among the study variables are reported in Table 1. Hierarchical linear modeling (HLM 6.0; Raudenbush, & Bryk, 2002) was used to test all of the hypotheses, which involved simultaneously examining the effects of work unit-level emotional display rules predictors (Positive emotion display rules with supervisor target, Positive emotion display rules with coworker target, Negative emotion display rules with supervisor target, and Negative emotion display rules with coworker target) on emotional performance. We followed Enders and Tofighi's (2007)

recommendations for centering Level 1 (individual level) and Level 2 (unit level) variables. For level 2, we used grand mean centered.

Table 1. Means, Standard deviations, and Correlations of individual-level variable

No	Variable	Mean	Dev. Std	1	2	3
	Level Individual					
1.	Surface acting	2,32	0,64	-		
2.	Deep acting	3,62	0,64	-0,07	-	
3.	Emotional performance	5,67	0,63	0,06	0,232**	-

Note N = 491 for all variables. ** $p < 0,01$

Before testing our hypotheses, we examined whether there was statistical evidence to support aggregating positive emotion display rules with supervisor target, positive emotion display rules with coworker target, negative emotion display rules with supervisor target, and negative emotion display rules with coworker target ratings to the unit level of analysis. In essence, we wanted to know whether (a) the emotional display rule ratings had sufficient between-unit variance, (b) units could be reliably differentiated, and (c) individuals within a unit agreed (Bliese 2000). The intraclass correlation (ICC[1]), ICC(2), and r values provide this information, respectively. ICC(1) is the proportion of variance in individual responses that is accounted for by unit membership.

Table 2. Testing Data of Unit Level

No.	Variabel	ICC (1)	ICC (2)	r_{WG} (mean)	r_{WG} (med)
1.	Positive emotion display rules with supervisor target	0,188	0,935	0,838	0,838
2.	Positive emotion display rules with coworker target	0,309	0,966	0,883	0,894
3.	Negative emotion display rules with supervisor target	0,106	0,842	0,881	0,899
4.	Negative emotion display rules with coworker target	0,423	0,970	0,861	0,873

Note: ICC = Intraclass Correlation Coefficient, r_{WG} = Interrater Agreement, med = median.

James (1982) reported a median ICC(1) value of 0.12, and Glick (1985) suggested an ICC(2) minimum of 0.60. Thus, our ICC values are comparable with these guidelines as well as values used to justify aggregation in previous research (Liao & Chuang, 2004; Schneider, White, & Paul, 1998). We computed r_{WG} values for display rules for each unit to determine the extent to which individuals within a given unit agreed on emotional display rules. The mean r_{WG} and median r_{WG} have range 0.838 to 0.899. These values are all above the conventionally accepted value of 0.70. In summary, these results provide evidence that positive emotion display rules with supervisor target, positive emotion display rules with coworker target, negative emotion display rules with supervisor target, and negative emotion display rules with coworker target exist at the work unit level of analysis in our sample, supporting the assumption in the emotional labor literature that display rules represent shared expectations for emotional expression.

Emotional display rules and emotional performance: Direct and Indirect

Before testing our hypotheses, we inspected the results of null models in HLM (regressions with no level 1 or 2 predictors) for each level 1 variable to determine whether there was within-unit variance to explain. Null models separate the variance in a given level 1 variable within and between unit, and the intercept represents the average level (i.e., mean) of the variable for the days of data collection. A lack of within-group variance in the outcome variables and the presence of only between-group variance would have indicated that HLM was inappropriate because there was only one level of variance (between-group) to explain.

Table 3 shows the results for each null model, indicating a significant amount of between-unit variance in each outcome. However, the outcomes also varied within unit, as 35,1 percent of the variance in deep acting, 30,9 percent of the variance in surface acting, 38,4 percent of the variance in emotional performance. The above results suggest that HLM was appropriate and that there was between-unit variance to be explained.

Table 3. Parameter Estimates and Variance Components of Null Models for Level 1 Variables

Variable	Intercept (γ_{00})	Within-unit variance (σ^2)	Between-unit variance (τ_{00})	% Total variance between units
Deep acting	3,618***	0,351	0,065***	23,32
Surface acting	2,312***	0,309	0,106***	32,20
Emotional performance	5,665***	0,384	0,046***	15,76

Note. Percentage of total variance within-unit was computed with the formula $\tau_{00}/(\sigma^2 + \tau_{00})$ (γ_{00})

*** $p < 0,001$

Hypothesis 1, 2, 3, 4 proposed that the effect of positive emotion display rules with supervisor target, positive emotion display rules with coworker target, negative emotion display rules with supervisor target, and negative emotion display rules with coworker target on emotional performance, whereas hypothesis that the effect are mediated through surface and deep acting. Table 4 show a summary of the results of hypothesis for cross-level direct effects of emotional display rules on emotional performance. These results support hypotheses 1 showing that positive emotion display rules with supervisor target have significantly positive effect on emotional performance ($\gamma = 0,319$; $p < 0,001$). Positive emotion display rules with coworker target have significantly positive effect on emotional performance ($\gamma = 0,235$; $p < 0,05$) so that support hypotheses 2. These results so support hypotheses 3 and 4 that showing negative emotions display rule with supervisor target have significantly positive effect on emotional performance ($\gamma = 0,289$; $p < 0,01$). Negative emotions display rules with coworker target have significantly positive effect on emotional performance ($\gamma = 0,251$; $p < 0,01$).

Hypothesis 5, 6, 7, and 8 predicts that the indirect effect of emotional display rules on emotional performance through deep acting and surface acting. We tested for mediation following the three-step procedure outlined by Baron and Kenny (1986). For Hypothesis 5, we found significant relationship positive emotion display rules with supervisor target and deep acting ($\gamma = 0,260$; $p < 0,001$), positive emotion display rules with coworker target and deep acting ($\gamma = 0,430$; $p < 0,001$). In step 2, We found significant relationship deep acting and emotional performance ($\gamma = 0,203$; $p < 0,001$). Finally, in the presence of positive emotion display rules with supervisor target and deep acting were significantly related emotional performance ($\gamma = 0,254$; $p < 0,01$). It means deep acting partially mediate

the positive relationship between emotion display rules with supervisor target and emotional performance

Table 4. Summary of Output HLM

Variable	Emotional performance		Surface acting		Deep acting	
	γ	S.E	γ	S.E	γ	S.E
Positive emotion display rules with supervisor target	0,319***	0,089			0,260***	0,084
Positive emotion display rules with coworker target	0,235*	0,090			0,430***	0,092
Negative emotion display rules with supervisor target	0,289**	0,091	0,281*	0,135		
Negative emotion display rules with coworker target	0,251**	0,081	0,132(ns)	0,121		
Surface acting	-0,016 (ts) 0,080					
Deep acting	0,260*** 0,067					

Note: *** $p < 0,001$; ** $p < 0,01$; * $p < 0,05$; ns = not significant

For Hypothesis 6, we found significant relationship positive emotion display rules with coworker target and deep acting ($\gamma = 0,430$; $p < 0,001$). We found significant relationship deep acting and emotional performance ($\gamma = 0,203$; $p < 0,001$). Next step, the presence of positive emotion display rules with coworker target and deep acting were no longer significantly related emotional performance ($\gamma = 0,144$; $p = 0,151$). Thus, we found strong support for hypothesis 6 positive emotion display rules with coworker target affect emotional performance through deep acting.

Hypothesis 7 and 8 were not supported because requirements to test of mediation were not fulfilled. We found not significant relationship surface acting and emotional performance ($\gamma = -0,015$; $p = 0,845$).

IV. Discussion

This study contributes to emotional display rules literature by demonstrating that emotional display rules with multifoci are shared by individual who work in the same unit. These shared perceptions relate to emotional performance and indirectly through deep acting. This study explores the emotional management of employees to the internal customer, the supervisor and coworker. Employee interactions with supervisor who have a role as a leader and resource controllers can affect how employees express their emotions with supervisor. Employee interactions with coworker who can support, feedback, and information sharing can influence how employees express their emotions with coworker.

Overall, our findings suggest that positive emotion can be expressed and negative emotion must be suppressed with supervisor and coworker. Consistent with emotional display rules research (Diefendorff & Greguras, 2009), our findings support that emotional display rules toward supervisor are uniquely constraining, requiring more emotional control and regulation compared with other work interactions (Tschann, Rochat, & Zapf, 2005). As discussed earlier, theory suggests that specific display rules will exist two main relational dimensions are status (also called power or dominance) and familiarity (also called solidarity or intimacy) (Locke, 2003). Importantly, these target characteristics of status and familiarity have been shown to influence the display rules that are held about different targets.

This research showed that emotional display rules had positive effect on emotional performance. Emotional display rules with supervisor and coworker target as group norms are powerful means of social influences, as members understand and follow them even when they are not stated explicitly. Norms for emotion expressions can communicate context-specific information about what constitutes customary social behavior in a given setting. Such norms can guide the breadth (type of emotion), depth (number of nuances in behavioral expression), or intensity (how strongly it is expressed) of emotion that members exhibit while performing their tasks. Norms for emotion expressions influence individual behavior in a work group because they provide consensus information about actions that have a high probability of being conventional (Cialdini, Reno, and Kaligren, 1990). When most members of a work group respond similarly to a specific situation, it signals that the behavior is appropriate.

In this study, surface acting was not mediator variable of relationship between negative emotional display rules and emotional performance. This is because of our study focus on individual with Javanese culture. Based on this culture, surface acting is something unethical to do when interacting socially with others. Grandey, Rafaeli, Ravid, Wirtz, and Steiner (2010) stated that emotion regulation are influence by culture.

Theoretical Implication

The results of this study advance emotional display rules theory in several respects. First, the results demonstrated that member unit who worked in the same unit exhibited agreement in their display rule multifoci perceptions and that work units differed in the level of display rules present. This is the first study to demonstrate that display rule multifoci perceptions exhibit group-level properties.

Second, the present study also advances emotional display rules theory by demonstrating how emotional performance is influenced by a complex set of direct and indirect effects of unit-level display rules multifoci. Generally, we compared the social cognitive view, which proposes direct effects, and the emotion regulation view, which suggests indirect effects through surface acting and deep acting, to examine the relation between display rules and emotional performance. We found support for both perspectives. The effect of unit-level display rules multifoci was direct on emotional performance. The indirect effect of deep acting on relationship positive emotion display rules with supervisor and coworker target and emotional performance.

A third, our study is the first take measure display rules referenced the the work unit. Prior research used display rules referenced the the individual unit We found that display rules exhibited group-level properties. The effect of our choice of measurement at the group level showed that differences within-unit and between-unit variability.

Implication for Practice

The results of this study also have implications for practitioners. First, we demonstrated the existence of emotional display norms with target and showed how these norms influence individual-level affect regulation and performance. These results suggest that emotion management at work has normative component that may be leveraged by work group to facilitate positive outcomes for employees and group. That is, work group may work to build positive emotion norms by teaching managers to be effective display rule “regulators” (Wilk & Moynihan, 2005) and providing formal training to employees in how to handle emotional situations. Such training may also provide opportunities for display rules to emerge in a bottom-up fashion by encouraging employees to share with each other the ways they manage emotions in prototypical emotional situations. Such sharing of best practices and use of individual employee experiences to develop a shared

understanding of what works in emotional situations could be especially beneficial for newer employees who are trying to navigate the emotional environment at work.

Finally, these results suggest that organizations seeking to increase emotional performance should consider the role of unit-level emotion norms. To the extent that display rules, deep acting are associated with emotional performance, policy aimed at increase positive behavior. Given that these display rules are relevant for effective functioning with supervisor and coworker, management should identify ways to increase performance.

Limitation

First, all variables were assessed from the same source, leading to the potential for common method variance in biasing the observed relations. We adopted practices to address this issue (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003), including the use of different response scales across constructs and ensuring the anonymity of responses. Also pertaining to operationalization, some of our study variables (e.g., deep acting and surface acting) may well vary within persons over time, suggesting that using experience sampling to assess key constructs could yield important insights

I also acknowledge several limitations of the field study data collection approach. For one, the cross sectional nature of the study did not allow us to be sure of the temporal order and direction of causality between the observed variables. The predicted mediating link between surface acting and emotional performance was not found. This broke the theoretical logic linking emotional labor to the outcomes variables. A future experience study would help to resolve this shortcoming and could significantly advance our understanding of the relationship between emotional labor and emotional performance.

V. Conclusion

Our study demonstrated the existence and importance of emotional display rules in work group. This purpose of this study was to explore an expanded conceptualization of group emotional display rules in a field setting for an occupation with high emotional demands and relatively interdependent teams. The findings of this study demonstrated that group level display rules and emotional labor can evolve and have important consequences for work outcomes at the individual level. We showed that unit-level display rules had direct effects on emotional performance. We also show that indirect effect (through deep acting) positive emotion display rules with supervisor and coworker on emotional performance.

Finally, although nurses are an appropriate sample because of the high emotional labor demands they face (Glomb, Kammeyer-Mueller, & Rotundo, 2004), we caution that nursing is a changing field, with many nurses increasingly viewing their profession as one that emphasizes technological skill as much as emotional caring (Erickson & Grove). Nonetheless, we expect that emotional display norms with multifoci will continue to be an essential feature of occupations involving “people work” but that the nature of these norms and their effects on emotion regulation and emotional performance vary across occupational groups.

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