

Does Customer Support Can Reduce the Negative Outcomes of Frontline Employees' Emotional Labor?

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Abstract

In this article we investigate whether the relationship between emotional labor strategies (surface & deep acting) and work outcomes (job satisfaction & job burnout) is moderated by the perceived customer support. Based on a sample of 236 employees from various public organizations, our results indicate that, customer support attenuates the negative influence of emotional labor on job satisfaction and job burnout. Building upon conservation of resource theory, our results suggest that customer support is an important environmental factor to respond the negative effects of emotional labor on work outcomes. Implications for theory and practice are also discussed.

Keywords: *emotional labor; customer support (PCS); frontline employee*

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