What is Emotional Labor?
Emotional labor is defined as the emotional regulation required for employee expression in order to fulfill the emotional requirements of a job. The term was introduced by sociologist Arlie Russell Hochschild in *The Managed Heart* (1983). Emotional labor is providing service with a “smile” in the workplace, even when the smile is not authentically genuine. Emotional labor can have negative consequences for employees:
- Stress
- Inauthenticity
- Burnout

The emotional “self” is the least recognized component in the modern workplace. Organizations must put more emphasis on ensuring that occupations do not damage their employees’ emotional health.

Emotional Labor Impact on Women
More women are in the workplace in this post-industrial American economy. It has been found that women do not experience higher levels of inauthenticity or burnout than men because of the type of job performed, but because of the differential in managing agitation and the affects of the suppressing feelings of anger. The other factor is status—the more powerful one’s status, the more control they have over emotional labor. Therefore, the more powerful you are, the more empowered you are to express negative emotions, in particular anger. In other words, women’s lower profession status, not gender, results in higher levels of emotional labor. The good news is the status of women and their access to money is steadily increasing which means the research in emotional labor will continue to evolve.

Emotions at Work

<table>
<thead>
<tr>
<th>Negative:</th>
<th>Positive:</th>
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<tbody>
<tr>
<td>Punishment</td>
<td>Emotional Management</td>
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<tr>
<td>Expediting</td>
<td>Visting</td>
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<td>Avoidance</td>
<td>Sincerity</td>
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<td>Discourteousness</td>
<td>Referral</td>
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</table>

Occupations Highly Associated with Emotional Labor
- Flight Attendant
- Nurse
- Teacher
- Waitress
- Customer Service
- Bill Collector

Conclusion
Organizations must understand the human cost of emotional labor since emotional labor affects organizational objectives and results. There are mechanisms that organizations and individuals can put in place to mitigate emotional labor but the first step is acknowledgement that emotional labor exists in the workplace.

Literature Cited

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Further Information
The capstone research paper outlines recommendations to be used by organizations to address emotional labor in the workplace, such as:
1. Organizational assessment of emotional labor
2. Utilizing heuristics to solve the emotional labor problem
3. Tactics and strategies to overcome the human cost of emotional labor