



## Effect of Public Health Center Officers' Emotional Labor on Job Stress

Mi Jeong Jo<sup>#</sup>

Public Health Center, 64-1 Health Welfare-ro, Jeungpyeong-eup, Jeungpyeong-gun, Chungbuk, Korea

### ABSTRACT

The purpose of this study is to empirically examine the effects of emotional labor on job immersion on local government health center officials, and to analyze the mediated effects of job stress and job exhaustion. Through this, we intend to provide theoretical and policy basic data on how to manage emotional labor, job stress and job exhaustion of public health officials in the future. In order to prevent and resolve emotional labor at public health centers, it is important to prepare institutional devices that can protect emotional labor, and emotional labor cannot be solved easily, so it is necessary to actively expose and discuss the issue and establish it as a useful method by creating mid- to long-term solutions. The findings show that their attention to emotional labor and emotional discordance have significant effects on their job stress. In particular, emotional labor has an effect on job stress, for officers at nursing and medical technician series. In addition, their attention to emotional labor and emotional discordance have significant effects on job burnout.

*Key words: emotional labor, public health officials, job stress*

### Introduction

As the modern society has been transformed into the information age through the industrialization, the whole life quality of human beings has been also enhanced, along with the development of culture and civilization through technological innovation.

In the process, the struggle for existence is more intensified and the diversity of complexity of technology provide the convenience for our life, while the number of service industry employees tends to be continuously increased, as the portion of complex and various service occupations grows.

As the full-fledged era of local autonomy began, public health

centers become the forefront field providing health service, and officers who directly deal with residents meet them who visit the centers to receive civil complaints service and receive and resolve a variety of needs of them.

Such workload causes stress which some officers cannot withstand, so they decide to take some periods off of work or sometimes move to other institutions. Although they perform very tough emotional labor while experience depression related with their tasks, a proper management system is not established, and therefore, their physical fatigue is gradually aggravated.

In particular, public health center officers' emotional labor reaches a risk level. The debate held by the parliament, which considered how to improve problems related with emotional labor by people

<sup>#</sup> Corresponding Author: Mi Jeong Jo, E-mail. [chn1967@korea.kr](mailto:chn1967@korea.kr)

Received: Oct. 20, 2020 / Revised: Oct. 30, 2020 / Accepted: Oct. 30, 2020

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engaging in health and medical industry indicated that although healthcare workers in hospitals suffer from very serious emotional labor due to the lack of personnel, there are no cure problems which can alleviate their psychological burden caused by emotional labor, by referring to a research using the sample of 1800 employees who have engaged in various jobs under the health and medical industry and an analysis on in-depth interviews with them. In particular, the ratio of groups of female workers (56.1%) at risk of 'emotional dissonance and injuries' was higher than that of groups of male workers (26.5%), and the ratios of female office and patient administrative workers (64.1%) and nurses (62.4%) were higher (Rapportian, 2017).

People take for granted emotional labor in the public center, compared to that in the private sector, due to the occupational characteristics of officers who serve the public, so emotional labor in the public center is just recently highlighted as an important issue.

In Korea, there have been many studies with people engaging in service jobs, such as call center counselors, salesmen, bank clerks, airline crews and healthcare workers.

Previous studies on public health center officers, including general ones include 'Effect of Workers' Emotional Labor and Job Burnout on Organizational Efficiency in Public Health Centers (Gwon, 2016)', 'Effect of Police Officers' Emotional Labor on their Job Burnout (Kim, 2013)', 'Research on the Actual Conditions of 119 Dispatchers and How to Improve them (Hand, 2015)', and 'Effect of Emotional Labor of Officers Responsible for Social Work in the Seoul Metropolis on their Job Stress and Job Burnout (Kim, 2013)'.

There have been, however, little studies on officers' emotional labor and job stress in public health centers. This study aims to empirically examine the effect of officers' emotional labor on job stress in local governments' public health centers

This study was accompanied with literature review and a questionnaire survey, in order to achieve the purpose of it. Moreover, some statistical analysis methods including validity, factor, reliability, variance and regression analysis and independent sample t-test were used for the questionnaire survey.

First, the literature on prior research was comprehensively reviewed for theoretical analysis and the elicitation of research analysis frame.

Second, related data such as emotional labor, job stress, job exhaustion, and job immersion of public officials at public health centers were collected and used for this research using universities, municipal libraries, National Assembly libraries, academic journals, and the Internet for literature research.

Third, in order to achieve the research objectives, an empirical analysis was conducted for processing the results of a survey of public health officials in Chungbuk area, and the SPSS 25.0 statistical

package was used for feasibility analysis, factor analysis, reliability analysis, independent sample t-test, variance analysis, and regression analysis.

## Theoretical Discussion

### Function and Role of Public Health Centers

The modern meaning of the public health center is thought to be originated from Sir Dawson's report, the Dawson Report published in England during 1920s, which argues that the integrated health project around public health centers is required for prevention and treatment. In Korea, public health centers as health administrative institutions belonging to local governments decide and enforce local issues about residents' health. They can be distinguished by periods: they were focused on the management of acute epidemic and medical aid in 1950s; and the family planning project was pursued by the policies for supporting economic development in 1960s and 70s. As the structures of population and diseases have been recently changed, the increased national needs for healthcare triggered a new change in the role and function of public health centers. In particular, the circumstances surrounding local healthcare has been transformed and the informatization of public health centers' administration has been developed as the self-governing system was initiated and Local Healthcare Act and National Health Promotion Act have been legislated, and state-led projects such as the Mother and Child Health Project, Health Promotion Project and Mental Health Project have also been implemented for about 10 years since 1990. Although high quality healthcare services were attempted to be provided to the local residents in wider areas, given the equity, the current personnel working in public health centers are too insufficient to achieve the goal.

People who would benefit from health care services are likely to be limited to residents who live near public health centers and seniors or midwives and others who can take time to visit public institutions during working time. The medical services available in public health centers have the problem of inefficiency shared by all public organizations (Park, 2003: 9-10).

The diversity of jobs can be one of factors influencing members' job satisfaction in public health centers. They have expertise regarding their jobs and various working experiences and usually work in a certain area for a long time, because their residential districts are restricted, and they often perform the same tasks in repeated circumstances on a daily basis. Institutional support for resiliently

using medical technicians, in order to give opportunities for them to perform various tasks, and medical technicians should diversify their tasks for themselves, through quality job development. Several prospective approaches to the personnel system, such as flexible affairs division and rotation system are required (Choi, 2004).

Public healthcare usually means the healthcare services provided by states or local governments to enhance local residents' health levels. Such healthcare services are provided primarily by public healthcare institutions in most of developed countries, while they are supplied mainly by private healthcare institutions and public healthcare services just function to complement the former in Korea. There are, however, some projects which cannot be even tried by private healthcare institutions which make a great contribution to enhancing the national health level, but only deal with by public healthcare institutions. Public health centers are placed at the core of public healthcare services and provide healthcare services through Community Integration Health Promotion Project, Home Visiting Health Service, Mental Health Promotion Project, Chronic Disease Management Project and Health Welfare Project such as medical examinations.

Public health centers have been established as an axis of the Korean public healthcare system, since the model public health centers were built in Seoul in 1946. The first 'Public Health Center Act' was enacted in 1956, and then was renamed as 'Local Health Act' in 1995, which did not only prescribed public health centers as institutions, but also entirely covers the local public healthcare. Public Health Center Act was completely revised as Local Health Act, in order to develop public health centers which have been operated around the family planning project and the prevention of epidemic into advanced institutions for managing local residents' health, along with the increase of national income levels and diseases (Hong, *et. al.*, 2010; An, 2014: 8, re-quotation).

### Characteristics and Constituents of Public Health Center Officers' Emotional Labor

The government has recently provided kindness and service to its people, in line with such a trend, with national affairs of 'Government Serving Nations', 'Emotional Government' and 'Service Administration'. It manifests its customer-directed practice will, by enacting and proclaiming Public Service Charter, Standard for Service Implementation and Officers' Code of Conduct, and acts as an active volunteer in conveying public services to public sectors, by incorporating kindness and satisfaction into the evaluation of institutions through a variety of institutional measures such as the assessment of customers' satisfaction with administrative

service and the actual implementation of administrative services. By the era of local government based on popular election, it has focused on the provision of more democratic and efficient public services after 1990s, especially it has given many efforts to improve the civil complaints service, the interface on which residents are directly confronted with administration. In particular, public health center officers who perform actual health administration tasks experience emotional labor in rejecting or persuading clients' excessive complaints. Job stress also often occur due to the dilemma of emotional labor in which they are not allowed to actively counter against clients' haughty attitudes or violence, given the characteristics of public organizations (Jeong, 2014: 30-32).

Public health centers' tasks for the people, suggested by Article 9 of Local Health Act are: ㉠ health promotion/oral health/health education, and nutritional improvement project; ㉡ management/prevention and treatment of epidemic; ㉢ family planning project and mother and child health; ㉣ senior health project; ㉤ food hygiene and public hygiene; ㉥ details on the instruction for healthcare providers and medical institutions; ㉦ details on the tasks of medical record officers/medical technicians and opticians; ㉧ details on emergency medical system; ㉨ details on public health doctors/health practitioners and community health post operation under the Act for Health and Medical Treatment; ㉩ details on pharmacists and the management of drug/psychotropics; ㉪ details on mental health; ㉫ health and medical treatment project conducted by traveling to social welfare organs; ㉬ details on health and medical service and health examination for residents in certain areas, and the management of chronic degenerative diseases; ㉭ details on experiments or tests about health; ㉮ rehabilitation of people with disabilities and social welfare services determined by Health Welfare Family Ministerial Ordinance; ㉯ project for local residents' health medical improvement and promotion, and research for them. The researcher would regard the tasks above as civil administration to be treated by public health centers (Kim, 2010: 10-11).

It is, therefore, necessary to quantitatively examine what factors in public health center officers' emotional labor cause job stress. This study attempts to design public health center officers' emotional labor as the motion of emotional expressions, the significance of emotional expressions, the diversity of emotional expressions and emotional dissonance, by summarizing preliminary studies above and referring to the opinions of Morris & Feldman (1996) (Kim, 2014; Kim, 2009; Kim, 2013: 23-29, re-quotation).

#### Frequency of Emotional Expressions

The frequency of emotional expressions means how often officers

are aware of and meet and communicate with others, while performing their tasks. This suggests that the frequency of interactions between service providers such as health medical officers and local residents is proportional to the levels of their emotional labor (Kim, 2009: 55). There are some studies demonstrating that the frequency of emotional expressions does not have any relation with negative outcomes (Cordes & Dougherty, 1997). Most of them, however, suggest that the motion of emotional expressions is relevant to negative outcomes, as they are used as a factor of emotional labor plans. Maslach (1978) verified that members with less emotional interactions with complaints experience less emotional exhaustion than employees who are asked to make more intensive interactions.

Morris & Feldman (1996) argued that organizational members who interact with more complaints usually face more needs for emotional labor, as they express their emotions according to the emotional expression rules of each organization, and Cordes & Dougherty (1993) suggested that the frequency of interactions with customers is regarded as a main source of job burnout (Grandey, 2002: 21; Kim, 2013: 23-24, re-quotation). In other words, both departments and employees with more frequent interactions with local residents undergo the higher frequency of emotional labor. This has been often discussed at the level initial emotional labor. The level can be thus measured by considering the number of contact or communication with local residents, how often public health center officers conceal their negative emotions, how often they make effort to conceal them, and how often they make effort to actively express positive emotions (Kim, 2009: 55).

#### Degree of Attention to Emotional Expressions

The degree of attention to emotional expressions means whether it is difficult to kindly cope with others or of always gladly welcome them. In general, the longer the interactions with customers, the more the effort to consciously perform emotional expressions (Kim, 2010: 41). As expressions become stronger for longer periods, more attention to emotional expressions are required to control emotions. Related studies also regard the intensity of emotional expressions derived from interactions with customers for a long time as a constituent of emotional labor (Cordes & Dougherty, 1993; Morris & Feldman, 1996; Grandey, 2002). As such, psychological energy and physical effort required by public health center officers depend on the degree of attention to emotional expressions, and more qualitative effort may seem to be required in expressing emotions.

#### Diversity of Emotional Expressions

The diversity of emotional expressions means whether one should

consciously express a variety of emotions to others, or whether one should deeply, richly and intentionally express emotions as much as possible. Positive, negative and neutral emotional expressions are required for emotional labor: positive ones enhance customers' satisfaction; neutral ones are used to imply fairness; and negative ones may be used to threaten customers (Kim, 2012: 12). In order to provide services to local residents, public health center officers may require more specific plans and perceptions on their expressions, which may be measured by the kinds of emotional expressions toward local residents, the circulation of positive and negative emotional expressions and the richness of emotional expressions (Kim, 2009: 56).

#### Emotional Dissonance

Emotional dissonance means whether it is often difficult to frankly express emotions to others and partially or wholly distort them, or whether one is confused by a large difference between his/her frank emotions and seemingly expressed ones. Such emotional dissonance occurs if one's own emotions are not consistent with expressed ones (Yang & Song, 2010: 224). The emotional dissonance, therefore, occurs when there are some conflicts between organizational emotional display rules between emotions expressed by individuals, and more emotional labor is required when emotional display rules do not agree to emotions. It has been suggested that workers who feel emotional dissonance are placed in maladaptive states related with their jobs, such as self-depreciation, cynicism, depression and isolation (Ashforth & Humphrey, 1993; Kim, 2009: 56; Kim, 2013: 25-26, re-quotation). Meanwhile, the phenomena which public health center officers come to experience when their actual emotions contradict to the emotional display rules provided by public health centers can be thought as emotional dissonance.

#### Concept and Constituents of Public Health Center Officers' Job Stress

We are psychologically and physically stimulated in daily life. In Korea, studies on stress have been also actively conducted. The results of them showed that the stimuli causing stress can be called stressors only if they harass our body and contain anxiety, fear, tension, etc. They may provoke physiological responses from the central nervous system and release stress hormones such as cortisol and catecholamine. These hormones result in physiological effects in many peripheral organs. Such a series of physiological phenomena are called stress (Kim, 2010: 5).

If one is exposed to stress for a long time or is confronted

with serious stress, his/her health may be drastically worsened. Even the same stressors may be, however, toxic or benefit to our body, depending on how they are treated. It is necessary to understand and manage stressors in right way, and reasonably treat them in daily routines.

In regard to the concept of job stress, there are some opinions defining them as negative states in which individuals are placed. Cummings & Cooper (1979) conceptualizes job stress as a certain power inducing physical and psychological tension in individuals, as they go beyond the safety range of physical and psychological factors in performing their tasks. Beehr & Newman (1978) proposes that job stress can result in hypertension, dyspnea and gastrointestinal dysfunction, and also can cause a variety of negative emotions such as reduced pride, job dissatisfaction and physical and psychological fatigue.

Greenhaus & Parasuraman (1986) comprehensively defines all factors of job stress, which can provoke tensions among organizational members.

Most of scholars primarily argue that stress is defined as negative effects or outcomes derived from environment, in other words interactions with external factors.

According to Lazarus & Folkman (1984), foreign previous studies on stress were examined to find:

First, anyone can daily express job stress. Job stress can be divided into response-based, stimulus-based and interactional stress appearing in the complex interaction between individuals and working environment. Response-based job stress is focused on physical and physiological responses, while stimulus-based job stress cannot adequately explain the sources of job stress derived from physical and physiological negative effects.

Second, although the stimulus-based job stress contributes to the understanding of job stress by verifying that stress is induced by a series of accidents occurring in working life, it cannot explain that individuals may differently respond to even the same events, depending their different traits.

Third, the interactional approach is generally used to arrange the concept of job stress, which can overcome the limits of response- and stimulus-based approach, and suggests stress as individuals' perceptions connected with psychological process. Such an approach suggests that individuals' coping and evaluation strategies against external stimuli play important roles and stress derived from even the same accidents may be different, depending on individuals' circumstances or resources, by supposing that stress is originated from differences in individuals' abilities or desires.

On the other hand, the constituents of public health center officers' job stress include individual, environmental and interactional factors (between individuals and environment). This study constituted fol-

lowing factors of stress.

#### Stress from Job Demands

stress from job demands means whether one feels that his/her workload is too heavy and his/her work is too difficulty and tough, while stress from lack of autonomy means whether one has adequate ability to decide many things and whether it is difficult and tough for one to decide affairs. French (1973) defines the stress from job demands as excessive tasks regarded as a potential stress factor in all work places. In addition, it is also thought to occur where individuals cannot cope with expectations for all roles, due to too wide range of job demands and consumption of time (Pfeffer, 1982). Schuler (1980) remarked that the overload of roles can trigger stress with stronger stimuli. Karasek (1979) proposed that the more the job demands, the more serious the psychological stress, while the more job decision autonomy, the less the stress. Although this study defined that excessive tasks and the overload of roles trigger stress with stronger stimuli, it defined the job demand stress as burden which public health center officers may undergo, since individual cognition and emotional effort are required for them, because of their individual psychological or physical burden.

#### Stress from Lack of Autonomy

The stress from lack of autonomy means whether one has adequate ability to decide many things and whether it is difficult and tough for one to decide things. Jang Sejin, *et. al.* (2005) measures the levels of individual employees' stress by their stressors, with the stressors of job stress, including lack of job autonomy, job demands, relationship conflicts, job instability, inadequate reward, organizational systems and workplace culture. As such, stress from lack of autonomy can be regarded as a kind of job stress. Although previous studies above defined the constituents of stress from lack of autonomy as various factors including lack of job autonomy, job demands, relationship conflicts, job instability, inadequate reward, organizational system, workplace culture, this study concentrates on the fact that stress is primarily caused by the organizational system with differences between the ratios of males and females, rather than by excessive tasks, since most of public health center officers perform their tasks, according to the guidance of each department to which they belong.

#### Stress form Job Instability

Stress from job instability means that one is afraid of abrupt

change of their tasks. Hackman & Oldham (1976) suggests job stress factors such as task identity, skill variety, autonomy, task significance and feedback, from the perspective of emotional behavior. Schuler (1980) regards function variety, autonomy, tasks consistency and feedback as stressors. Although previous studies above view task identity, skill variety, autonomy, tasks consistency and feedback as stressors, the researcher emphasizes that it is important for public health center officers to manage stress by continuously practicing self improvement, reinforcing core job competencies, resolving nervousness and controlling their minds, since their job is relatively stable.

#### Stress from Relationship Conflicts

Stress from relationship conflicts means whether it is difficult and tough to spend much time for human relations. Latack (1984) divided job stressors into role, mediation, career and control factors, and measures both role conflicts and ambiguity as role factors; career movement as a career factor; cognitive re-evaluation strategy director behavior strategy and symptom management strategy as mediation factors; and individual life and movement as control factors (Park, 2010: 8; Kim, 2013: 36). Such stress from relationship conflicts is also regarded as job stress. Although the studies above categorize stress from relationship conflicts into role, mediation and career factors, the researcher would define interpersonal conflicts as the most important problem which they should actively approach and overcome, by forming proper interpersonal relationship, since public health center officers cannot but avoid such interpersonal conflicts with partners who they must face all day in the same spaces.

#### Stress from Inadequate Reward

Stress from inadequate reward means that one's reward from his/her organization is not inadequate, compared to his/her tasks. Jang Sejin, *et. al.* (2005) measured employees' stress levels, depending on their general stress factors. The stress levels of individuals were measured by dividing the constituents of job stress into job demands, job instability, organizational systems, lack of job autonomy, relationship conflicts, inadequate reward and workplace culture. As such, stress from inadequate reward is also regarded as job stress. Although the studies above give a meaning to whether one's reward from his/her organization is not inadequate, compared to his/her tasks, public health centers belong to a institution directly responsible for it, so the officers perform their tasks according to their department arranged by the head of the institution, and therefore, such stress is defined as spontaneous stress.

#### Stress from Workplace Culture

Stress from workplace culture means whether one feels that the authoritative organizational culture overflows in his/her organization or he/she suffers from the workplace culture in it. Cooper (1977) indicates that organizational job stress, which is a negative outcome from workplace culture, is not derived from individuals, but from the co-adaptation between individuals and their organizations, so it is very important to organizationally overcome stress. The studies above interpret the stress from workplace culture as a negative outcome derived from the co-adaptation between individuals and their organizations, meanwhile most of public health centers consist of officers, so it may be meaningful to deeply emphasize with employees, understand colleagues' emotions and thoughts and motivate each other, through right leadership.

#### Relationship between Emotional Labor and Job Stress

Kim & Han (2012) conducted a study on the relationship between police officers' emotional labor and job stress and empirically found the effect of their emotional labor on job stress and satisfaction. The findings are as follows:

First, although emotional discordance brings about the increase in job stress, emotional effort accompanied social support and job autonomy reduces job stress. Second, moderating variables of social support (peer support and supervisor support) and job autonomy are not only individually but also simultaneously combined to have a moderating effect on path relationship. Third, as most of previous studies verified the both faces of outcomes from emotional labor, this study showed that emotional labor has a positive effect on job satisfaction but may have a negative effect on job stress, depending on circumstances (the degree of moderating variables).

Park, *et. al.* (2009) analyzed the effect of hotel employees' emotional labor on job stress and burnout. The findings showed that their frequency of emotional expressions, attention to them and emotional discordance have positive effects on job stress, while the frequency of emotional expressions and emotional discordance have negative effects on burnout. In addition, job stress has a positive effect on burnout.

Kim, *et. al.* (2014) found that both supervisor and environmental factors have significant effects on emotional labor, by analyzing the effect of hospital nurses' emotional labor on burnout and both job stress and satisfaction.

Han (2012) conducted a study on public health nurses' emotional labor and job stress and found that their emotional labor is reduced

as their age and monthly incomes are higher, and the strength of emotional labor of them with a total of working careers and the careers as nurses ranging from 6 to 10 years is highest. Job stress has substantial differences in job roles and individual tension between two age groups. Under the job stress, their job roles and individual tension have positive correlations with emotional labor and negative correlations with individual resources.

Chae & Bae (2014) conducted a study on the relationship between medical institution employees' emotional labor and job stress. The findings exhibited that they suffer from serious job stress caused by emotional labor, such a job setting has a negative effect on employees' both job satisfaction and performance. From the findings, it can be inferred that medical institution employees and related officers can experience job stress derived from emotional labor.

By considering the previous studies, this study attempts to empirically examine the effect of public health center officers' emotional labor on their job stress in municipalities.

## Results of Analysis

### Residents' General Backgrounds

The sample in this study includes 373 public health center officers in Chungbuk. The demographic characteristics of it are follows:

Socio-demographic characteristics of males (n=54) and females (n=319) were examined to show that each ratio of males and females is 14.5% and 85.5%, respectively, indicating that the ratio of successful female applicants is higher among new officers, and professionals were found to most often engage in healthcare services, given the characteristics of their organizations. Most of them are in their 30s (34.9%). The existing organizations did not sub-divide their tasks, but new tasks are recently established, so sub-divided professionals are required and unprecedented occupations emerge, so young employees were recruited. The married employees account for 26.3%, probably because the number of young employees is increased and they usually marry when they are older. The ratio of college graduates was highest, followed by university graduates, and then high school graduates and from graduate school graduates (masters) or higher, since most of professionals majored in the subjects in colleges, however, many colleges are currently promoted to universities. The ratio of employees with the careers less than 5 years or the positions of contract or non-fixed term contract employees is highest, because new professionals were recruited due to the increased needs for them and most of the existing employees

<Table 1> Demographic characteristics

	Division	Frequency	Percent
Gender	Male	54	14.5
	Female	319	85.5
	Sum	373	100.0
Age	20s	66	17.7
	30s	130	34.9
	40s	101	27.1
	50s or older	76	20.4
	Sum	373	100.0
Marital Status	Married	107	28.7
	Unmarried	263	70.5
	Divorce/Bereavement	3	.8
	Sub	373	100.0
Academic Background	High School Diploma	19	5.1
	College Degree	178	48.1
	University Degree	152	41.1
	Post-graduate Degree or higher	21	5.7
	Sum	370	100.0
Career	<5 years	168	45.2
	5-10 years	56	15.1
	10-20 years	77	20.7
	20-30 years	59	15.9
	>30 years	12	3.2
	Sum	372	100.0
Position	Grade 9	28	7.6
	Grade 8	42	11.4
	Grade 7	63	17.1
	Grade 6	56	15.2
	Grade 5	1	.3
	Contract/Non-fixed Term Contract	179	48.5
Sum	369	100.0	
Series	Obligatory Series	6	1.6
	Nursing Series	96	26.2
	Health Series	70	19.1
	Medical Technician Series	82	22.3
	Others	113	30.8
	Sub	367	100.0
Working Institutions	Public Health Centers at Cities(Si)	139	37.7
	Public Health Centers at Guns	225	61.0
	Eup, Myeon, Dong	5	1.4
	Sub	369	100.0

have been temporary ones. They have been frequently replaced if their terms of a contract were elapsed, which has been indicated as a problem but cannot be internally resolved.

### Relationship between Emotional Labor and Job Stress

In order to examine the effect of public health center officers' emotional labor on job stress, a multi-regression analysis was conducted to show that the emotional discordance of public health center officers in Chungbuk has a positive effect on job stress ( $\beta : 0.329$ ), and the attention to emotional labor has a positive effect on job stress ( $\beta : 0.206$ ). It can be therefore found that they often experience emotional discordance and that the more the attention to emotional labor, the worse the job stress. The findings show that the frequency and diversity of emotional labor are essential for public health center officers' job characteristics, as in the relationship between emotional labor and job burnout, so although job stress does not seem to be invoked, both emotional discordance and attention to emotional labor are determined to induce job stress, even though their job characteristics are considered.

For a comparison between the series, the effect of emotional labor of public health center officers at the obligatory series on job stress was examined by using a multi-regression analysis. The findings show that emotional labor does not have a significant effect on job stress, for them.

The effect of emotional labor of public health center officers at the nursing series on job stress was examined by using a multi-re-

gression analysis. The findings exhibit that emotional labor has a positive effect on job stress ( $\beta : 0.434$ ) and the attention to emotional labor has a positive effect on job stress ( $\beta : 0.233$ ), for them. As shown above, nursing officers working in public health centers in Chungbuk often experience emotional discordance, and the stronger the attention to emotional labor, the worse the job stress.

In addition, the effect of emotional labor of public health center officers at the health series on job stress was examined by using a multi-regression analysis. The findings demonstrate that their emotional labor has no significant effect on job stress, for them.

Finally, the effect of emotional labor of public health center officers at the medical technician series on job stress was examined by using a multi-regression analysis. The findings exhibit that emotional labor has a positive effect on job stress ( $\beta : 0.339$ ) and the attention to emotional labor has a positive effect on job stress ( $\beta : 0.321$ ), for them. As shown above, officers at medical technician series, who work in public health centers in Chungbuk, often experience emotional discordance, and the stronger the attention to emotional labor, the worse the job stress.

<Table 2> Analysis on effect of emotional labor on job stress

Division	Non-standard Coefficients		Standard Coefficients	t	Significance Probability	Collinearity Statistics	
	B	Standard Error	베타			Tolerance Limits	VIF
(Constant)	1.638	.134		12.183	.000		
Frequency of Emotional Labor	.019	.036	.027	.536	.592	.748	1.337
Attention to Emotional Labor	.131	.039	.206	3.368	.001**	.523	1.913
Diversity of Emotional Labor	.038	.040	.055	.951	.342	.581	1.720
Emotional Discordance	.226	.043	.329	5.227	.000***	.491	2.038

\* A Dependant Variable: Job Stress.

<Table 3> Effect of emotional labor on job stress by series

구분	Obligatory Series		Nursing Series		Health Series		Medical Technician Series	
	Standard Coefficients (B)	Significance Probability						
(Constant)		.502		.000		.000		.000
Frequency of Emotional Labor	1.429	.168	.027	.780	-.082	.479	-.126	.249
Attention to Emotional Labor	1.204	.119	.233	.032*	.277	.061	.339	.013*
Diversity of Emotional Labor	-.949	.146	.033	.750	-.021	.872	.102	.389
Emotional Discordance	1.117	.210	.434	.000***	.277	.078	.321	.017*

\* A Dependant Variable: Job Stress.

## Conclusion

This study aims to empirically consider what an effect emotional labor has on job stress as municipal public health center officers provide health administrative services, since residents need high-quality health administrative services from them, in spite of lack of health personnel.

The findings show that their attention to emotional labor and emotional discordance have significant effects on their job stress. In particular, emotional labor has an effect on job stress, for officers at nursing and medical technician series. In addition, their attention to emotional labor and emotional discordance have significant effects on job burnout. Meanwhile, although the frequency and diversity of emotional labor rather has positive effects on job commitment, attention to emotional labor and emotional discordance have negative effect on it.

This study theoretically implies that the effect of emotional labor of officers who deal with clients in public health centers on their psychological responses heavily depend on whether they experience emotional discordance. Korean studies on emotional labor usually select employees working private or public sectors, such as general officers, police offices or fire-fighting officers, previous studies rarely examined public health center officers, different from this study. This study is, therefore, theoretically meaningful. Moreover, this study also provides a political suggestion: public health center officers also should manage their emotional labor. In particular, many studies have indicated that it may be difficult to extend individual autonomy or discretionary power regarding jobs, by reducing emotional discordance, and therefore, alleviating emotional burnout (Morris & Feldman, 1996; Wharton, *et al.*, 2002). The job performance process of officers who interact with clients on the front line is more standardized and routinized, however, such job managers cannot actually exert discretionary power (Leidner, 1999). The dilemma of emotional labor management may lie on this problem.

Although this study was targeted at female public servants working at public health centers, it is necessary to expand the number to male civil servants who perform emotional labor in order to generalize the results of the study, but in reality, the proportion of male civil servants is low due to the conditions of the public health center.

The fact that this study targets employees of municipal and county health centers in North Chungcheong Province is another limitation, and due to these limitations, careful attention is needed to generalize the results of this study, so it may be a little too much to apply the results to public officials at all local health

centers across the country.

Therefore, it is considered desirable to expand the number of people surveyed across the country in follow-up studies, although there are some difficulties in the research.

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**Mi Jeong Jo (chn1967@korea.kr)**

She received her Ph.D. from Chungbuk National University, Korea in 2019. She is currently the head of the Health Promotion Team at Jeungpyeong-gun Health Center. and She won the best institution award for three years for overseeing integrated health promotion projects, non-smoking projects, and Nutrition Plus projects.