

**DIFFERENTIAL INFLUENCE OF PERSONAL SELF-ESTEEM AND COLLECTIVE SELF-ESTEEM ON  
EMOTIONAL LABOR STRATEGY**

Sujin Han, The Hoseo University of Korea, Chungnam, Korea  
Hack-Soo Kim, The Korea University of Korea, Seoul, Korea  
Jun-Ho Lee, The Hoseo University of Korea, Chungnam, Korea

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**ABSTRACT**

Universities are under critical situations as the educational environment changes fast. Against this backdrop, they are strengthening the service mindset of their employees who perform emotional labor. Emotional labor strategies can be divided into surface acting and deep acting. The choice of these emotional labor strategies may differ according to individuals. Moreover, customer contact frequency can have a situational influence on such choice. This study surveyed 130 administrative staff of universities in Seoul and Gyeong-gi Province, and analyzed how their personal self-esteem and collective self-esteem differently affected two emotional labor strategies of surface acting and deep acting. It also analyzed the role of customer contact frequency as a moderating variable. As a result, the study found that personal self-esteem positively affected deep acting, whereas collective self-esteem negatively affected surface acting. It also found that customer contact frequency positively affected the relationship between collective self-esteem and deep acting. Based on the result, the study suggested its implications and future directions for other researches.

Keywords: *Personal self-esteem, collective self-esteem, surface acting, deep acting, emotional labor, university administrative staff*