

## **The Role of Emotional Intelligence in the Relationship between Emotional Display Rules and Organizational Health of Service Providers**

Hossein Vazifedoost,

Department of Business Management, Science and Research Branch, Islamic Azad University, Tehran, Iran

Kamal Ghalandari

Department of Business Management, Payame Noor University, PO BOX 19395-3697 Tehran, I.R. of IRAN

Corresponding Author E-Mail: [kamal.ghalandari@gmail.com](mailto:kamal.ghalandari@gmail.com)

**ABSTRACT** – The purpose of this study is to examine the role of emotional intelligence in the relationship between emotional display rules and organizational health of service providers. Due to further development of economy and increasing competition between service providers, emotions' management in workplace will become increasingly important, in such a manner that it is an important part of well-experienced to serve customers and can affect results of any organization. Therefore, organizations should show high respect to control the expressed emotions by managers against others, in addition to determine behavior standards to show appropriate emotions in a work situation. According to the Pearson Correlation Coefficients and hierarchical regression, data analysis show that surface acting and deep acting have positive and negative relationships with organizational health respectively. The results are in contrast to previous researchers, which its reason is that employees might show emotions compatible with emotional display rules of their organization inherently and represented the perceived emotion, by considering emotional display rules and without real manipulating emotions. Emotional intelligence cannot fully adjust the relationship between emotional display rules and organizational health.

**KEY WORDS:** Emotional Intelligence, Emotional Display Rules, Organizational Health, Service Organizations

### **Introduction**

During the last three decades, organizational researchers have considered an important role for emotions and their vital role in human resources and organizational behavior; particularly, managing emotions in workplace that has become more important than previous due to economic develop service economic. According Gertas Theory (1998), emotional display rules show regulation of emotion in workplace. So, what can be understood from emotional display rules include a set of the regulated behaviors and perceptions by employees in workplace, which they are conducted in response to differences between the perceived emotions and the expected emotional ones [1]. In recent years, the role of emotional display rules in service jobs has been more highlighted than before, in order to raise quality of services. For the first time, Hushchield [2] proposed emotional display rules as managing emotions in body show and visible face. Hushchield [2] studies on managing human emotions in workplace encouraged many researchers to explain this observation more detailed and provide necessary empirical and theoretical supports that indicate emotional labor is an important part of daily working life for employees. Over time, organizational researchers have identified importance of emotions and its daily role in influencing organizational behavior [3]. They consider emotion as a necessary part of organizational life and believe that emotion regulation in working is a vital aspect for most jobs that employees should obligate to consider it in encountering with clients, supervisors and people [4, 5]. Reviewing the literature shows that emotional display rules have been argued as internal emotion scope [2, 6], showing emotions [7], situational factors related with jobs [6] and behaviors such as surface acting and deep acting [2, 8]. Due to further development of economy and increasing competition between service providers, emotions' management in workplace will become increasingly important [9, 10, 11]. Morris and Feldman [9] believe that displaying emotion is an important part of fitness to serve customers and can affect results of any organization. For example, Paq [12] showed a direct relationship between positive emotions' expression of employees with customers' evaluations on service quality. Displaying emotions is relevant with client face and mode [13], customer satisfaction to return again and recommending to friends with positive terms about the organization [14, 15] as well as satisfying customers of organization [16]. Therefore, organizations have more tendencies to control the expressed emotions by staff against others and they must learn emotional display rules

against others to manage displaying emotions optimally in direction with organizational objectives. Emotional display rules are behavioral standards that show appropriate emotions and how these emotions should be expressed [17]. Accordingly, emotional display rules explain which emotions are appropriate in a job situation. As a result, considering the standards will help job holder to assess his emotions and adapt them with organizational requirements [17, 18 and 19]. Grundy [8] is an expert who considered two types of emotions. The first type is surface acting that includes quenching true feelings and pretending the desired emotions. It should be explained that surface playing requires adjusting emotional appearances without changing internal emotions; in other words, a person pretends that there has not been happened a certain matter. Surface acting is known as pretending to bad intention. The second type is deep acting that a person modifies or changes himself inwardly to select appropriate emotional appearances. Deep acting is known as pretending to be trusted [8, 20]. Grundy [8] believes that emotional display rules affect customers, partners and organizations, while they have individual long-term results that affect mental and physical health of people too. On the other hand, researchers have experimentally shown that most of times, surface acting is positively related with negative results and vice versa, deep acting will lead to positive results [20, 21, 22 and 23]. On the other hand, theories and models of emotional intelligence and emotional display rules are used as frameworks to understand their processes and the results. When both concepts are combined, necessary mechanisms are felt to understand possible theoretical relations between emotional display rules and performance of staff in workplace as well as moderating role of emotional intelligence. Grundy [8] believes that emotional intelligence may influence someone who uses surface or deep acting, or even moderate their results. Brathrige [24] found a positive correlation between emotional intelligence and deep acting strategy, so that persons with high levels of emotional intelligence employ their abilities to regulate emotions in workplace better than others. Researchers of emotional labor force [8, 25 and 26] confirmed that this variable is a moderator variable that focuses on the relationship between emotional display rules and organizational health. They offered that testing the moderating role of the variable show better results of emotional display rules. Therefore, according to potential importance of emotional intelligence as a source in workplace, the variable may play a certain positive role to moderate the relationship between emotional display rules and organizational health variable. Therefore, applying emotional display rules in organization will seem reasonable when it does not lead to destruct individual's character and spirit and does not scarify individual for organization's objectives. So the following questions arise here that the present research will seek to answer them: what is effect of emotional display rules on organizational health of those working in academia environments in terms of nature of work with customers, i. e. students? Does emotional intelligence can play a moderating role in academia environments?

According to the proposed literature and to answer the above-mentioned questions, the present research will test the following hypotheses:

*The first main hypothesis:* emotional display rules will affect organizational health of service providers.

*Hypothesis 1.1:* surface acting of emotional display rules will affect organizational health of service providers.

*Hypothesis 1.2:* deep acting of emotional display rules will affect organizational health of service providers.

*The second main hypothesis:* emotional intelligence will regulate the relationship between emotional display rules and emotions and organizational health of service providers.

*Hypothesis 2.1:* emotional intelligence will regulate the relationship between surface acting of emotional display rules and organizational health of service providers.

*Hypothesis 2.2:* emotional intelligence will regulate the relationship between deep acting of emotional display rules and organizational health of service providers.

### **Research Methodology**

The research is an applicable research objectively and it is a correlation one by classifying types of studies in terms of method. It is also a descriptive research in terms of categorizing studies based on how to collect data, or in other words, in terms of the research plan, which it has described the sample features and then generalize them in statistical society. Descriptive studies are divided into several categories. We have used its survey type in the present research. So in summary, it can be said that the present research is descriptive-survey and correlation research in terms of method.

### **Society and Statistical Sample**

In this research, we have used all employees and managers of Payam Noor University (PNU) in West Azerbaijan province as a class or a group of service providers to achieve the research objectives. We used random sampling among the employees and managers commensurate with size. So that there were distributed 130 questionnaires by taking the proportion and we used 120 questionnaires.

### Collecting Data

The following questionnaires were used to collect the research data:

- Questionnaire of Difendorph et al [27], which it is correspond with measure scale of Grundy [20] and Krumel and Gides [28], has been used to assess emotional display rules namely surface acting (seven items) and deep acting (four items).
- We have used 16 questions to assess emotional intelligence. They correspond questionnaire of Wong and Lau [29] as well as questionnaire of Meyer et al [30].
- Finally, organizational health inventory is a standard questionnaire. Hui et al (1998) have provided this questionnaire and Alagheband [31] has translated it into Persian. Originally, the questionnaire contains 44 questions that evaluate seven aspects of organizational health: institutional unity, manager influence, consideration, manufacturing, references' support, morale and scientific emphasis. In the present research, we selected 14 questions out of 44 questions based on their weight of each aspect, so that there is maintained justifiability and reliability of the questionnaire.

### Data Analysis

As seen in Table 1, we firstly examined data normality in confidence level of 95% using Kolmogorov-Smirnov test. As you can see, significance level (Sig.) is greater than the significance level ( $\alpha = 0/05$ ) for all variables in this research. Therefore, we will accept hypothesis of data normality and we will use parametric methods and the Pearson's Correlation Coefficient to examine part of the hypotheses. In addition to correlation analysis, we will hierarchical simple and multiple regression analysis, in order to determine test linearity or non-linearity relationships between variables and moderating role of emotional intelligence.

**Table 1.** Results of test normality on the research variables

		Organizational Health	Emotional Intelligence	Deep Acting of Emotional Display Rules	Surface Acting of Emotional Display Rules
N		120	120	120	120
Normal Parameters	Mean	3.63	2.56	3.34	4.14
	Std. Deviation	.524	.577	.215	.540
Kolmogorov-Smirnov Z		1.285	1.022	.481	.921
Asymp. Sig. (2-tailed)		.083	.247	.975	.365

### Testing the Research Hypotheses

*The main first hypothesis:* emotional display rules will affect organizational health of service providers.

According to the output of SPSS software in Table 2, it can be seen that correlation between emotional display rules and organizational health is -0.250 that shows relatively weak negative correlation. On the other hand, since significance level of the mentioned correlation test (0.006) is less than research error coefficient (0.05), so we reject  $H_0$  (hypothesis of no relationship) and accept the research hypothesis in confidence level of 95%. We conclude that there is a negative relationship between emotional display rules and organizational health.

**Table 2.** Correlation coefficient between variables of emotional display rules and organizational health

		Emotional Display Rules	Organizational Health
Emotional Display Rules	Pearson Correlation	1	-.250**
	Sig. (2-tailed)		.006
	N	120	120
Organizational Health	Pearson Correlation	-.250**	1
	Sig. (2-tailed)	.006	
	N	120	120

\*\* . Correlation is significant at the 0.05 level (2-tailed).

According to the main Table and the shown regression analysis in Table 3, we will judge on linearity or non-linearity of the above-mentioned equation and effect of emotional display rules on organizational health. As seen, t value (-2.801) is less than -1.96 and significance level (0.006) is less than research error coefficient (0.05), so we

reject  $H_0$  (hypothesis of lack of linear regression equation) and accept the other hypothesis in confidence level of 95%. We conclude that emotional display rules influence organizational health significantly.

**Table 3.** The main Table of regression analysis for variables of emotional display rules and organizational health

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	4.224	.410		10.310	.000
	Emotional Display Rules	-.355	.127	-.250	-2.801	.006

a. Dependent Variable: Organizational Health

*Hypothesis 1.1:* surface acting of emotional display rules will affect organizational health of service providers. According to the output of SPSS software in Table 4, it can be seen that correlation between surface acting of emotional display rules and organizational health is 0.339 that shows relatively strong positive correlation. On the other hand, since significance level of the mentioned correlation test (0.000) is less than research error coefficient (0.05), so we reject  $H_0$  (hypothesis of no relationship) and accept the research hypothesis in confidence level of 95%. We conclude that there is a positive relationship between surface acting of emotional display rules and organizational health.

**Table 4.** Correlation coefficient between variables of surface acting of emotional display rules and organizational health

		Surface Acting of Emotional Display Rules	Organizational Health
Surface Acting of Emotional Display Rules	Pearson Correlation	1	.339**
	Sig. (2-tailed)		.000
	N	120	120
Organizational Health	Pearson Correlation	.339**	1
	Sig. (2-tailed)	.000	
	N	120	120

\*\* . Correlation is significant at the 0.05 level (2-tailed).

According to the main Table and the shown regression analysis in Table 5, we will judge on linearity or non-linearity of the above-mentioned equation and effect of surface acting of emotional display rules on organizational health. As seen, t value (3.914) is greater than 1.96 and significance level (0.000) is less than research error coefficient (0.05), so we reject  $H_0$  (hypothesis of lack of linear regression equation) and accept the other hypothesis in confidence level of 95%. We conclude that surface acting of emotional display rules influence changes of organizational health significantly.

**Table 5.** The main Table of regression analysis for variables of surface acting of emotional display rules and organizational health

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	2.597	.124		20.999	.000
	Surface Acting of Emotional Display Rules	.170	.044	.339	3.914	.000

a. Dependent Variable: Organizational Health

*Hypothesis 1.2:* deep acting of emotional display rules will affect organizational health of service providers. According to the output of SPSS software in Table 6, it can be seen that correlation between deep acting of emotional display rules and organizational health is -0.695 that shows weak negative correlation. On the other hand, since significance level of the mentioned correlation test (0.000) is less than research error coefficient (0.05), so we reject  $H_0$  (hypothesis of no relationship) and accept the research hypothesis in confidence level of 95%. We conclude that there is a negative relationship between deep acting of emotional display rules and organizational health.

**Table 6.** Correlation coefficient between variables of deep acting of emotional display rules and organizational health

		Deep Acting of Emotional Display Rules	Organizational Health
Deep Acting of Emotional Display Rules	Pearson Correlation	1	-.695**
	Sig. (2-tailed)		.000
	N	120	120
Organizational Health	Pearson Correlation	-.695**	1
	Sig. (2-tailed)	.000	
	N	120	120

\*\* . Correlation is significant at the 0.05 level (2-tailed).

According to the main Table and the shown regression analysis in Table 7, we will judge on linearity or non-linearity of the above-mentioned equation and effect of deep acting of emotional display rules on organizational health. As seen, t value (-10.491) is less than -1.96 and significance level (0.000) is less than research error coefficient (0.05), so we reject  $H_0$  (hypothesis of lack of linear regression equation) and accept the other hypothesis in confidence level of 95%. We conclude that deep acting of emotional display rules influence changes of organizational health significantly.

**Table 7.** The main Table of regression analysis for variables of deep acting of emotional display rules and organizational health

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.220	.109		38.541	.000
	Deep Acting of Emotional Display Rules	-.290	.028	-.695	-10.491	.000

a. Dependent Variable: Organizational Health

*The second main hypothesis:* emotional intelligence will regulate the relationship between emotional display rules and emotions and organizational health of service providers.

According to the output of SPSS software in Table 8, it can be seen that emotional display rules have been considered on the equation in the first stage. There was achieved regression effect ( $F= 7.847$ ) that it is significant at level of 0.006 with degree of freedom of 1.118. According this variable, value of the calculated coefficient of determination ( $R^2$ ) is 0.062; in other words, it explains 6.2% of variance of organizational health. In the second phase, there has been considered variable of emotional intelligence in the equation. There was achieved regression effect ( $F= 4.276$ ) that it is not significant at level of 0.397 with degree of freedom of 1.118. According this variable, value of the calculated coefficient of determination ( $R^2$ ) is 0.062; in other words, it explains 6.2% of variance of organizational health. Value of coefficient of determination ( $R^2$ ) is 0.000 for emotional intelligence that indicates this variable cannot explain variance of organizational health. Due to the fixed value of  $R^2$  in 0.062, it can be concluded that variance of emotional intelligence cannot play a moderating role between variables of emotional display rules and organizational health. As a result, this hypothesis is rejected.

**Table 8.** Summarizes of the results of hierarchical regression to predict the impact of emotional display rules on organizational health by considering the moderating role of emotional intelligence

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Change Statistics				
						R Square Change	F Change	df1	df2	Sig. F Change
1	.250 <sup>a</sup>	.062	.054	.16715	7.848	.062	7.848	1	118	.006
2	.250 <sup>b</sup>	.062	.052	.16735	4.276	.000	.723	1	117	.397

*Hypothesis 2.1:* emotional intelligence will regulate the relationship between surface acting of emotional display rules and organizational health of service providers.

According to the output of SPSS software in Table 9, it can be seen that emotional display rules have been considered on the equation in the first stage. There was achieved regression effect ( $F= 15.322$ ) that it is significant at level of 0.000 with degree of freedom of 1.118. According this variable, value of the calculated coefficient of determination ( $R^2$ ) is 0.115; in other words, it explains 11.5% of variance of organizational health. In the second phase, there has been considered variable of emotional intelligence in the equation. There was achieved regression effect ( $F= 14.387$ ) for both variables of emotional display rules and emotional intelligence that it is significant at level of 0.001 with degree of freedom of 1.117. In the other hand, value of the calculated coefficient of

determination ( $R^2$ ) is 0.197 for both variables; in other words, the variables explain 19.7% of variance of organizational health. Value of coefficient of determination ( $R^2$ ) is 0.082 for emotional intelligence that indicates this variable explains 8.2% of variance of organizational health. Due to increase value of  $R^2$  from 0.115 to 0.197 (value of  $R^2$  from the first to second phase), it can be concluded that variable of emotional intelligence can play a moderating role between variables of surface acting of emotional display rules and organizational health. As a result, this hypothesis is accepted.

**Table 9.** Summarizes of the results of hierarchical regression to predict the impact of surface acting of emotional display rules on organizational health by considering the moderating role of emotional intelligence

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Change Statistics				
						R Square Change	F Change	df1	df2	Sig. F Change
1	.339 <sup>a</sup>	.115	.107	.16240	15.322	.115	15.322	1	118	.000
2	.444 <sup>b</sup>	.197	.184	.15531	14.387	.082	12.021	1	117	.001

*Hypothesis 2.2:* emotional intelligence will regulate the relationship between deep acting of emotional display rules and organizational health of service providers.

According to the output of SPSS software in Table 10, it can be seen that deep acting of emotional display rules have been considered on the equation in the first stage. There was achieved regression effect ( $F= 110.054$ ) that it is significant at level of 0.000 with degree of freedom of 1.118. According this variable, value of the calculated coefficient of determination ( $R^2$ ) is 0.483; in other words, it explains 48.3% of variance of organizational health. In the second phase, there has been considered variable of emotional intelligence in the equation. There was achieved regression effect ( $F= 54.889$ ) for both variables of emotional display rules and emotional intelligence that it is not significant at level of 0.561 with degree of freedom of 1.117. In the other hand, value of the calculated coefficient of determination ( $R^2$ ) is 0.483 for both variables; in other words, the variables explain 48.3% of variance of organizational health. Value of coefficient of determination ( $R^2$ ) is 0.000 for emotional intelligence that indicates this variable cannot explain variance of organizational health. Due to the fixed value of  $R^2$  in 0.483, it can be concluded that variable of emotional intelligence cannot play a moderating role between variables of deep acting of emotional display rules and organizational health. As a result, this hypothesis is rejected.

**Table 10.** Summarizes of the results of hierarchical regression to predict the impact of deep acting of emotional display rules on organizational health by considering the moderating role of emotional intelligence

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Change Statistics				
						R Square Change	F Change	df1	df2	Sig. F Change
1	.695 <sup>a</sup>	.483	.478	.12417	110.054	.483	110.054	1	118	.000
2	.695 <sup>b</sup>	.483	.475	.12452	54.889	.000	.340	1	117	.561

### Conclusion and Discussion

The purpose of this study is to examine the role of emotional intelligence in the relationship between emotional display rules and organizational health of service providers in Payam Noor University (PNU), West Azerbaijan province. Despite the literature history on positive and negative correlations between variables, results of hypotheses 1.1 and 1.2 showed a contrary result. Reason of the contrary result in the present research may be that the studied managers could control their emotions in workplace by controlling and managing their emotions and transform surface acting strategy to deep acting strategy. Therefore, they have a low level of surface acting strategy and they behave with deep acting strategy in different situations. To confirm the findings, Ashforth and Hamfrley [7] state that employees may show emotions compatible with emotional display rules of their organizations inherently and represent the perceived emotion without manipulating real emotions. Therefore, it is recommended that universities' presidents guide their employees by training and explaining them to display their emotions for proper encounter with students and colleagues on every university branch, holding training classes and presenting managerial films about communicating with clients so that they can see positive and negative emotional display when communicating with clients. Finally, due to discrepancy between the results of some hypotheses in the present research with the conducted studies by other researchers on moderating role of emotional intelligence, it is recommended that the research is conducted at different times or in various universities. In this way, adequacy of experimental evidences will provide clear grounds for position of emotional intelligence in the country. Also according to some authors, there are fundamental differences between men and women in terms of emotions; so it is suggested to consider gender variable for future studies on organizations with research significant ratio of women to men. It is necessary to mention that number of women was less than men in the research.

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