

## Hubungan antara Emotional Labor dan Performa Kerja pada Karyawan Sales Retail = Relationship of Emotional Labor and Job Performance in Retail Sales Workers

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### Abstrak

Karyawan lini depan menghadapi tuntutan tampilan ekspresi emosi spesifik yang telah ditentukan oleh perusahaan selama berinteraksi dengan pelanggan secara langsung. Emosi yang sebenarnya dirasakan tidak selalu sejalan dengan emosi yang harus ditampilkan sehingga karyawan perlu menerapkan strategi emotional labor yaitu surface acting maupun deep acting. Penggunaan strategi emotional labor dapat menimbulkan dampak positif maupun negatif terhadap performa kerja individu.

Penelitian ini dilakukan untuk melihat hubungan antara strategi emotional labor berupa surface acting dan deep acting dengan performa kerja yang terbagi atas task performance, contextual performance, dan counterproductive work behavior. Sebanyak 90 karyawan sales retail Jabodetabek mengisi kuesioner yang berisi alat ukur emotional labor dari Diefendorff, Croyle, dan Gosserand (2005) dan Individual Work Performance Questionnaire (IWPQ). Hasil analisis korelasi menemukan bahwa strategi surface acting secara signifikan berhubungan positif dengan counterproductive work behavior ( $r=0.314$ ,  $p<0.01$ ) dan strategi deep acting berhubungan signifikan positif dengan contextual performance ( $r=0.114$ ,  $p<0.05$ ) pada karyawan sales retail.

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Frontline employees face the display rules when interacting with customers as to meet organizationally desired outcomes. They have to regulate their emotions in a situation where felt emotions are incongruent with the display rules through emotional labor strategy by using surface or deep acting. The use of emotional labor strategy impacts employee's job performance positively and negatively. The purpose of this study was to examine the relationship between surface acting and deep acting with task performance, contextual performance, and counterproductive work behavior in retail sales workers. A total of 90 Jabodetabek retail sales workers completed a questionnaire that includes emotional labor scale from Diefendorff, Croyle, dan Gosserand (2005) and Individual Work Performance Questionnaire (IWPQ). The result found that surface acting was significantly correlated with counterproductive work behavior ( $r=0.314$ ,  $p<0.01$ ) while deep acting was significantly correlated with contextual performance ( $r=0.114$ ,  $p<0.05$ ).