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The Effect of Emotional Labor on Work Engagement: The Work Stress as A Mediator, The Emotional Intelligence as A Moderator

조선대학교 대학원

경영학과

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정서노동과 직무열의와의 관계 : 직무스트레스의 매개효과, 정서지능의 조절효과

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Acknowledgments

Time flies, and years like a shuttle. Three years of doctor's time is fleeting. The bits and pieces in the past three years have turned into memories, and another journey in life is about to come to an end. Looking back on three years, there are too many people to thank and too many nostalgias.

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YAN XIA

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ABSTRACT

정서노동이 직무열의에 미치는 영향: 직무스트레스의 매개효과, 정서지능의 조절효과

연 하

지도교수 : 조윤형, Ph.D.

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본 연구는 중국 허베이성에 소재한 병원의 의사와 간호사들을 대상으로 감정노동이 직무열의에 미치는 영향력을 살펴보고자 하였으며, 이들 사이의 관계에서 직무스트레스, 정서지능의 역할을 규명하려는 목적으로 수행되었다. 감정노동과 직무열의와의 관계에서 직무스트레스의 매개역할, 정서지능의 조절역할의 규명을 통해 어떠한 과정을 통해, 어떠한 맥락 하에서 감정노동의 영향력이 나타나는지를 살펴보았다는 점에서 의의를 가지고 있다. 감정노동은 표면행위와 심층행위로 구분하였다. 직무열의의 경우 활력, 헌신, 몰두로 구분되는데 이를 총합으로 묶어서 분석에 활용하였다.

연구가설은 감정노동이 직무열의에 미치는 영향에 대한 직접효과 가설, 직무스트레스의 매개효과 가설 그리고 정서지능의 조절효과에 대한 가설을 설정하였으며 연구가설의 검증은 설문을 통해 검증을 실시하였다. 기 검증된 설문문항을 토대로 중국어로 번역하였으며 다시 영어로 번역하여 원문과의 차이를 제거하였다. 설문은 총 230부를 배포하였으며 이중 219부의 설문을 수거하였으며 수거된 설문을 최종분석에 활용하였다.

본 연구의 연구결과를 요약하면 다음과 같다. 첫째, 정서노동이 직무열의에 미치는 영향력에 있어서 표면행위는 직무열의에 부(-)의 영향력이 나타나고 있으며, 심층해위는 정(+)의 영향력이

나타나고 있었다. 둘째, 표면행위는 직무스트레스에 정(+)의 영향력이 나타나고 있으며, 심층행위는 부(-)의 영향력이 나타나고 있었다. 셋째, 직무스트레스는 정서노동인 심층행위와 직무열의와의 관계를 부분 매개하고 있었다. 게다가 표면행위와 직무열의와의 관계도 부분 매개하고 있다. 넷째, 정서지능은 정서노동인 표면행위, 심층행위와 직무열의와의 관계를 조절하는 것으로 나타났다. 즉, 정서지능이 높은 경우 표면행위가 직무열의에 미치는 부(-)의 영향력을 완충되는 것으로 나타났으며, 심층행위가 직무열의에 미치는 정(+)의 영향력은 더욱 확대되는 것으로 나타났다. 본 연구의 연구결과를 통해 중국병원에서 의사와 간호사들의 정서노동을 어떻게 관리하는 것이 필요한지에 대한 시사점을 주고 있으며, 이론적 측면에서 직무-요구/자원 이론을 반영하여 직무스트레스가 정서노동과 직무열의와의 관계를 매개한다는 것을 규명하였다는 점에서 의의를 가지고 있다. 또한 정서지능이 높은 경우 부정적 영향력은 완충, 긍정적 영향력은 확정되고 있다는 것을 규명하였다는 점에서도 의의를 가지고 있다.

주제어: 정서노동(표면행위, 심층행위), 직무스트레스, 직무열의, 정서노동

Ⅰ Introduction

A Research Background and Significance

1. Background

In recent years, with the improvement of economic society and people's living standards, people's health awareness and requirements have also increased. For this reason, the public's needs for medical and health services are constantly growing. Medical services cover not only technical factors such as diagnosis and treatment, but also other non-technical factors, both of which are closely related to the patient's overall medical experience and service satisfaction. Evaluation of service quality management of medical institutions, non-technical factors are playing an increasingly important role. At the same time, as the disease-centered medical model is shifting to the patient-centered medical model, it is increasingly necessary for medical staff to maintain patience, empathy, and enthusiasm for patients, and to establish a good relationship of trust with patients. To mobilize patients to actively participate in treatment and build confidence in overcoming the disease. This determines that medical staff have to pay both physical and mental labor in clinical work, but also a lot of emotional labor.

Emotional labor refers to adjusting one's emotions to fit for the organization’s requirements, which is categorized into two strategies: surface acting and deep acting. Surface acting implies that the singular attempts to change and control the articulation conduct to communicate the feelings needed by the association, and the profound inward sentiments have not changed. Deep acting means that the individual effectively deals with the profound enthusiastic state through reasoning, creative mind, memory, and so on, so inside sentiments are in accordance with the feelings needed by the association. It has been shown in early studies that emotional labor can predict work stress, job burnout, and mental health level, and also affect other variables such as emotional exhaustion,

job satisfaction, organizational citizenship behavior, and demission tendency. People often need to manage their emotions to a certain degree in their work. From previous studies, surface acting usually plays a negative role, while deep acting plays a positive role. This requires hospital managers to strengthen the management of non-technical factors, pay attention to the emotional labor of medical staff.

Medical behavior is a multi-level and omni-directional form of service, which includes not only professional content of different natures, but also interactions between medical staff and patients. In clinical practice, medical staff need to simultaneously assume multiple roles such as managers, educators, facilitators, caregivers, and researchers. They not only need to provide patients with high-quality medical services and a comfortable medical care environment, but also pay close attention to the patient's psychological state to meet the needs of patients from physical, psychological, and personality aspects. Increasing the emotional and humanistic exchanges between medical staff and patients through non-technical factors such as emotional work, so that patients can feel more caring and warming and caring services, is the key to improving the service level of medical staff. Therefore, there are more requirements for medical staff to improve their emotional regulation and expression sensibility, and this improvement is connected to emotional intelligence. Goleman defines emotional intelligence as an individual's ability to recognize the emotions of oneself and others, self-motivation ability, and the ability to manage their own feelings and emotions in interpersonal relationships.

Previous research results show that emotional intelligence will affect individual emotional labor. When emotional feelings are inconsistent with the organization rules, people with high emotional intelligence are likely to use deep acting, thinking, and acting in a positive emotional experience. They are more likely to be in an appropriate emotional state. China is currently in a particular period of deepening the reform in the medical and health system and building a modern public hospital management system. Due to the extremely high price of medicines, the constraints of the medical insurance system, the uncertainty and increased risk of the medical process, and the inability of medical technology to satisfy all illnesses, the current doctor-patient relationship is strained, and the pressure on the professional environment of clinical medical staff is gradually

increasing. They not only need to face the fierce competition environment, colossal workload, increasingly tense doctor-patient relationship, and heavy and tense teaching and research tasks, but also need to play the role of wife or husband, which exposes medical staff to tremendous pressure from work and family. Domestic scholar Xu, Y. (2004) believes that emotional intelligence can consciously process the identified emotional information and solve emotional problems. Emotional intelligence is mostly acquired through nurturing. In interpersonal communication and adapting to the environment, individuals with high emotional intelligence will perform better, overcome difficulties and experience more heightened sense of accomplishment in stress coping and failure tests. After acquiring training and intervention methods, individual emotional intelligence can also be improved and progressed accordingly. The research results of Li, X., and Hu, H. (2011) show that nurses with high emotional intelligence experience lower professional stress. Therefore, understanding how an individual's emotional intelligence affects the emotional labor methods and work engagement of medical staff can help hospital managers to carry out corresponding training and guidance for the staff's situation and make it consistent with the organizational culture and emotional display rules.

With the recent rise of positive psychology, work engagement has attracted widespread attention from related scholars and has gradually become a hot topic in management psychology and health psychology. Work engagement means that employees are willing to spend extra time and labor based on interest and curiosity, and show positive psychology and behavior at work, manifested as vigor, dedication, and absorption. Employees with high work engagement are focused, willing to give, and recognize the value of work. This state is sustainable and can impact the people around them. As a positive variable in the workplace, work engagement has a significant impact on organizations and individuals. Therefore, investigating and intervening on the antecedent variables of work engagement can provide a reference basis for hospital managers to improve organizational efficiency in their decision-making.

Although many management scholars have carried out certain studies on the antecedent variables of work engagement, instance emotional exhaustion, job satisfaction, organizational citizenship behaviors, and demission tendency, there are not many examinations on the connection

between emotional labor and worker work engagement. Therefore, exploring how emotional labor affects employees' work engagement will further enrich and improve the research of emotional labor, and provide practical help for the study of work engagement. At the same time, people with high emotional intelligence can accurately evaluate the emotions of themselves and others, appropriately express their emotions, and adjust their own emotions adaptively. If the emotional labor of medical staff can reduce work stress and affect their mental health and work engagement through emotional intelligence, this research will provide a certain theoretical bases and practical measures for hospital managers in medical recruitment, training, organizational performance management, and HR management.

With the above practical and theoretical background, this study intends to use empirical research to discuss the relationship between emotional labor, emotional intelligence, work stress and work engagement of medical staff.

2. Significance

a. Theoretical significance

One is to expand the research field of emotional labor strategy. Previous studies on emotional labor strategies mainly research the effects of emotional labor strategies on negative results. There are fewer studies on the positive aspects of emotional labor and work engagement. Humphrey (2015) proposed to have a concern on the positive effects of emotional labor, and pointed out that even surface acting may be beneficial. Therefore, this article starts from the two dimensions of emotional labor and further deepens the research of emotional labor strategy on employee work engagement by investigating medical staff.

The second is an essential supplement to the intermediary variables and antecedent variables of employee work engagement. Previous studies on work engagement often start from individual employee factors or organizational factors unilaterally. Few studies use employee work stress as an intermediary variable to study the impact of emotional labor on work engagement, and the impact of emotional intelligence regulating emotional labor on work engagement. This article is based on the theory of resource preservation, from the perspective of individual resources obtained by

employees, to reveal how employees choose different emotional labor strategies to affect their work engagement status, thereby completing the current research on emotional labor and work engagement.

b. Practical significance

One is to deepen the hospital leaders' understanding of emotional labor of medical staff. Effective deep acting can avoid further loss of resources. In the real organizational environment, deep acting is useful for the further acquisition of individual resources, thereby improving the work status of employees. This requires the management in the actual emotional labor management, on one side, concern the training and guidance of employees' deep acting, so that the external requirements of the work meet the actual work ability of the employees, and strive to achieve the unity of internal and external. On the other hand, it is necessary to prevent employees from falling into the contradictory state of surface acting, and discover and resolve the internal and external contradictions of employee emotional labor in time.

The second is to give a significant reference to hospital managers' management, for example, choosing, utilizing, and instructing individuals. The results of this research help managers to increase the importance of emotional labor management. The current medical staff in hospitals not only involve physical labor and mental labor, but also inevitably need to pay emotional labor. Hospital managers should notice the emotional intelligence characteristics of medical staff. Only by exploring and cultivating their emotional intelligence in the selection, employment, and education of medical staff, as well as their ability to resist stress, can the negative effect of emotional labor on the work engagement of medical staff be reduced. This provides improved ideas for how to optimize employees' emotional labor management, solve the problem of employee emotional resource exhaustion, and improve their working status under the local Chinese culture.

B Research Contents, Research Methods, and Technical Routes

1. Research contents

There are few related types of research on emotional labor and work engagement in Chinese context. When constructing the model, most of them are based on the relationship of two background variables, and sometimes a mediator or moderator variable is taken in between. In the current research, there is even less research on both the mediator and the moderator variable between emotional labor and work engagement. Therefore, this paper intends to use work stress as the mediator and emotional intelligence as the moderator variable, and then construct a mediator model that includes adjustments.

Chapter 1: Introduction. Explains the research background of this article. Based on the existing problems in the research on emotional labor, the current research status of work stress, emotional intelligence, and work engagement, the research purpose, and significance of this article are clarified. Introduce the research content and methods of this article, at the same time propose the technical route of this research, and finally describe the possible innovation points. Explained separately from the four parts of research background, research significance, research methods, and technical route, explaining why this research was carried out and how to carry out exploration and analysis.

Chapter 2: A literature review. This chapter mainly introduces and sorts out the background, connotation, dimensions, measurement, and research status of the four variables of emotional labor, work engagement, work stress, and emotional intelligence. And to integrate and comment. Put forward existing problems and areas where no progress has been made to prepare for further theoretical analysis and empirical testing.

Chapter 3: Theoretical models and research hypotheses. Clarify the concept of the main variables involved in this research. This chapter analyzes the possible relationships among the dimensions of emotional labor, work engagement, work stress, and emotional intelligence in Chapter 2. It builds the theoretical model for this research.

Chapter 4: Research plan and pre-overview. Above all else, explain the examination object of this article, and make functional meanings of the primary factors planned in this exploration: emotional labor, work engagement, work stress, and emotional intelligence. This paper chooses existing legitimate scales at home and abroad to design polls, utilizes online surveys to gather information, and reconsiders the underlying polls to frame the last vote dependent on the consequences of the unwavering quality and legitimacy trial of the pre-test survey.

Chapter 5: Research results and analysis. In this study, SPSS 20.0 and AMOS 22.0 were used for descriptive statistical analysis, exploratory factor analysis, confirmatory factor analysis, structural equation modeling, and Bootstrap mediation effect analysis for statistical testing. The regression results and specific mediating effects of each research variable in each dimension of the independent variable and the dependent variable are precisely verified.

Chapter 6: Research conclusions and prospects. Summarize and discuss the findings of this research, put forward corresponding management suggestions, explain the limitations and prospects for future research.

2. Research methods

a. Literature review

This method is mainly through reviewing and sorting out existing research results, identifying research problems, clarifying the shortcomings of previous research, and providing theoretical references to develop of this research to explain the research direction. At the same time, based on literature review, relevant concepts are defined, scales are selected, hypotheses are proposed, and research models are constructed.

b. Questionnaire survey

Determine the research object according to the research content, and select mature questionnaires with high reliability and validity through reading and analyzing domestic and foreign literature. The design of the questionnaire includes the basic situation of employees and a scale of four variables: emotional labor, work engagement, work stress, and emotional intelligence. Distribute and collect questionnaires online and sort out and analyze them.

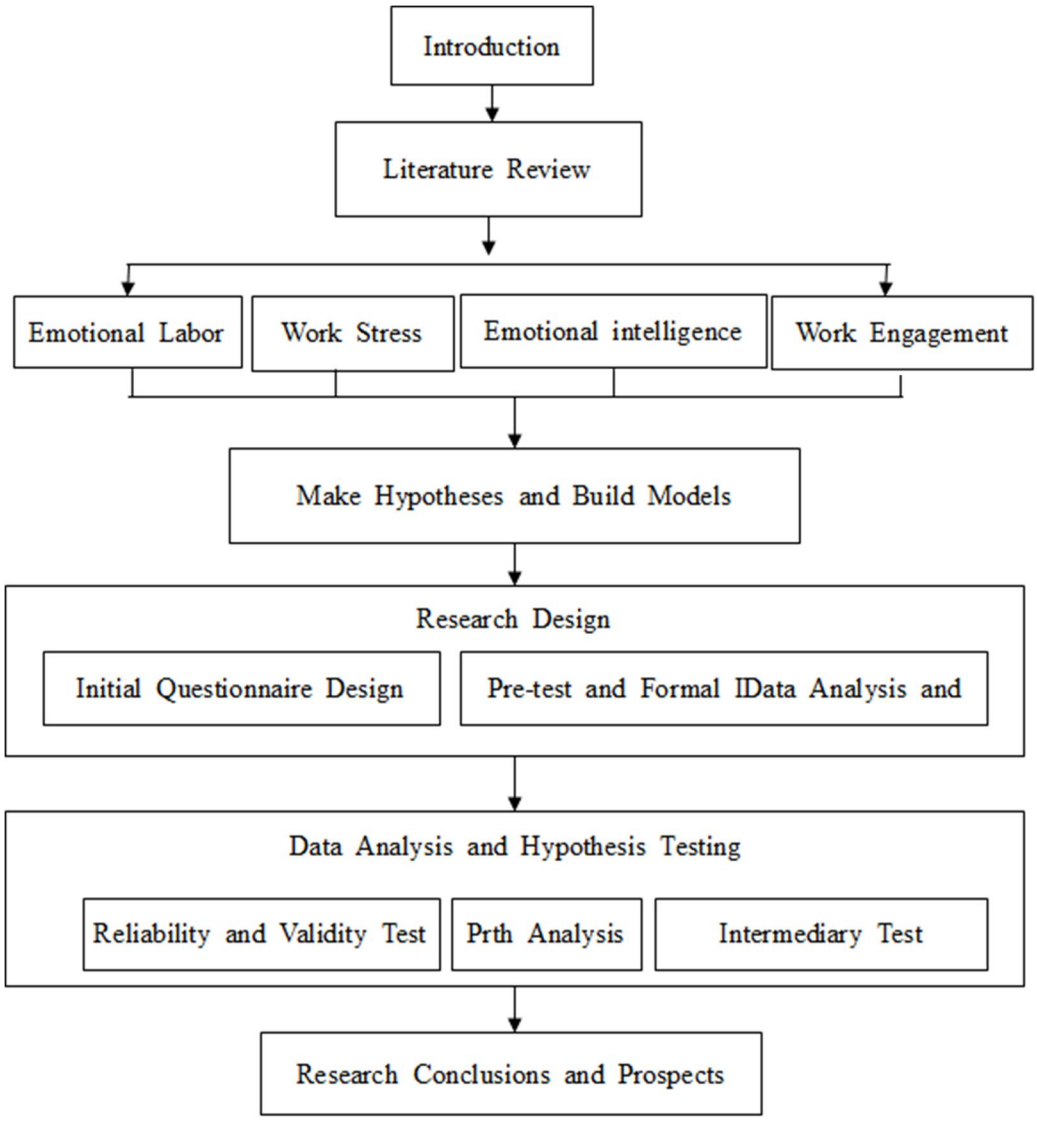
c. Statistical analysis

Use analysis software such as SPSS 20.0 and AMOS 22.0 for data processing and analysis. It is planned to test the reliability and validity of the scale through reliability analysis, exploratory and confirmatory factor analysis. Correlation analysis, structural equation modeling, and Bootstrap intermediary effect analysis method are adopted to test whether the theoretical model and hypothesis proposed by this research are valid.

3. Technical route

The technical route of this research is shown in the figure below:

Figure 1 Technical Route



4. Research innovation

The first is an innovative research perspective. Emotional labor is a new research field. From the perspective of human resource management, this article studies the impact emotional labor creates on work engagement through work stress, enriching the research on emotional labor. At the same time, it also increases the manager's attention to emotional labor, which has certain reference significance for the development of the hospital.

The second is to combine emotional labor with work engagement. On the basis of previous scholars' research on emotional labor and work engagement, by constructing a moderated mediation model, it further reveals the influence mechanism and conditions of employee emotional labor and work engagement, and expands the research on the positive aspects of emotional labor. Existing researches mainly deal with the impact emotional labor has on the negative results of job burnout, emotional exhaustion, job withdrawal behavior, etc. However, some scholars believe that the effects of emotional labor are not all negative, and they propose a concern on the positive effects of emotional labor. Based on this, this article makes a breakthrough in variable selection, introducing work stress as a mediator and emotional intelligence as a moderator variable for empirical analysis, hoping to enrich the research boundary of emotional labor and work engagement, and set up a theoretical basis for subsequent research on related topics or the basis for the conclusion.

The third is at the level of management practice. Different from previous studies, this study advocates positive energy, shifts the perspective to the positive effects of emotional labor, and focuses on how to reduce work stress through emotional labor and improve work engagement. At the level of practical management, researchers in the past have emphasized the negative effects of emotional labor. For instance, emotional labor will lead to individual emotional exhaustion, reduce employee job satisfaction, prompt employees to resign ideas and behaviors, and cause unnecessary brain drain in the organization. This research shifts the perspective to the positive effects of emotional labor, focusing on how to reduce work stress and improve work engagement through emotional labor.

Ⅱ Literature Review

A. Literature Review of Emotional Labor

1. Concept of emotional labor

Emotional labor was formally put forward by Hochschild (1979) based on a survey of the interactions between flight attendants and passengers of Delta Airlines in the United States, emphasizing expressing and regulating emotions in the way expected by the organization. In the assistance interaction, representatives not just need to give their psychological and actual energy, yet in addition need to direct and deal with their passionate sentiments and articulations. Hochschild called the phenomenon that work needs to be done through emotional effort as emotional labor, and pointed out that emotional labor has exchange value, but it is different from manual labor and mental labor and is the "third type of labor."

Ashforth and Humphrey (1993) put forward emotional labor because of the restrictions of professional requirements, employees need to express appropriate emotional behavior. And compared to the definition proposed by Hochschild. They focus harder on the positive side of emotional labor. They believe emotional labor has a certain degree of autonomy and spontaneity. Employees can obtain a sense of accomplishment and self-efficacy from emotional labor, which is beneficial to employee mental health. Based on the theory of human interaction, American scholars Morris and Feldman (1996) characterized emotional labor as: "The correct expression of the emotional response required by the enterprise by employees in the process of interacting with customers." This definition shows that emotional labor is a fundamental piece of the work content of representatives. It requires employees to properly conceal and control their genuine emotions in contact with customers. Even when employees are depressed and exhausted, they must face customers with a smile as required by the company. Grandey (2000) utilizes the hypothesis of emotion regulation to clarify emotional labor, and characterizes emotional labor as the way that people deal with feelings and articulations for organizational objectives. Emotional labor can be

regarded as a series of mental processing activities. Then Dietorff and Gosserand (2003) defined emotional labor as an employee's adjustment, monitoring, and processing of emotional disorders, that is, employees continuously monitor whether there is a difference between emotion expression and expression rules, and choose the appropriate emotional labor strategy to reduce the difference process of inner and outer emotions.

2. Dimensions of emotional labor

In light of various examination points of view, homegrown and unfamiliar researchers have arrived at multiple resolutions on the elements of emotional labor. In any case, most analysts accept that emotional labor is a complex and multi-part idea.

a. Classification based on emotional expression

Hochschild (1983) first concentrated on the components of emotional labor, and recommended that emotional labor incorporates surface acting and deep acting methodologies. Surface acting means that when the emotions felt by employees are inconsistent with the performance rules, they will adjust the visible aspects of emotions, so that they can meet the superficial emotional expression requirements in the organization. Deep acting means to change the inner thoughts and emotions, so that the inner cognition of employees is consistent with the work mood of the organization. Grandey (2000) proposed that the core of emotional labor is how to regulate emotions. Diefendorff and Gosserand (2003) added the dimension of true emotional expression on the based on Hochschild's research. They believe that true emotional expression means that the employees' own actual emotional experience and feelings are consistent with the organization's requirements, and employees just naturally express their most authentic emotions.

b. Division based on emotional expression content

In terms of the nature of emotional expression content, scholars pay attention to the positive degree of emotional expression, focusing on expressing positive emotions, expressing neutral emotions, expressing negative emotions. Wharton and Erickson (1993) divided emotional labor into

three dimensions: positive emotional performance, neutral emotional performance, and negative emotional performance. Positive emotions can improve the happy mood and experience of employees and customers. Neutral emotional performance requires no major fluctuations and changes in emotional performance, and is used to convey calm power and status information. Negative emotional performance will bring bad emotional experience and feelings to customers. Schaubroeck and Jones (2000) isolated emotional labor into two aspects, communicating positive feelings and stifling pessimistic feelings, and suggested that emotional labor is a piece of the work content, which is estimated by representatives' impression of the guidelines of the inclination table.

Based on the theory of action, Zapf (2002) proposed seven dimensions of emotional labor: (1) Positive emotional performance. That is, the number of positive emotions. (2) The diversity of emotion expression. Job roles require individuals to show various emotional states in different social situations. (3) Sensitivity requirements. Whether it is required to perceive the emotional state of customers at work. (4) Trait empathy. Similar to the former, empathy from the perspective of customers and perception of customer emotions. (5) Emotional inconsistency is imbalance. For example, whether the emotional performance required at work needs to be consistent with the true inner feelings. (6) Regularity. Whether the way of interacting with customers at work is based on performance rules does not express one's inner feelings. (7) Interactive control. When employees interact with customers, do they have the initiative.

Glomb and Tews (2004) take emotional labor as the basis and propose that emotional labor is divided into six dimensions, including three parts: true emotional performance, fake emotional performance, and emotional depression. Each piece is composed of positive emotions and negative emotions, so that it can be divided into six primary emotional states: love, joy, irritation, sadness, fear, and hatred.

c. Division based on job requirements

Morris and Fledman (1996) divide emotional labor into four dimensions, namely, emotional display frequency, concentration, diversity, and emotional disorder. They believe that emotional labor should include four dimensions: (1) the number of emotional expressions. That is, the

frequency of communication between service personnel and customers. (2) Attention to performance rules. Including two aspects of intensity and continuity. (3) Types of emotional performance. That is diversity. Display rules (emotional performance rules) require individuals to present multiple states at work, and different job role requirements are different. (4) Emotional inconsistency is an emotional disorder. Alludes to the way that the enthusiastic express that the association requires the person to communicate doesn't match the singular's actual internal sentiments. Then Kruml and Geddes (2000) believe that the first three dimensions of emotional labor (Morris & Feldman, 1996) only emphasize individual effort, planning, and control, and have no conceptual connection with the definition of emotional labor. In his research, two dimensions of emotional labor are proposed: emotional disorder and emotional effort.

Davies (2002) proposed a six-dimensional emotional labor theory: (1) Frequency. (2) Diversity. (3) Disorders. (4) Intensity. (5) Effort. (6) Persistence of performance. It can be seen that Davies's theory inherits some of the research results of Morris and Feldman, such as frequency, diversity, and inconsistency. Brotheridge and Lee (2002) divide emotional labor into two dimensions, "work center" and "personnel center," mainly due to different work angles.

3. Measurement of emotional labor

a. One-dimensional measurement

Based on the characteristics of emotional labor proposed by Hochschild, Adelmann compiled it. It regards emotional labor as external work behavior, and measures the functional parts of emotional labor. Its scale consists of 5 items, and its internal consistency coefficient is $\alpha = 0.69$.

b. Two-dimensional measurement

Beginning from the two-layered design of emotional labor, Grandey (2003) fostered a passionate work scale, including two subscales of surface acting and deep acting. The scale has a sum of 8 things, which are scored utilizing a 5-point Likert scale, and its inside consistency coefficient is 0.75.

Taiwan researcher Wu, P. (2003) deciphered the Grandey Emotional Labor Scale to quantify

deep acting and surface acting independently. The reconsidered scale has 11 things, five things measure surface acting, and six items count deep acting. This scale has excellent unwavering quality and legitimacy, and is usually utilized straight by researchers in Taiwan and Mainland China.

Elizabeth F. Chua, Daniel L. Schacter, Erin Rand-Giovannetti, and Reisa A. Sperling (2006) developed an emotional labor scale that includes two subscales of emotional disorder (14 items) and emotional effort (5 items). The emotional disturbance mainly measures two aspects: surface acting and authentic expression.

c. Multidimensional measurement

The emotional labor scale created by Brotheridge and Lee (2002) is a multi-layered scale. This scale is a self-detailed estimation survey, which contains six elements of emotional labor frequency, rule diversity, intensity, durability, surface acting, and deep acting. The internal consists of the subscale goes from 0.71 to 0.91.

Glomb and Tews (2004) developed an independent emotional labor scale from the perspective of emotion, including three subscales: actual emotional performance, suppressed emotional performance, and disguised emotional performance. The question of each subscale is to ask the surveyed person to evaluate the frequency of 14 emotions in the six categories of emotions (love, happiness, anger, sadness, fear, and hatred) in the work situation.

4. Influencing factors of emotional labor

a. Antecedent variable

The emotional labor causal model proposed by Grandey (2000) (see diagram 2) explains the mechanism of emotional labor from the production, development, and influence of emotional labor.

This article combines Grandey's emotional labor causal model and other scholars' research. The antecedent variables of emotional labor are sorted out from the three levels of individual, organization, and context, and the antecedent variables of emotional labor are summarized as table 1.

Figure 2 Grandey's emotional labor causality model

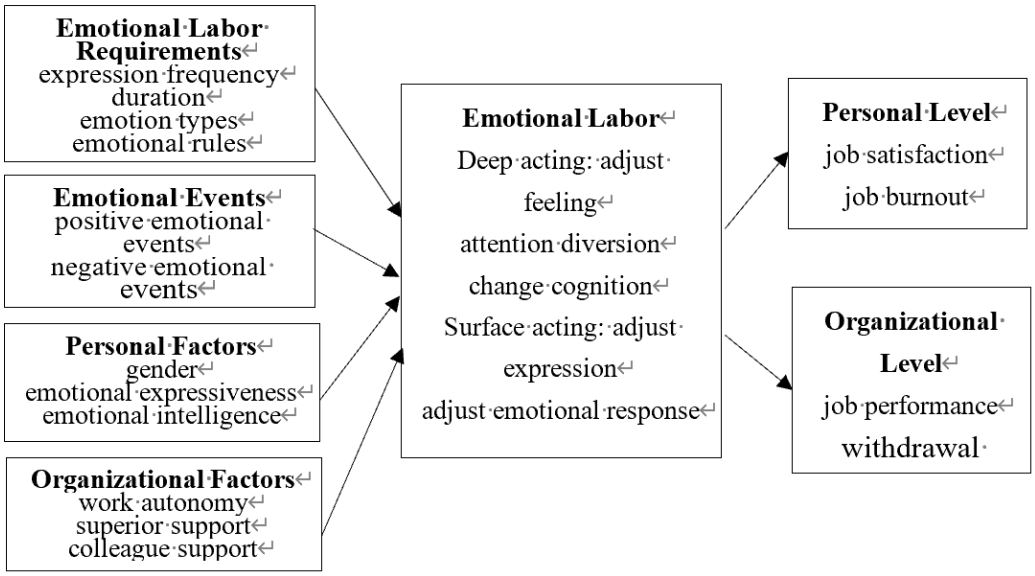


Table 1 Antecedent variables of emotional labor

Classification	Influence factor	Scholar's point of view
Individual variables	Demographic factors such as gender, age, nature of the unit, etc.	As far as age, a few researchers have observed that youthful workers will quite often utilize surface acting, while more older workers will quite often utilize real emotional expressions and deep acting (Dahling, Perez, 2010; Shao, J., Tan, X., and Fan, W.,2011). This might be that as the age develops, the singular's capacity to manage feelings will proceed to create, and the experience of feeling handling will turn out to be more bountiful, which makes it more straightforward to control one's feelings. In terms of gender impact, research has found that compared with men, society has more demands on women's emotional labor, and women tend to do better than men in jobs that require more emotional labor (Mary, Meredith, and Mary 2004).
	Personality characteristics such as personality and intelligence	Totterddl (2003) found in research and research that if employees have higher intelligence, they tend to choose deep acting in their daily work. Li, X., and Zhou, E. (2013) pointed out from the perspective of positive psychology that individuals with high psychological capital have fewer surface acting behaviors and more use of deep acting.

Organizational variables	Expression rules Task characteristics Work autonomy Organizational culture Organizational support Organizational identity Organizational commitment	In terms of work, if a job requires a higher level of autonomy for employees, and the greater the authority delegated to employees, the more motivated employees are to work, the less likely they are for emotional disorders, and the higher the probability of using emotional labor. The opposite is the opposite (Morris, Feldman, 1996). As far as the employee is concerned, if he has a high sense of identity and belonging to his work, he is likely to adopt a deep acting to tie the work and personal value together (Luo, X., 2006).
Situational variables	Communication process Customer sentiment	The research conducted by Totterdell (2003) found that if employees take more surface acting behaviors at work, the customers they face are more likely to have negative emotions. Diefendorff (2003) accepts that the consistency of correspondence is contrarily associated with deep acting, and industriousness is emphatically related with deep acting.

Source: Relevant literature collation

b. Outcome variable

In combing the related literature of emotional labor, it is found that the variables affected by emotional labor are mainly divided into individual and organizational levels. For the personal level, it is primarily discussed from the aspects of employee satisfaction and work stress, which is different from the personal level that affects the antecedent variables of emotional labor. At the organizational level, emotional labor is mainly discussed in terms of job performance and turnover rate. Generally speaking, these outcome variables reflect scholars' research on emotional labor to a certain extent. This article combs the study of domestic and foreign scholars, and summarizes the outcome variable of emotional labor as follows.

Table 2 Outcome variable of emotional labor

Classification	**Influence factor**	**Scholar's point of view**
Individual variables	Emotional disorder	Hoehschild (1983) proposed that emotional labor has both positive and negative effects on staff. Emotional labor may make workers

	Emotional exhaustion	lose their personality, work slack and other negative effects. And she held that surface acting and active deep acting may cause employee fatigue or excessive work stress. Ashforth and Humphrey (1993) comprehensively studied the impact of emotional labor on organizations and individuals, and pointed out that emotional labor will bring both positive and negative effects. For the organization, if employees cooperate with the organization requirements and show the emotional labor needed for the work, they can complete the work effectively. However, if the employee does not perform the emotional labor required by the organization, it will have a negative impact on the work. Personally, when an individual's emotional labor is consistent with their true emotions, the individual often feels happy. However, when the individual's internal emotions and emotions need to be displayed inconsistent, emotional incoordination will occur, leading to emotional conflicts and emotional stress and other undesirable consequences. Morris and Feldman (1997) found in a survey and research that if employees suffer from a series of long-term emotional disturbances at work, they will reduce their satisfaction at work. Stephane Cote and Morgan (2002) survey results show that as employees use emotional labor more frequently, their emotional exhaustion will also speed up. Liu, Y., Perrewe, P. L., Hochwarter, W. A., and Kacmar, C. J. (2004). have shown through a series of investigations and studies that the tension and pressure of employees at work will increase the frequency of employees using emotional labor at work. Totterdell and Holman (2003) believe that surface camouflage is positively correlated with emotional exhaustion and job burnout. Deep acting has a positive correlation with organizational performance, shallow and deep acting have a significant impact on service performance, and deep acting has a greater impact. Liu, Z.,Yang, Y., Ma, Q.,and Li, Zhe. (2016) believe that family work conflicts of service employees will inhibit the deep-level performance and real expression of emotional labor. Family work gains will promote deep performance and true expression in emotional labor.
	Job burnout	
	Job satisfaction	
	Work stress	
	Physical and mental health	
Organizational variables	Job performance	
	Organizational citizenship behaviors	
	Demission tendency	
	Internal customer satisfaction	
	Anti-production behavior	

Source: Relevant literature collation

B. Literature Review of Work Engagement

1. Concept of work engagement

Being a positive variable closely related to work outcome, work engagement has always been the scholars' focus. Researchers are in different positions and pay attention to different angles. They have studied work engagement and put forward various definitions and explanations, which have not yet been unified. In 1965, Lodahl and Kejner first used the concept of "Work Involvement" for

"Work Engagement" from a psychological perspective. But in fact, the concept of work involved is only close to the dedication dimension of work engagement. Kahn put forward the idea of work engagement from the perspective of "role-playing" in 1990, that is, "Work engagement represents the three dimensions of physical, cognitive and emotional characteristics reflected by the individual at work." Physical involvement means that the individual is highly involved in the physiological state at work. Cognitive involvement means that individuals maintain a highly active and awakened state at work, and are aware of their tasks in the work situation. Emotional involvement implies that an individual keeps himself in touch with others and can keenly perceive the emotions of others in the work scene. Although Kahn proposed the concept of work engagement, it has not been applied to empirical research. The exploration of its definition and structure is still theoretical, and no operability conclusions have been obtained.

Currently, what is generally recognized is the definition proposed by Wilmar B. Schaufeli, Marisa Salanova, Vicente González-romá, and Arnold B. Bakker (2002). He believes that work engagement is a mental state concerning work, manifested as positive emotions and positive cognitive states. This state is not only for a specific work environment or goal, but is diffuse and persistent. Its characteristic is full of vigor, dedication, and absorption. Vigor: Go all out and face difficulties unremittingly. Dedication: Dedication to work, full of enthusiasm, inspiration, challenge, etc. Absorption: immersion in the work and feel that time passes quickly. Many scholars in my country have also defined work engagement. For example, scholars Xu, Y., Jiao, H., Song, G., and Pan, X. believe that work engagement is the positive feedback of work performance to the individual, that is, the more encouragement, support, or rewards received in work, the more the individual will be engaged in the work go.

2. Dimensions of work engagement

The dimensionality of work engagement is generally recognized by academia in the three-dimensional structure, but scholars have specific divisions. Kahn (1990) divides work engagement into three dimensions: physical, cognitive, and emotional. The physical dimension refers to the state in which employees are highly engaged in work at the physical level. The cognitive size means that

employees clarify their responsibilities and voluntarily work towards them. The emotional size is active maintenance of the relationship between employees, colleagues, and leaders. Studies such as Maslach pointed out that work engagement mainly includes three dimensions of efficiency, involvement, and energy. The job burnout score is re-adjusted to measure the individual's work engagement level. Maslach and Leiter (1997) constructed the MBI scale, the Chen-style scale, when measuring job burnout. The scale uses negative scoring when assessing work engagement. In dimensionality, the scale corresponds to job burnout, in which energy corresponds to exhaustion, involvement corresponds to cynicism, and high efficiency corresponds to low self-efficacy. Schaufeli and other scholars reinterpreted work engagement in 2002. They pointed out that job burnout and work engagement present a dialectical and unified relationship, and there is a big difference in the psychological state of the two. Schaufeli and other scholars put forward the definition of the three-dimensional structure to fully explain the concept of work engagement. At the same time, an independent scale is used to measure work engagement, which enhances operability. Therefore, it is widely recognized and adopted by the academic community. Schaufeli, Bakker and Salanova constructed the Utrecht Work Engagement Scale. Schaufeli (2006) built a simplified version of UWES-9 based on this scale. The scale has three main dimensions, namely absorption, dedication, and vigor. When researching work engagement, the UWES scale is currently the most widely used.

3. Measurement of work engagement

Because the connotation of work engagement is relatively complex and there is no unified definition, the measurement tools are also different. Maslach (1997) compiled the MBI scale (Maslach Burnout Scale), which regarded work engagement as the opposite of job burnout and divided it into three dimensions: involvement, energy, and efficiency. A negative scoring scale for measuring job burnout measures work engagement. There are 22 items in the questionnaire. Britt (2001) compiled a work engagement measurement scale containing six items. The ranking covers three aspects: work responsibility, organizational commitment, and self-consciousness of performance impact. After collating and discussing previous studies, Schanfeli (2002) found that

measuring work engagement with the opposite of burnout lacks a theoretical and scientific basis, because burnout and investment are not highly correlated. Therefore, through a lot of research and exploration, a scale that measures explicitly work engagement independently-the "work engagement scale" has been developed. This scale has become the most used work engagement tool in relevant empirical research. Zhang, T., and Gan, Y. (2005) revised this scale according to my country's national conditions to make it more in line with the Chinese cultural background. They used middle school teachers as the research sample and confirmatory factor analysis to verify the three-factor model of work engagement. Because the revised version also has high reliability and validity, it is widely used in the research of Chinese scholars. Combined with the above analysis, this paper uses the UWES-9 short version scale developed by Schaufeli (2006) for research.

4. Influencing factors of work engagement

a. Antecedent variables of work engagement

Regarding the influencing factors of work engagement, existing researches can be roughly divided into two levels: personal and environmental. Among them, the individual level mainly involves personality traits, motivational factors, and psychological perception. The ecological aspect includes factors such as job characteristics, organization, or family. The empirical research of May, Gilson, and Harter (2004) found that an individual's work engagement will be positively affected by three mental states: perception of the meaning of work, perception of job safety, and perception of resource availability. However, negative perceptions such as workplace rejection and extreme work insecurity will negatively affect their work engagement. Langelaan, Arnold, and Lorenz (2006) believe that neurotic characteristics negatively affect the individual's input level, while extrovert and active traits will promote this positive work state. The research of Tian, G., Shang, L., Yang, C., Huang, L., and Zhao, X. (2012) shows that individuals with higher achievement motivation tend to devote higher levels of energy, recognition, and commitment to their work, and their work engagement status is also more apparent. Yin, K., Sun, J., and Xu, G. (2016) believe that work engagement will be influenced by work resources and work requirements. Having abundant resources and taking on challenging conditions will improve individual work

engagement. Wang, M., Li, W., and Wang, H. (2019) researched with teacher groups as a sample and found that work motivation can often bring positive attitude or behavior changes to employees, promoting their work engagement level.

b. Outcome variable of work engagement

In terms of impact, the previous literature can be roughly classified into two levels. The individual-level includes cognition or attitude, behavior, and outcome. The organizational level is relatively small, mainly the impact on organizational performance. Individual level: Harter, Schmidt, and Hayes (2002) found through research that a higher level of personal input contributes to improving organizational productivity, performance, and customer satisfaction or loyalty. The study of Schaufeli and Bakker (2004) shows that increasing individual investors will have a driving effect on their organizational commitment. At the same time, it will also alleviate or reduce the generation of deviant behaviors such as individual turnover to a certain extent. Salanova Agut and Peiró (2004) showed in their research that when some employees in an organization indicate a high level of engagement, other individuals around are often driven by this positive state, which promotes a good service atmosphere or work in the organization. The formation of atmosphere. Bakker Demerouti and Brummelhuis (2012) also showed in their research that the improvement of investment level is often accompanied by the realization of good job performance.

C. Literature Review of Work Stress

1. Concept of work stress

Work stress is also called Job Stress, widely present in employees in the organization. American psychologist Cannon first introduced the concept of stress in physics into sociology in 1927, but he did not give a systematic explanation of the definition of stress. In the 1930s, Canadian scholar Hans Selye gave a systematic description of pressure and did related research. So far, scholars in different disciplines such as sociology, psychology, and management have begun to explore porce. It was not until 1962 that French and Kahn first proposed the concept of work stress

in their research on industrial environment and mental health. They believed that when employees realized a discrepancy between personal job standards and existing work strength in the organizational environment. It is easy to increase the individual's sense of burden. After that, different foreign scholars began to study and analyze work stress from different angles. Among them, scholars mainly explore from the perspective of job stressors, the impact of stress on individuals, and the interaction between job stressors and individuals.

By consulting, sorting out, and summarizing the relevant literature on work stress, the current research on work stress and its corresponding conceptual definitions are obtained, as shown in table 3.

Table 3 Concept of work stress

Research theory	**Representative scholar**	**Definition**
Stimulus Theory	Weiss (1967)	When the individual receives a certain external stimulus, it will produce tension or other emotions will produce a strain on this stimulus, this stimulus is stress.
	Janis & Mann (1977)	Define stress as changes in all links that affect the normal operation of things, and these changes can lead to unpleasant emotions.
Reaction Theory	Quick (1990)	Facing the stimulation of stressors at work, a kind of universal, regular and unconscious mobilization response of the body's natural resources is produced physiologically.
	Xu, C. (1999)	In the work environment, stressors that threaten personal goals have a long-term and continuous effect on individuals. Due to the personality and coping behaviors, a series of physiological, psychological and behavioral reaction processes are formed.
	Wen, J., Zhong, S., Ren, Z., and Liu, Wei. (2017)	The amount or difficulty of the work undertaken exceeds one's own expectations or the scope of ability, resulting in a series of psychological and physical reactions and behaviors.
Subject Characteristic Theory	McGrath (1976)	Work stress is the consequence of unmet needs when individual needs and abilities cannot be matched.
	Beehr and Newman (1978)	Work stress arises from the interaction between people and their work. It is characterized by internal changes in people. This change causes people's psychology to deviate from the normal functional state.
	Li, Z., and Liao, J. (2001)	Work stress is a psychological and physical response when people's needs and abilities are unbalanced.
Stimulus-Response Theory	Lazarus (1984)	Emphasize that pressure is a process, divided into three main bodies. Stimulus, or stressors, exist objectively, while stress response is the subjective feeling of the individual. The work stress process is the psychological tension generated by the interaction between the individual′s work situation and individual factors.

	Ye, X., Li, X., and Wang, Z. (2014)	The work environment, characteristics, requirements, expectations, etc. are beyond the range that the individual can cope with, which leads to physical and psychological tension.

Source: Relevant literature collation

2. Theoretical model of work stress

In 1962, French and Kahn applied the term pressure to business management research for the first time. The theory of stress developed rapidly from the 1970s to the 1990s. Especially at the beginning of the 20th century, with the rapid economic development, when people were pursuing external material conditions, there were a lot of psychological problems caused by work, and the problem of work stress became a vital research object in many disciplines such as psychology, management, and medicine. In the 21st century, people pay more attention to the psychological construction of individuals, and the research on work stress is not only from the perspective of traditional negative views, but more comprehensively looking at the impact of work stress from the perspective of positive psychology. Research on work stress has formed various work stress models based on the following four categories of research perspectives:

a. Traditional theoretical model

All the factors of work stress are regarded as static and independent. Work stress is considered to be the stimulation of the external environment to the individual, so that the individual's physical and mental tension, fear, and stress have become human physiological responses. The stimulus theory and the response theory of stress treat pressure from a single static perspective, without considering the mechanism of the connection and action between stressors and the responding subject, which belong to the traditional stress theory model. The classic representative person is Hendrix W H. He divides the factors in the stress system into internal organizational factors, external organizational factors, and personality characteristics. He conducts independent measurement and observation of these factors, and studies the effects of these factors on individuals or organizations influence. He believes that these three factors impact the individual's pressure, and this impact does not interfere with each other and acts on each other. In the work stress research conducted under the guidance of traditional theories, almost all factors are static and independently

studied when studying the relationship between one or several organizational characteristics or personal characteristics and work stress.

b. Individual-environmental adaptation model

The individual-environment adaptation model proposed by French Caplan and Van Harrison (1982) is one of the theories that are popular in the field of work stress and has been widely used. This theory believes that work stress will be produced when the individual's ability cannot meet the work requirements in the organization. When faced with various environmental challenges, individuals will mobilize their resources to adapt to the ecological challenges as much as possible. When the mobilized own resources are not enough to meet the ecological challenges, pressure will be generated (Matheny, 2000). People's work stress is an unfixed situation. When people encounter difficulties and setbacks in a particular work process and conflict with their expectations, their abilities can no longer handle well. At this time, people Self-produced psychological and physiological reactions (Li, Z., 2001). This model has made a significant breakthrough in the traditional stress theory model. It no longer looks at work stress from a single factor, but emphasizes the relationship between "matching" and "adaptation" between individual characteristics and the work environment.

c. Demand-control theory

Proposed by Karasek in 1979. It is believed that job demand and job control are the two critical factors of the working environment. Work requirements refer to the needs of the work itself on the employees' working hours, workload, and difficulty, similar to the stressors in work. Work control reflects the degree of influence that workers can exert on their work after imposed work demands, including work skills and decision-making power. The interaction of work requirements and work control forms work stress. The model divides work stress into four situations according to the size of the work demand and the level of work control. High work demands and low work control will produce high work stress feelings. When there is increased work demand and high work control, the motivation of workers is enhanced. At this time, the benign occupational stressors can be more

effective. Workers actively work activities and enjoy the work process. Low work demand and high work control make workers less aware of work stress. When the job demand and control are common, the worker is in a hostile working state, and the sense of meaning and satisfaction of the job is not strong. Johnson (1988) supplemented social support and proposed a work-control-support model, where work support refers to factors that can relieve work stress and promote individual development. Work stress occurs when individuals face high work requirements, low work control, and low social support work scenarios. When employees meet high work requirements, high work control, and high social support scenarios, they will increase work motivation and promote their learning and development. There is an interaction between job control and social support, which can reduce the negative impact of job requirements.

d. Interaction model

The interaction model was proposed by Lazarus (1984). They believe that the relationship between environmental conditions and individual characteristics and the degree of matching are not static, but constantly changing. Interaction theory believes that when individuals face a situation, they will interact with the environment, and this interaction is a process of dynamic change. The dynamic process of pressure generation includes two assessments, one is to assess the threat of the external environment on the individual, and the other is to determine the individual's tolerance to threats. The results of these two assessments also influence each other and together determine the individual's understanding of work stress. This is the work stress model accepted by the majority of scholars.

3. Measurement of work stress

Because the connotation of work stress is very complex, the stressors of different occupations are also other, and work stress is produced by the interaction of environment and individual characteristics, the measurement of work stress is the basis and focus of research, and it is also the problematic point of analysis. At present, the more common scales for measuring work stress in empirical research on work stress at home and abroad are as follows:

a. Occupational Stress Indicator

Cooper (1988) developed an occupational stress index scale. The scale comprises 6 parts, including job satisfaction, health status, behavior type, explanation of surrounding events, job stressor, and stress coping styles, with a total of 155 questions. In 1996, Cooper and others improved the scale and developed the OSI.2 scale, including 55 questions to measure stressors, coping strategies, mental health, physical health, and job satisfaction. The scale provides a comprehensive measurement of the work stress of employees. This system is considered to be the most classic measurement index system. On this basis, many Chinese scholars have compiled work stress scales for various industries in combination with my country's national conditions, which also provides reference and reference for this research.

b. Mclean's work stress scale

The scale consists of three parts: coping ability, job satisfaction, and occupational stressor: coping strategy (20 questions), job satisfaction (15 questions), occupational stressor (12 questions). Among them, coping ability refers to the individual's understanding of their skills; job satisfaction refers to one’s satisfaction with the organization, superiors, colleagues, and work; occupational stressor refers to the degree of matching of positions and responsibilities, whether there are role conflicts and roles Fuzzy and other aspects of pressure. It mainly measures the individual's interest and enthusiasm for work, reaction power and creativity to things, and workability. However, when using McLean's work stress scale, it needs to be further tested for practicality.

c. Job Content Questionnaire

This scale is a work content scale designed by American Professor Karasek (1979) to examine the stress design from two aspects: job control level and psychological job needs. It was originally used to study work stress and high blood pressure. In 1998, it was revised to increase the part of social support, and it is now widely used to evaluate the work stress level of professional people. The scale includes three parts: job control level, psychological job needs, and social support.

d. Job Controll Questionnaire

In 1988, Hurrell and Mc Laney of the American Institute of Occupational Safety and Health developed a work control questionnaire, which measures the stress faced by individuals from the level of the occupational stressor. The content of the entire questionnaire survey is closely related to the degree to which individuals control people, things, and things in the work environment. It consists of four parts: physical work environment control (2 questions), decision control (4 questions), and work task control (7 questions), resource control (2 questions).

In summary, different work stress scales have different practical values, providing us with references when we measure work stress. However, due to the limited operability of the work stress measurement scale, the scale involves the measurement of many psychological factors, and the size will be subjectively affected by the subject. The size is more complicated, which to a certain extent hinders the popularization of the work stress scale. Therefore, at present, there is no unified scale for the measurement of work stress at home and abroad. Most researchers will design the measuring scale according to the research object, field, and purpose.

4. Research on work stress

a. Job stressor

Analyzing the factors that cause work stress is the core content of work stress research. In an organization, job stressor refers to related factors that cause work stress. Researchers' understanding of stressors is controversial between "subjective" and "objective." "Subjective theory" believes that stressors are subjective, and different individuals have different stress responses when facing the same pressure. The "objective theory" suggests that some stressors exist objectively, which surpass the individual's cognition and self-regulation ability. By reading the relevant literature, the summary is shown in table 4.

Table 4 Job Stressor

Dimension	Representative	Main points
Six aspects	Cooper and Marshall (1978)	Work pressure, job role pressure, interpersonal pressure at

		work, career development pressure, organizational structure and atmosphere pressure, family and work interaction.
Five aspects	Zuo, J. (2013)	Expectations, job control, inter-leadership, job roles, and work principles.
Four aspects	Fox, Spector and Miles (2001)	Work autonomy, work conflicts, work restrictions, fairness perception.
	Milner, Niedhammer, Chastang, Spittal and LaMontagne (2016)	The degree of work control, work complexity, work requirements and work safety.
	Jaredic, Hinic, Stanojevic, Zecevic and Ristic (2017)	The staff's own characteristics, work situation, individual emotional characteristics and other temperament factors.
	Ma, K. (2000)	Work task pressure, competitive relationships, interpersonal relationships and working environment.
Three aspects	Niu, L., Li, N., and Jiang, Q. (2014)	Work characteristic pressure, organization and management pressure, feeling of job helplessness.
Two aspects	Xu, X. (2007)	Internal pressure, external pressure.

Source: Relevant literature collation

b. The impact of work stress on the outcome variable

The influence of work stress on the outcome variable. The field of organizational behavior mainly studies the results of employees' work stress, and there are two main types of influencing results. One is the impact on mental state and physical and mental health; the other is the impact on employees' safety behavior and job performance.

As for the impact on mental state and physical and mental health, state and physical and mental health have a negative effect. Li, X., Guo, Y., Xia, Z., Chen, K., Li, J., and Bian, P. (2006) pointed out that the work stress of civil servants has a greater negative impact on their health. D. M. Rose, A. Seidler, M. Nübling, U. Latza, E. Brähler, E. M. Klein, J. Wiltink, M. Michal, S. Nickels, P. S. Wild, J. König, M. Claus, S. Letzel and M. E. Beutel. (2017) researched the relationship between employee work stress and fatigue and depression. The results showed that employee work stress could significantly increase employee fatigue and increase the probability of employee depression. Zhang, Y., Dong, Y., Wang, Y., and Wang, S. (2017) discussed the work stress of public security police, and the research further confirmed that work stress hurts the mental health of workers. Luo, J., and Yu, Y. (2011) research on the work stress of Chinese civil servants shows that work stress is significantly negatively correlated with physical and mental health.

In terms of the impact on work behavior and job performance, experts and scholars in different

fields believe that work stress is an essential factor affecting employees' work behavior and job performance. The research of Zhang, Y., Liu, H., Wang, M., and Qing, P. (2018) shows that the challenging work stress of employees will have a positive impact on the job performance of employees, and blocking stress will seriously reduce employees' self-efficacy and creativity. Lv, A., Sun, C., Liu, X., and Li, W. (2020) took the nurses in the operating room of a tertiary hospital as the research object, and through empirical research, pointed out that the excessive work stress of the nurses in the operating room would cause them to produce a higher level of job burnout and lead to their turnover behavior.

D. Literature Review of Emotional Intelligence

The emotional intelligence theory initially originated from psychology and pedagogy outside of the business field. Since the late 1990s, due to the influence of Goleman's book "Working with Emotional Intelligence" and the paper "What Makes a Leader," emotional intelligence has quickly become a heated topic in the field of psychology, management and practice.

1. Concept of emotional intelligence

The first to formally put forward the concept of Emotional Intelligence (EI) were Professors Salovey and Mayer. In 1990, Salovey and Mayer defined EI as the ability of individuals to recognize, evaluate, control, and manage the emotions of themselves and others. In 1995, Goleman wrote "Emotional intelligence: Why it can matter more than IQ." In the book, he used emotional quotient (EQ) instead of emotional intelligence to discuss the problem, and the term emotional quotient was widely circulated. The emotional quotient is equivalent to emotional intelligence. Emotional intelligence is often used in academic research, and emotional quotient is used in daily life.

In 1995, Goleman defined EI as the behavior and ability to recognize the emotions of others, recognize and control their own emotions, and retain the initiative of interpersonal relationships. In 1997, Salovey and Mayer revised the concept of EI. They believed that EI is an individual’s ability

to perceive, evaluate, and express emotions and emotions of oneself and others, the ability to understand and regulate emotions and emotional knowledge to promote emotions and intellectual development, and the ability to use dynamic information to encourage thinking. In the same year, Bar-On defined EI as the sum of a series of dynamic, personal, and interpersonal skills that affect people to cope with environmental needs and pressures. In 1998, Goleman redefined EI as the ability to recognize the emotions of oneself and others, self-motivation ability, and the ability to manage one's own emotions and emotions in interpersonal relationships. In 2000, Salovey, Mayer, and Caruso again defined EI as the competency to recognize the meaning and connection of emotions, to use knowledge to reason and solve problems, and to use emotions to promote cognitive activities. They believe that EI usually operates across the cognitive system and emotional systems in a holistically manner.

Domestic scholars have also given some different definitions of EI. In 2002, Xu, X., and Zhang, J. defined EI as a non-cognitive mental ability. This ability impacts people's learning and life, including five main factors: emotional perception ability, emotional evaluation ability, emotional adaptation ability, emotional regulation ability, and emotional performance ability. These abilities are divided into several sub-factors, covering 18 sub-factors. They used this as a theoretical model to compile the EI scale for college students, and conducted a systematic and detailed study on the characteristics of college students' EI. In 2004, Xu, Y. proposed the three-dimensional structure theory of emotions based on the idea of information processing. He believes that EI can process emotional information and deal with and solve emotional problems. In 2005, Lu, J. defined EI as an individual's psychological characteristics required to complete emotional activities or an ability to manipulate emotions. In addition, some scholars advocate that EI is defined as a personality trait, and that EI is a psychological quality that integrates emotions and cognition.

2. Theoretical genre and structure of emotional intelligence

Since Mayer and Salovey first formally proposed the theory of EI in 1990, it has attracted widespread attention from all walks of life and has quickly become a research hotspot. Scholars have conducted a lot of research and discussion on the connotation and structural characteristics of

EI, forming different theoretical schools. Among them, the most influential and representative academic schools at home and abroad are Mayer and Salovey's "Emotional Competence Theory," Goleman's "Workplace-based Emotional Competency Theory," and Bar-on's strong personality. Color "social intelligence and EI hybrid model" and Xu, Y.'s EI combined model, etc.

a. Competency-oriented emotional intelligence theory

In 2000, Mayer and Salovey simplified the previous conceptual model. They believed that EI is composed of four dimensions: emotion perception, emotion understanding, emotion management, and the use of emotions to promote thinking, which is divided into 11 variables (Table 5).

Table 5 The emotional intelligence structure model of Mayer. (2000)

Factor	Variable
Perception and expression of emotion	①Perceive your own emotions;
	②Perceive the emotions of others;
	③Express emotions;
Emotionally promoted thinking	①Emotions guide attention;
	②Emotion guides thinking;
	③Resolve emotional impact issues;
Understanding emotions	①Understand the meaning of emotions;
	②Understand complex emotions;
	③Recognize emotional transformation;
Managing emotions	①Manage your emotions;
	②Manage other people's emotions;

Domestic scholars have also conducted a lot of research on EI, but most of them follow the capability model of Mayer and others. For example, Lu, J. combined the concept of ability in psychology and believed that EI is also a kind of ability. The unique attribute of EI is to use emotion as the object of operation. EI is the personality psychological characteristic required to complete emotional activities. Xu, Y. borrowed from Guilford's method of constructing intelligence theory and proposed a three-dimensional 18-factor EI structural model (Table 6). The three dimensions are

object, content, and operation dimensions. All possible combinations of the three dimensions constitute 18 emotional competence models, namely the factor structure of the EI combination theory.

Table 6 Xu, Y.'s emotional intelligence model

Emotional intelligence dimension	**Content**	**Formation**
Object dimension	The target range of emotional intelligence research	Point to yourself, others, and the ecological environment
Content dimension	The mental activity process and method of emotional intelligence	Perceive and experience, express and evaluate, regulate and control
Operational dimension	Emotions or emotional information with different meanings	Positive emotions and negative emotions

b. Mixed-oriented emotional intelligence theory

Goleman and Bar-on are representatives of the mixed model genre. They believe that EI is not only the ability to control and manage emotions, but also various personality traits. Goleman (1995) defined EI in his book "EI" as the behavior and competency to recognize the emotions of others, recognize and control their own feelings, and retain the initiative of interpersonal relationships. He proposed that EI should include five dimensions: knowing one's emotions, properly controlling emotions, self-motivating, knowing the feelings of others, and managing interpersonal relationships. Bar-On (1997) believes that EI is a combination of people's potential abilities, explicit abilities, and skills, which will have a significant effect and influence people's own needs satisfaction and stress management. He also believes that the five dimensions of EI include introspection, stress management, communication, adaptability, and general emotional state.

Table 7 Goleman's (1995) emotional intelligence structure model

	Self **Individual ability**	**Outside** **Social ability**
Discrimination	Self-consciousness Emotional self- consciousness -Accurate self-evaluation -Confidence	Social consciousness -Empathy -Service orientation -Organizational consciousness
Adjust	Self-management • self-control • reliability • due diligence • adaptability • achievement motivation • initiative	Relationship management • help others • influence • communication skills • conflict resolution • leadership • reform capacity • relationship building • teamwork

c. Personality-oriented emotional intelligence theory

The trait EI theory (Petrides & Furnham, 2000) is a typical personality-oriented EI theory. They believe that if EI is regarded as intelligence, it will be inconsistent with their traditions of differential psychology. Because there is no objective standard answer, EI should be considered as a personality trait, not intelligence. Of course, EI is a personality trait located at the bottom of the personality structure. They also believe that the difference between personality-oriented EI and competency-oriented EI is not in the content. Still in the measurement method, that is, whether it is self-reported or the highest behavior test. Therefore, they extracted the standard range of several ability-oriented EI models proposed by scholars in the past to form their characteristic EI model. Specifically, the characteristic EI model includes 15 factors (Table 8).

Table 8 Idiosyncratic emotional intelligence model of Petrides and Furnham

Content of emotional intelligence	Characteristics of high scorers
Adaptability	Willing to adapt to the new environment and be resilient
Assertiveness	Frankly and without hesitation to fight for their rights
Emotion expression	Able to communicate with others their feelings
Emotion management	Can influence the feelings of others
Emotion perception	Know how you and others feel
Emotion regulation	Can control their emotions
Impulsiveness	Can self-reflection and be less affected by one's own desires
Relationship skills	Maintain a perfect personal relationship
Self-motivation	Successful and confident
Self-motivation	Self-driven, don't bow your head in front of difficulties
Social competence	Mature team members with rich social skills
Stress management	Can resist pressure and regulate the sense of pressure
Trait empathy	Adopt other people's opinions
Trait happiness	Be satisfied with your life
Trait optimism	Be confident and see the bright side of life

3. Measurement of emotional intelligence

Psychologists are not only actively advancing the research on the structure of EI, but be able to measure EI accurately, they are also constantly trying to develop scales for measuring EI. Although there are far more researches on the structure of EI than the development of its measurement tools, the emergence of the EI scale has not only expanded the research on EI in the past ten years, but also has a quantitative standard for the measurement of EI. There are two typical methods for measuring EI: task-based and questionnaire-based. In terms of evaluation criteria, the two methods are also different. The task type is right-wrong based in problem solving, and the questionnaire type is based on the level of problem evaluation (Zhang, H., Li, A., Ling, W., & Xu, B., 2009). Among the EI measurement tools, the more representative ones can be divided into three categories:

The first category is the task-based measurement of ability EI. This measurement tool method is based on the theory of the ability EI genre, and the Mayer-Salovey-Caruso EI Test (MSCEIT) developed by Mayer Caruso and Salovey. is a representative measurement tool. The scale is essentially a simplified version of the MEIS scale, with the same structure as MEIS, with 141 measurement items.

The second category is the ability EI questionnaire measurement method. This method is also based on the theory of the ability EI genre. A representative scale is the EI scale developed by Schutte, Malouff, Hall, Haggerty, Cooper, Golden, and Dornheim (1999), namely the Schutte self-report EI Scale (EIS). The scale has 33 measurement items, which are used to test the four dimensions of emotion perception, self-emotion regulation, control of other people's emotions, and emotional use. Wong, Law, and Lynda (2002) researched and developed the EI scale in the Chinese context, namely Wang and Law's EI Scale (WLEIS). Grove (2008) also developed an EI scale based on the theory of ability EI, namely, the EI Self-directed Inventory (EISDI).

The third category is the mixed EI questionnaire measurement method. Its representative is the Emotional Quotient Inventory (EQI) developed by Bar-on (2000). The EQI scale is suitable for measurement groups over 16 years old. It consists of 133 measurement items. The content dimension is consistent with Bar-on's EI dimension. It is divided into five subscales according to the five dimensions of EI. Petrides and Furnham (2001) developed the Trait EI Questionnaire (TEIQ), containing 144 measurement items.

Since the WLEIS scale can better adapt to China's national conditions, this research will use this scale.

4. Moderating effect of emotional intelligence

Positive organizational behavior studies believe that different individuals respond to stress differently when faced with stress. Individual characteristics and resources are important influencing factors for individuals to cope with stress. Individual resources not only help individuals more effectively cope with the work requirements in the work situation, but also enhance the individual's perception of influencing and controlling his surrounding environment. Based on previous studies, it is found that individual resources are the moderating factor of the relationship between job requirements and outcome variables, and EI is an important individual resource for individuals to cope with stressors. Domestic scholar Wang, X.'s research on challenging and hindering scientific research stressors shows that challenging scientific research stressors positively affect scientific research performance, and EI and self-efficacy can strengthen

the positive correlation between the two. A study with South African nurses as a sample showed that EI negatively regulates the relationship between work stress and job burnout, and EI is negatively related to stress perception. EI can not only promote the occurrence of positive emotions, but also inhibit the generation of negative emotions. It can affect the individual's perception and evaluation of the environment. It is also positively related to job performance. It can be used as a mediator of the relationship between job stressors and job performance. Play a regulatory role. When different medical staff faces the same stressors in the same work situation, whether there are serious individual differences for evaluating and perceiving stress and the stress response made. How to make individuals have a positive stress experience to the unavoidable work stress to adjust the relationship between medical work stress and work engagement is a problem that hospital managers care about and value. It is also a problem that hospital managers need to recognize and solve.

Ⅲ. Theoretical Model and Research Hypothesis

A. Concept Definition

The concepts of variables are as follows:

Emotional labor: This article draws on the views of Grandey (2000) and Diefendorf (2003), and defines emotional labor as employees' management of emotional feelings and emotional performance in accordance with the requirements of the organization. Among them, surface acting means that employees only adjust their emotional performance (facial expressions, language, posture, etc.) to achieve the emotions required by the organization, but have not change their inner feelings. It is a strategy that is inconsistent between the outside and the inside. Deep acting means that to meet the organizational requirements on emotional display rules, employees use imagination, empathy, and other methods to truly experience the emotions needed to be expressed from the heart, so that the external emotional performance is consistent with the internal emotional experience. This is a positive process of actively adjusting emotions.

Work engagement: This article which adopts the definition of work engagement by Schaufeli (2002), believes that work engagement is a mental state which is positive, substantial, and work-related, and manifested in vigor, dedication, and absorption. Among them, vigor means being full of energy at work, high mental resilience, and willingness to work hard. Dedication means to be actively involved in work, to experience the meaning, passion, inspiration, pride, and challenge of work. Absorption means the joyful state of fully concentrating and merging into the work, so that time flies and it’s difficult to get out of work.

Work stress: This article draws on the definition of work stress defined by Jungwee Park (2007) in the research, that is, when the individual's ability and available resources do not meet the standards for completing the work, the individual's emotional and physiological adverse reactions.

Emotional intelligence: This research follows the theoretical model and concepts revised by Salovey and Mayer (1997) to understand EI as the individual's ability to accurately perceive and

evaluate the emotional state of self and others, and to correctly express, manage and use emotions.

B. Proposal of research hypothesis

1. Emotional Labor and Work engagement

Emotional labor strategy includes two dimensions: surface acting and deep acting. Surface acting means that employees change the surface characteristics to express their emotions instead of adjusting their true inner feelings (such as the standard smile of flight attendants, the tone of telemarketers in the financial industry, etc.). At this time, the emotional content expressed by the employees and the actual inner emotional state is contradictory (Diefendorff, 2003). Hypocritical emotional labor can seriously cause conflicts between internal feelings and outer behaviors, which not only destroys the individual's inner self-reality of employees, but also affects the experience process of employees' service objects. Therefore, the impact that surface acting has on work engagement is extremely unfavorable. Deep acting means that employees actively evaluate the situation from the perspective of the organization and the other party through active self-regulation or through resource acquisition, work motivation, etc., to mobilize their own dynamic and positive emotions for self-experience, and thus to obtain emotions and feelings consistent with the organizational goals. In the work environment, on the one hand, deep acting does not affect the individual's sense of self-reality. On the other hand, because the external feedback of emotional expression is obviously positive, deep acting is easier to obtain job satisfaction and personal accomplishment. Therefore, the influence of deep acting on work engagement is often highly beneficial.

Some empirical research has been done on the relationship between emotional labor strategy and some positive or negative outcome variables. Compared with surface acting, deep acting brings more positive results, such as improving employees' job satisfaction (Qu, L., and Shao, J., 2020), job performance (Xu, W., and Song, T., 2013, Deng, L., 2015) and occupational well-being (Wei, S., Guan, J., Wang, S., and Liang, J., 2021, Zhao Y., WEI L., SUN L., SUN H., XUE C. and PAN J., 2017), reducing job burnout (Zhang, W., Wang, Y., Zheng, Y., Tan, M., She, X., Zhang, X., and Liu,

Y., 2018, Hong, X. and Zhang M., 2021), and increasing organizational citizenship behavior (Zou, Z., Yang, Y., Wang, H., and Ma, Q., 2017), etc. Looking at many existing empirical studies, it has been shown that deep acting has a positive relationship with a series of predictors of work motivation. However, as work engagement is a predictor of work motivation, we can further believe a connection between deep acting and work engagement. Compared with deep acting, surface acting has more negative results, such as causing a lot of emotional exhaustion (Qian, S., Ding, M., and Jiang, M., 2015), negative mood (Liao, H., and Yan, A., 2014), demission tendency (He, J., Zuo, L., and Chang, L., 2020), job burnout (Zhang, K., and Hou, Y., 2020), reduced job satisfaction (Wen, J., and Hou, P., 2018), etc. Many existing empirical studies have shown that surface acting has more negative effects on employees' work behavior, and these destructive effects on specific work behaviors or their resources are bound to be closely related to employees' work engagement. From this we can further believe that there is a connection between surface acting and work engagement.

Therefore, the following assumptions are put forward:

H1: Surface acting has a negative impact on work engagement.

H2: Deep acting has a positive impact on work engagement.

2. Emotional Labor and Work Stress

Grandey (2000) proposed that employees use two behavioral mechanisms to perform emotional labor, namely surface acting and deep acting. The performance of surface acting is that employees deliberately suppress or disguise their real inner emotions to satisfy the feelings expected by the organization. This means that employees' psychological and emotional feelings have not changed, and they have not shown their true selves. Based on the research of Grandey (2000), Hochschild (2001) found that personal emotions are transformed into a part of the labor market and sold as commodities, which ultimately leads to discord and alienation between the individual and the true self. From this perspective, surface acting not only exposes employees to enormous pressure, but also makes their mood sharply worsened. Thereby causing emotional disorders of employees and increasing employees' sense of job burnout. Domestic scholars Chen, N.

(2018) and Zheng, L. (2014) found that emotional labor would increase work pressure. Deep acting is a process of internal psychological adjustment. It means that when the individual's inner feelings are not coherent with the organization's performance requirements, the individual uses internal psychological self-regulation processes such as active thinking, imagination, and memory to make the true emotional experience consistent with the emotions the organization needs to convey, and express it through specific behaviors. In this way, the individual's actual emotional experience is consistent with the emotion the organization needs. Therefore, deep acting makes the inner experience more consistent with facial expressions. When the external performance is consistent with the inner emotional feeling, it can relieve work stress and greatly increase the employee's work engagement (Lv, X., Xu, X. & Sun, Y., 2012, Chen, S. & Lu, J., 2009).

Therefore, the following assumptions are put forward:

H3: Surface acting has a positive impact on work stress.

H4: Deep acting has a negative impact on work stress.

3. The Mediating Role of Work Stress

In 2015, according to research, Yeo, D., Lee, J., Yang, Y., Yoon, Y., Lee, E., Kim, J., Kim, S., & Kim, D. defined work stress as a series of negative emotional reactions that occur when work requirements do not match employees' abilities, resources, or needs. As a psychological labor phenomenon, emotional labor is common in all kinds of organizations. Employees are an important part of the organization. When the emotions of the employees are consistent with the specific emotions the organization needs, the employees only need to follow their own inner heart to express their true emotions, and there is no need to carry out emotion conversion work, which not only reduces the work stress of the employees, but also improves the work engagement of the employees. However, when employees' own emotions fail to cope with the emotions the organization needs, there are two possibilities. One possibility is that employees use adjustment control and other methods to change their inner feelings to match their own emotions with the specific emotions the organization needs. This is a kind of surface acting behavior. Surface acting and concealing negative emotions may cause some negative psychological symptoms. It means that

medical staff disguise or conceal their emotions at work, which is prone to experience fatigue or burnout to a certain extent, and may affect work engagement. It is found that work stress has a negative effect on work engagement. The higher the work stress, the lower the level of work engagement (Hou, F., Li, Y., & Sun, S., 2012; Li, G., Wang, H., Zhang, J., & Ling, H., 2018). One reason for the increase in work stress is excessive emotional labor. The surface acting and deep acting of emotional labor will bring different degrees of pressure to employee behavior. According to the research of Jin, L., Yu, S., and Song, L. (2016), when nurses are exposed to overload stress for a long time, it will affect their physical and mental health, and cause them to feel fatigue and reduce work engagement as well.

Therefore, the following assumptions are put forward:

H5: Work stress mediate between surface acting and work engagement.

H6: Work stress mediate between deep acting and work engagement.

4. Emotional Labor, Emotional Intelligence and Work engagement

It has been found that EI is one factor affecting emotional labor and can predict emotional labor. The higher EI is, the more deep acting behaviors there are. The lower the individual's EI, the more surface acting behaviors there are. Brotheridge argued that the higher the EI, the more deep acting behaviors of emotional labor. EI can predict the nature of emotional work required by the situation. Employees with high EI can more accurately perceive the emotions required for work, and thus express the emotions required by the work environment through deep acting behavior. Meanwhile, research by Wang, L., Tang, C., and Gong, S. showed that EI has a significant positive impact on deep acting and surface acting of emotional labor through internal and external motivations, and EI has a greater positive impact on deep behavior. As a high-emotional labor group, medical staff will suffer their physical and mental health under long-term emotional labor, and even increase work stress and affect their work engagement. Chen, L. (2003) said in a study of nursing staff that the heavier the emotional labor load of workers, the more they will adopt the surface acting strategy, and the lower the emotional labor load, the more they will adopt the deep acting strategy. The higher the EI, the more they will adopt deep acting to modify their emotional

expression, the lower the EI, the more they will adopt surface acting. In short, those with higher EI will correct their emotions and reduce the burden of emotional labor. If workers can properly adjust their emotional load and disharmony, they will not be prone to negative mental states.

Therefore, the following assumptions are put forward:

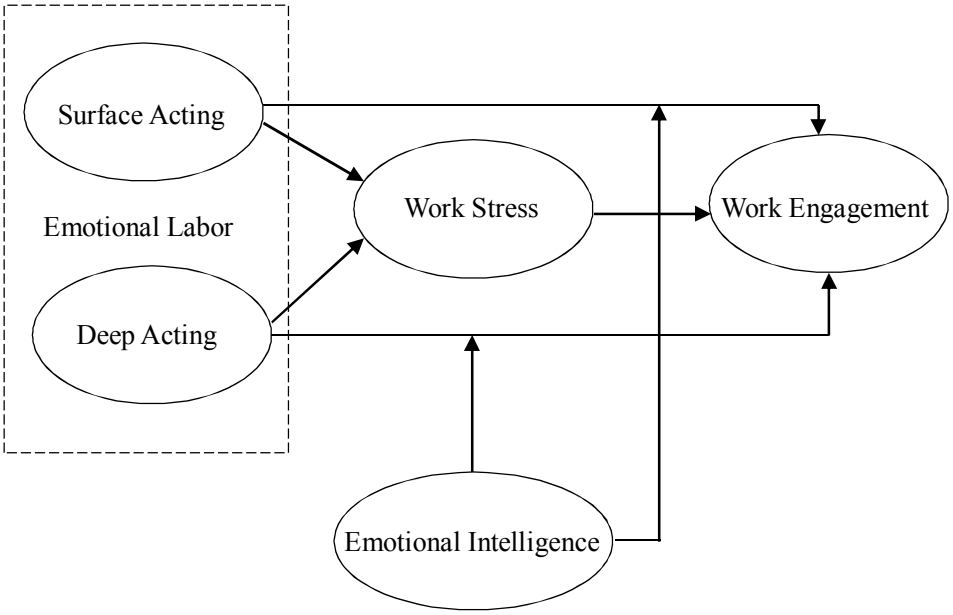
H7: Emotional intelligence moderate between surface acting and work engagement.

H8: Emotional intelligence moderate between deep acting and work engagement.

C. Theoretical Model Construction

With the above illustration, the theoretical model of this research is proposed as follows:

Figure 3 Theoretical Model Diagram



Ⅳ. Research Content and Design

A. Research Variable Measurement Scale

The quality of the questionnaire itself directly affects the attitude and behavior of the participants when filling out the questionnaire. Considering the reliability and validity of the questionnaire survey, all variable scales in this study adopt domestic and foreign mature scales, and they are designed and revised according to the actual situation in the questionnaire survey process. The questionnaire design process is mainly divided into the following steps: First of all, extensively read relevant domestic and foreign research documents, select foreign scales that are frequently used and mature in empirical research, and translate the original scales. At the same time, refer to the translations of domestic scholars and modify them according to our country's language habits to form the initial scale of this research. Secondly, on the basis of drawing on foreign maturity scales, through interviews to understand the subject's cognition of the core variables in this study, as well as the subject's emotional labor status, to further modify and perfect the items of the scale. Finally, a preliminary questionnaire was issued. The number of survey samples is 100. Perform reliability and validity analysis on the recovered effective samples, and appropriately adjust the items according to the analysis results to form the formal scale of this research.

1. Emotional labor scale

This scale is based on the questionnaire compiled by Gandey (2003), and revised the scale with reference to Diefendorff (2005) on emotional labor research and Wu, P. (2003) research results in the context of Chinese culture. According to Diefendorff (2005), emotional labor is divided into three dimensions: shallow behavior, deep behavior, and natural performance. The emotional labor questionnaire in this study uses two dimensions: surface acting and deep acting. There are 11 items in total, of which 1~7 measure surface acting and 8~11 measure deep acting. The Likert seven-point scale was applied to measure the degree of conformity of the sample to each item. 1 means

completely non-conforming, and 7 means completely conforming.

Table 9 Emotional labor measurement scale

Dimension	Item	Project content
Surface acting	1	It is when I am working, when I'm confronting others, I conceal genuine feelings to communicate the right feelings.
	2	It is when I am working, when I come into contact with others, I feel better, regardless of whether it's not.
	3	To show the right feelings at work resembles acting to me.
	4	For the feelings that should be displayed working, I simply need to show them appropriately.
	5	I'll show the feelings I really want at work, however I won't change how I feel inside.
	6	At work, I face others' feelings and my inward sentiments are not something very similar.
	7	When confronting others, my feelings are changed and adjusted.
Deep acting	8	I attempted to encounter the feelings that should be communicated in the work, not just in the external exhibition.
	9	I attempt to feel the particular feelings that should be displayed to other people.
	10	I attempt to feel the feelings I should need individuals to communicate at work.
	11	At work, I make an honest effort to conquer awful sentiments and manage others in a sort and kind way.

2. Work engagement scale

A simplified version of Utrecht work Engagement Scale developed by Schauufeli and others is adopted. Its factor structure has been verified in different cultures and different occupational groups, and it owns reliability and validity. The UWES-9 scale is divided into 9 measurement items with three dimensions, vigor: 1~3; indication: 4~6; absorption: 7~9. The items on the scale use Likert 7-level scoring (1=very inconsistent, 7=very consistent). The higher the individual’s score, the higher the degree of work engagement.

Table 10 Work engagement measurement scale

Dimension	Item	Project content
vigor	1	At work, I feel myself bursting with energy.
	2	At work, I feel strong and full of energy.
	3	I am passionate about work.
dedication	4	Work inspired me.
	5	When I go to bed in the morning, I want to go to work.
	6	When work is stressful, I feel happy.
absorption	7	I am proud of what I do.
	8	I am immersed in my work.
	9	I will reach the state of selflessness when I work.

3. Work stress measurement scale

Using the work stress scale of Crank, JP (1995), the scale has 7 items, and the scoring method is Likert's seven-point method, "very non-conforming," "non-conforming," "somewhat non-conforming," "General," "Somewhat agrees," "Satisfactory," and "very agrees" are recorded as 1 to 7 points respectively. The higher the score, the higher the work stress perceived by the individual.

Table 11 Work stress measurement scale

Dimension	Item	Project content
	1	There are many aspects of my job that upset me.
	2	It is when I am working, I often feel nervous.
	3	I am usually stressed when I work.
	4	Ordinarily, my work drives me extremelybaffled or crazy.
	5	In order to complete the work on time, I often have to increase my work speed.
	6	My working hours are always very tight.
	7	I often need to work at a fast pace.

4. Emotional intelligence scale

This study uses the EI scale constructed by Hong Kong researcher Wong (2002) and others. The scale has 16 items and is isolated into four aspects, namely, self-emotion evaluation and expression ability: 1~4; ability to recognize and evaluate the emotions of others: 5~8; self-emotion management ability: 9~12; Ability to use emotions: 13-16. The scale adopts Likert's seven-point scoring method, with 1-7 points respectively. The score of each aspect is equivalent to the amount of the thing scores partitioned by 4. The score of the scale is the amount of the scores of each aspect, and the score scope of the scale is 4-20 focuses. The higher the score, the higher the degree of EI.

Table 12 Emotional intelligence measurement scale

Dimension	Item	Content
Self-emotional assessment	1	As a rule, I know why I feel something.
	2	I know my feelings well indeed.
	3	I can truly see how I feel.
	4	I regularly know why I feel glad or despondent.
Emotional assessment of others	5	I can deal with my demeanor when I am in a tough spot.
	6	I can handle my feelings.
	7	At the point when I'm furious, I normally quiet down for a brief time frame.
	8	I have a ton of command over my feelings.
Self-emotion management	9	I can typically lay out objectives for me and attempt to achieve them however much as could be expected.
	10	I regularly advise myself to be a fit individual.
	11	I'm an individual who can energize myself.
	12	I frequently urge myself to give a valiant effort.
Emotional application ability	13	I can generally figure their feelings from their companions' conduct.
	14	I have a solid capacity to notice individuals' feelings.
	15	I can have a sharp understanding into individuals' sentiments and feelings.
	16	I know the feelings of individuals around me well overall.

B. Research Questionnaire Design

This questionnaire mainly consists of five parts:

The first part is demographic information. Mainly include: gender (male, female), age (20 - 40 years old, 41- 60 years old), education level (college and below, undergraduate and above), position or post (ordinary employee, middle-level or high-level manager), job Years (1-10 years, 11 years or more), annual income (10,000 - 80,000 yuan, 80,000 yuan or more).

The second part is the emotional labor measurement scale. Two dimensions of surface acting and deep acting are measured. There are a total of 11 measurement items, of which 1~7 measure surface acting and 8~11 measure deep acting.

The third part is the EI scale. Divided into four dimensions, 16 measurement items. They are 1~4 self-emotion assessment, 5~8 others' emotion assessment, 9~12 self-emotion management, and 13~16 emotion utilization.

The fourth part is the work stress scale. The scale has 7 things. The higher the score, the higher the work stress perceived by the individual.

The fifth part is the work engagement scale. The scale has 9 items, which measure the degree of vigor, dedication and absorption of employees. 1~3 measure vigor, 4~6 measure dedication, 7~9 measure absorption.

The scale uses Likert seven-level scoring indicators, where 1~7 respectively represent "very non-conforming", "non-conforming", "somewhat non-conforming", "normal", "somewhat conforming", "conforming", and "very conforming".

Ⅴ. Empirical Analysis and Model Test

A. Descriptive Statistical Analysis of Samples

This study surveyed a tertiary hospital in Hebei Province. The investigated population contains clinical doctors and nursing staff. First, compile all the menus into an electronic questionnaire, send it in a combination of WeChat group, QQ group, and on-site QR code scan. The questionnaire issuance time is from June 2002 to August 2021. A total of 230 questionnaires were distributed, and 219 were returned, excluding 17 invalid questionnaires; 204 valid questionnaires were finally recovered, with an effective rate of 93.15%.

The demographic statistical variables selected in the questionnaire of this study are gender (male, female), age (40 years old and below, 41 years old and above), education level (college, undergraduate, graduate and above), position (general employee, middle management), working years (10 years and below, 11 years and above), monthly income (less than 8,000 yuan, 8,000 yuan and above). The specific sample structure is shown in the following table:

Table 13 Descriptive statistical analysis

		Doctors		Nurses		Total	
		Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Gender	male	39	36.8	0	0	39	19.12
	female	67	63.2	98	100	165	80.88
Age	40 and under	51	48.1	66	67.4	117	57.35
	41 years and over	55	51.9	32	32.6	87	42.65
Education	major	6	5.7	2	2.0	8	3.92
	undergraduate	49	46.2	58	59.2	107	52.45
	Graduate and above	51	48.1	38	38.8	89	43.63
Position	Ordinary staff	86	81.1	74	75.5	160	78.43
	Middle management	20	18.9	24	24.5	44	21.57
Working years	10 years and below	53	50	46	46.9	99	48.53
	11 years and above	53	50	52	53.1	105	51.47
Monthly income	Below 8000 yuan	50	47.17	56	57.1	106	51.96
	8000 yuan and above	56	52.83	42	42.9	98	48.04
	total	106	51.96	98	48.04	204	100

There are 204 valid samples, including 106 doctors, accounting for 51.96%, 98 nurses, accounting for 48.04%.

In terms of gender distribution, including 39 males, accounting for 19.12%, and 165 females, accounting for 80.88%.

In terms of age distribution, there are 117 people aged 40 and below, accounting for 50.35%, and 87 people aged 41 and above, accounting for 42.65%.

In terms of education level, the number of undergraduates is the largest, with 107 people, accounting for 52.45%, followed by graduate students and above, with 89 people, accounting for 43.63%, and eight college graduates, accounting for 3.92%. Overall, the academic qualifications are mainly concentrated in the undergraduate education level.

In terms of positions, 160 ordinary employees, accounting for 78.43%, and 44 middle managers, accounting for 21.57%.

In terms of working years, 99 people with ten years or less accounted for 48.53%, and 105 people with 11 years or more accounted for 51.47%.

Regarding monthly income, 106 people with less than 8,000 yuan, accounting for 51.96%, and 98 people with a monthly payment of 8,000 yuan and above, accounting for 48.04%.

B. Exploratory Factor Analysis

This study uses SPSS20.0 statistical software to perform exploratory factor analysis on the scale to test the structural validity of the scale. The purpose is to synthesize a few representative factors from many original variables. This must have a potential prerequisite; that is, there should be a strong correlation between the actual variables. Therefore, this article first examines whether there is a specific, particular linear relationship between the actual variables collected, and whether it is suitable for factor analysis to extract factors. The research mainly uses the Bartlett sphere test and Kaiser-Meyer-Olkin test methods for analysis.

1. Independent variable emotional labor

Table 14 Emotional labor EFA results

	Factor load coefficient	
	1	2
EL2	0.57	0.266
EL3	0.737	0.109
EL5	0.658	0.012
EL6	0.81	0.043
EL7	0.814	0.13
EL8	0.155	0.837
EL9	0.093	0.824
EL10	0.101	0.866
Characteristic root	2.662	2.229
% of Variance	33.274%	27.868%
Cumulative %	33.274%	61.142%
KMO	0.773	
Approx. Chi-Square	507.075	
df	28	
p	***	

Source: Analysis of this research

From the analysis results, it can be seen that the item EL1 is a double-factor load item, so consider deleting the object. Subject EL4 and EL11 factor load are less than 0.5, also consider deleting. After deleting the items 1\4\11, the scale KMO value and Bartlett's sphericity test value are 0.773 and Chi-Square are 507.075 ($p<.001$), the variance contribution rate of factor 1 is 33.274%, the variance contribution rate of factor 2 is 27.868%, and the cumulative contribution rate of variance is 61.142%. A total of 2 factors were extracted. Among them, factor 1 contains five topics. We refer to the original naming method and name it as the "surface acting" factor, abbreviated as "SA." Factor 2 contains three topics. We refer to the original naming method and name it the "deep acting" factor, or "DA" for short.

2. Work engagement

Table 15 Work engagement EFA results

	Factor load coefficient		
	1	2	3
WE1	0.282	0.743	0.263
WE2	0.27	0.749	0.296
WE3	-0.019	0.85	-0.096
WE5	0.375	0.206	0.785
WE6	0.22	0.071	0.904
WE7	0.842	0.029	0.181
WE8	0.76	0.218	0.304
WE9	0.786	0.24	0.224
Characteristic root	2.247	1.99	1.775
% of Variance	28.085%	24.873%	22.190%
Cumulative %	28.085%	52.958%	75.148%
KMO		0.834	
Approx. Chi-Square		662.873	
df		28	
p		***	

Source: Analysis of this research

From the analysis results, it can be seen that the item WE4 is a double-factor load item, so consider deleting the object. After deleting item 4, the scale KMO value and Bartlett's sphericity test value is 0.834, and Chi-Square are 662.873 ($p<.001$), respectively. The variance contribution rate of factor 1 is 28.085%, the variance contribution rate of factor 2 is 24.873%, the variance contribution rate of factor 3 is 22.190%, and the cumulative variance contribution rate is 75.148%. A total of 3 factors are extracted. Among them, factor 1 contains three topics. We refer to the original naming method and name it as the "vigor" factor, abbreviated as "Vigor." Factor 2 contains three topics. We refer to the naming method of the original text and name "dedication" factor, abbreviated as "Ded." Factor 3 contains two topics. We refer to the original naming method and call it the "absorption" factor, abbreviated as "Abs."

3. Emotional intelligence

Table 16 Emotional intelligence EFA results

	Factor load coefficient			
	1	2	3	4
EI1	0.053	0.14	0.795	-0.024
EI2	0.136	0.1	0.83	0.151
EI3	0.241	0.173	0.828	0.202
EI4	0.075	0.019	0.761	0.225
EI5	0.086	0.179	0.251	0.696
EI6	0.188	0.119	0.197	0.846
EI7	0.175	0.28	0.098	0.773
EI8	0.234	0.41	0.014	0.769
EI9	0.176	0.653	0.191	0.318
EI10	0.24	0.78	0.086	0.156
EI11	0.221	0.812	0.106	0.252
EI12	0.115	0.853	0.11	0.187
EI13	0.681	0.348	0.14	0.111
EI14	0.86	0.189	0.157	0.15
EI15	0.882	0.12	0.129	0.17
EI16	0.849	0.145	0.093	0.193
Characteristic root	3.067	2.967	2.834	2.828
% of Variance	19.171%	18.546%	17.710%	17.672%
Cumulative %	19.171%	37.716%	55.427%	73.099%
KMO	0.863			
Approx. Chi-Square	2015.046			
df	120			
p	***			

Source: Analysis of this research

From the analysis results, it can be seen that the scale KMO value and Bartlett's sphericity test value are 0.863 and Chi-Square are 2015.046 ($p<.001$), the variance contribution rate of factor 1 is 19.171%, the variance contribution rate of factor 2 is 18.546 %, the variance contribution rate of factor 3 is 17.710%, the variance contribution rate of factor 4 is 17.672%, and the cumulative variance contribution rate is 73.099%. A total of 4 factors are extracted. Among them, factor 1 contains four items. We refer to the original naming method and name it as the "self-emotional assessment" factor, referred to as "SEA." Factor 2 contains four items. We refer to the naming method of the original text and name it as the factor of “others’ emotional assessment,” abbreviated

as “ROA.” Factor 3 contains four topics. We referred to the original naming method and named it the "self-emotional management" factor, abbreviated as "UOA." Factor 4 contains four questions. We refer to the naming method of the original text and name it the factor of "emotional useability," abbreviated as "OEA."

C. Confirmatory Factor Analysis

1. Convergence validity

In this section, confirmatory factor analysis (CFA) was performed on emotional labor, work engagement, work stress, and EI scales using AMOS 22.0 software. Among them, the fitting indexes of the emotional labor scale are good, and it has good composition reliability and convergent validity. The fit indicators of the work engagement scale are good, with good composition reliability and convergent validity. In the process of analyzing work stress, the factor loadings of items 7 and 5 are less than 0.5, so they are deleted and 5 items are retained. The work stress scale is a single-dimension scale with good fitting indicators and good compositional reliability and convergent validity. The fitting indicators of the EI scale are good, with good composition reliability and convergent validity. The factor loadings are all in line with the standard. The AVE value of the average equation extraction volume is between 0.4 and 0.5, and the combined reliability CR value is greater than 0.7, indicating that the AVE value is within the acceptable range. Therefore, the emotional labor, work engagement, work stress and EI scales have better Internal consistency reliability and convergent validity. It shows that all the scales involved have satisfactory convergent validity and combined reliability, which can be preliminarily judged and can be used for hypothesis testing.

Emotional labor two dimensions, work stress, EI and work engagement into three dimensions standard load coefficients are 0.5 or more. The standard deviation of each variable is 0.02 to 0.061, which is very small, and has good representation. The AVE values of each dimension are 0.430, 0.594, 0.632, 0.522, 0.699, 0.581, 0.602, 0.622, 0.622 and 0.683, which are above 0.4. The CR values are: 0.784, 0.814, 0.895, 0.759, 0.820, 0.805, 0.855, 0.866, 0.867 and 0.895, which are above

0.7. The standard is met, and the degree of convergence is good. The details are shown in the following table:

Table 17 CFA results

		Estimate	S.E.	P-Value	Est./S.E.	AVE	CR
SURFACE	EL2	0.489	0.061	***	8.017	0.430	0.784
	EL3	0.666	0.048	***	13.763		
	EL5	0.514	0.059	***	8.697		
	EL6	0.75	0.041	***	18.438		
	EL7	0.802	0.037	***	21.555		
DEEP	EL8	0.757	0.041	***	18.374	0.594	0.814
	EL9	0.733	0.042	***	17.262		
	EL10	0.821	0.037	***	22.168		
WS	WS1	0.799	0.03	***	26.904	0.632	0.895
	WS2	0.851	0.025	***	34.614		
	WS3	0.857	0.024	***	36.014		
	WS4	0.808	0.029	***	27.614		
	WS6	0.643	0.045	***	14.356		
DED	WE1	0.816	0.04	***	20.604	0.522	0.759
	WE2	0.802	0.041	***	19.679		
	WE3	0.508	0.059	***	8.56		
ABS	WE5	0.934	0.036	***	26.154	0.699	0.820
	WE6	0.725	0.043	***	17.001		
VIGOR	WE7	0.689	0.044	***	15.574	0.581	0.805
	WE8	0.818	0.034	***	23.88		
	WE9	0.774	0.038	***	20.513		
UOA	EI1	0.652	0.045	***	14.494	0.602	0.855
	EI2	0.82	0.029	***	28.743		
	EI3	0.934	0.021	***	43.736		
OEA	EI4	0.663	0.044	***	15.184	0.622	0.866
	EI5	0.627	0.047	***	13.229		
	EI6	0.808	0.031	***	26.315		
	EI7	0.812	0.029	***	27.702		
	EI8	0.885	0.024	***	37.378		
ROA	EI9	0.694	0.041	***	16.858	0.622	0.867
	EI10	0.769	0.034	***	22.694		
	EI11	0.861	0.025	***	34.437		
	EI12	0.823	0.028	***	28.889		
SEA	EI13	0.69	0.041	***	16.93	0.683	0.895
	EI14	0.881	0.021	***	41.031		
	EI15	0.89	0.02	***	43.474		

EI16	0.831	0.026	***	31.466
$\chi 2$(df=584) = 963.421, CFI=0.909, TLI=0.896, RMSEA=0.058				

2. Related analysis

Before the regression analysis, this study first calculated the mean, standard deviation and correlation coefficient of the research variables. The calculation results are shown below. The correlation coefficient is a statistic that reflects the strength and direction of the relationship between variables. This study uses the commonly used Pearson correlation coefficient to reflect the pairwise relationship between variables.

Table 18 Means, standard deviations and correlations of variables

	Mean	Std. Deviation	SURFACE	DEEP	WS	VIGOR	ABS	DED	SEA	ROA	UOA	OEA
SURFACE	4.2735	1.00004	1									
DEEP	4.3023	1.08006	.281**	1								
WS	4.1127	1.20247	.285**	-.192**	1							
VIGOR	4.9853	0.97101	-0.127*	.238**	-.371**	1						
ABS	3.7206	1.37818	-.226**	.189**	-.436**	.394**	1					
DED	4.3922	1.28561	-.229**	.310**	-.435**	.442**	.596**	1				
SEA	5.2341	0.89197	-.165*	-0.066*	-.236**	.305**	0.014*	.166*	1			
ROA	4.5699	1.04944	-.139*	.145*	-.432**	.386**	.239**	.384**	.382**	1		
UOA	4.8419	1.05154	-.240**	.229**	-.437**	.518**	.372**	.455**	.338**	.580**	1	
OEA	4.538	1.01137	0.025*	.139*	-.227**	.349**	.184**	.238**	.347**	.450**	.489**	1

*, $p < 0.05$; **, $p < 0.01$

It can be seen from the table that surface acting and deep acting have a significant positive relationship ($r = 0.281$, $p < 0.01$). There is a significant positive relationship between surface acting and work stress ($r = 0.285$, $p < 0.01$). There is a significant negative relationship between surface acting and work engagement (vigor, dedication and absorption) ($r = -0.127$, $r = -0.226$, $r = -0.229$, $p < 0.05$). There is a significant negative relationship between surface acting and EI (self-emotional evaluation, others' emotional evaluation, self-emotional management) ($r = -0.165$, $r = -0.139$, $r = -0.240$, $p < 0.05$). There is a significant positive relationship between surface acting and EI (ability to use emotions) ($r = 0.025$, $p < 0.05$). Deep acting and work stress show a significant negative relationship ($r = -1.92$, $p < 0.01$). Deep acting and work engagement (vigor, dedication, and absorption) show a significant positive relationship ($r = 0.238$, $r = 0.189$, $r = 0.310$, $p < 0.01$). Deep acting and EI (self-emotional assessment) show a significant negative relationship ($r = -0.066$, $p < 0.05$). Deep acting and EI (emotional evaluation of others, self-emotional management, and ability to use emotions) show a significant positive relationship ($r = 0.145$, $r = 0.229$, $r = 0.139$, $p < 0.05$). There is a significant negative relationship between work stress and work engagement (vigor, dedication, and absorption) ($r = -0.371$, $r = -0.436$, $r = -0.435$, $p < 0.01$). There is a significant negative relationship between work stress and EI (emotional evaluation of self, evaluation of others' emotions, self-emotional management, and ability to use emotions) ($r = -0.236$, $r = -0.432$, $r = -0.437$, $r = -0,227$, $p < 0.01$). Vigor and dedication, absorption show a significant positive relationship ($r = 0.394$, $r = 0.442$, $p < 0.01$). Vigor and EI (emotional evaluation of self, emotional evaluation of others, self-emotional management, and ability to use emotions) show a significant

positive relationship ($r = 0.305$, $r = 0.386$, $r = 0.518$, $r = 0.349$, $p < 0.01$). Dedication and absorption show a significant positive relationship ($r = 0.596$, $p < 0.01$). There is a significant positive relationship between vigor and EI (emotional evaluation of self, emotional evaluation of others, self-emotional management, and ability to use emotions) ($r = 0.014$, $r = 0.239$, $r = 0.372$, $r = 0.184$, $p < 0.05$). Absorption and EI (emotional evaluation of self, evaluation of others' emotions, self-emotional management, and ability to use emotions) show a significant positive relationship ($r = 0.166$, $r = 0.384$, $r = 0.455$, $r = 0.238$, $p < 0.05$). There is a significant positive relationship between self-emotional evaluation and others' emotional evaluation, self-emotional management, and ability to use emotions ($r = 0.382$, $r = 0.338$, $r = 0.347$, $p < 0.01$). There is a significant positive relationship between emotional evaluation of others, self-emotional management, and ability to use emotions ($r = 0.580$, $r = 0.450$, $p < 0.01$). There is a significant positive relationship between self-emotional management and ability to use emotions ($r = 0.489$, $p < 0.01$).

D. Hypothetical Test

1. Direct effect test of emotional labor on work engagement

In this section, based on the reliability and validity analysis of the scales in the previous article, the SPSS is used to analyze the dimensions of emotional labor and work engagement to test the direct effects. As shown in the table:

Table 19 Direct effect test table

	Total			**Doctor**			**Nurse**		
	standardized coefficients Beta	t	p	standardized coefficients Beta	t	p	standardized coefficients Beta	t	p
constant	-	13.91	***	-	11.821	***	-	7.544	***
DEEP	0.415	5.537	***	0.336	3.174	**	0.464	5.025	***
SURFACE	-0.447	-5.958	***	-0.523	-4.945	***	-0.273	-2.961	**
R^2	0.178			0.194			0.232		
Adj R^2	0.17			0.178			0.216		
F	21.780***			12.380***			14.363***		

Source: Analysis of this research

Interpretation of results

Emotional labor's direct effect test on work engagement

Surface acting has a significant direct effect on work engagement (β=-0.447, P ＜0.001), hypothesis H1 is verified. The direct effect of deep acting on work engagement is significant (β=0.415, P＜0.001), assuming H2 is verified.

The direct effect of emotional labor on work engagement among clinicians

Surface acting of the clinicians has a significant effect on work engagement (β = -0.532, p <0.001); the direct effect of deep acting on work engagement is significant (β = 0.336, P <0.01).

The direct effect of emotional labor on job involvement of clinical nurses

Surface acting of clinical nurses has significantly effective on work engagement (β = -0.273, p <0.01); the direct effect of deep acting on work engagement is significant (β = 0.464, P <0.001).

2. Direct effect test of emotional labor on work stress

In this section, based on the reliability and validity analysis of each scale in the previous article, the software SPSS is to test the direct effects various dimensions of emotional labor has on work stress. As shown in the table:

Table 20 Direct effect test table

	Total			**Doctor**			**Nurse**		
	standardized coefficients Beta	t	p	standardized coefficients Beta	t	p	standardized coefficients Beta	t	p
constant	-	8.899	***	-	4.536	***	-	8.151	***
DEEP	-0.332	-4.382	***	-0.202	-1.912	0.059	-0.422	-4.46	***
SURFACE	0.459	6.052	***	0.52	4.916	***	0.258	2.731	**
R^2	0.161			0.196			0.195		
Adj R^2	0.153			0.18			0.178		
F	19.329***			12.524***			11.496***		

Source: Design of this study

Interpretation of results

Emotional labor's direct effect test on work stress

Surface acting has a significant direct effect on work stress (β=0.459, P＜ 0.001), hypothesis H3 is verified. Deep acting has a significant direct effect on work stress (β=-0.332, p<0.001), assuming H4 is verified.

The direct effect of emotional labor on work stress among clinicians

Surface acting of the clinicians has a significant direct effect on work stress (β=0.52, P＜0.001). Deep acting has not significant (β=-0.202, p＞0.05).

The direct effect of emotional labor on work stress in clinical nurses

Surface acting of clinical nurses has a significant direct effect on work stress (β=0.258, P＜0.01). Deep acting has a significant direct effect on work stress (β=-0.422, p<0.01).

3. The mesomeric effect of work stress in the relationship between emotional labor and work engagement

Table 21 Mesomeric effect

	Total			Doctor			Nurse		
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7	Model 8	Model 9
	WE	WS	WE	WE	WS	WE	WE	WS	WE
constant	3.609**	3.846**	4.460**	4.153**	2.706**	4.159**	3.095**	5.076**	5.892**
Age	-0.043	0.028	-0.037	0.101	-0.212	0.101	0.187	-0.483	-0.079
Working years	0.327*	-0.347	0.251	0.243	-0.418	0.242	0.233	0.154	0.318
Monthly income	0.128	0.259	0.185	0.070	0.601*	0.072	0.024	0.062	0.058
DEEP	0.384**	-0.424**	0.291**	0.311**	-0.269	0.311**	0.415**	-0.442**	0.171*
SURFACE	-0.377**	0.527**	-0.260**	-0.459**	0.673**	-0.458**	-0.249**	0.291**	-0.088
WS			-0.221**			-0.002			-0.551**
R^2	0.212	0.184	0.284	0.226	0.271	0.226	0.264	0.22	0.577
Adjust R^2	0.192	0.163	0.262	0.188	0.234	0.179	0.224	0.178	0.549
F	10.673***	8.921***	13.029***	5.852***	7.427***	4.828***	6.614***	5.202***	20.673***

Table 22 Summary of inspection results

	Item	c' Direct effect	a*b mediate effect	c total effect	a*b (p)	a*b (95% BootCI)	Inspection conclusion
Total	DEEP=>WS=>WE	0.291**	0.094	0.384**	***	0.033 ~ 0.178	partial mediation
	SURFACE=>WS=>WE	-0.260**	-0.117	-0.377**	***	-0.215 ~ -0.057	partial mediation
Doctor	DEEP=>WS=>WE	0.311**	0.001	0.311**	0.779	-0.040 ~ 0.054	Medical role is not significant
	SURFACE=>WS=>WE	-0.458**	-0.002	-0.459**	0.759	-0.106 ~ 0.100	Medical role is not significant
Nurse	DEEP=>WS=>WE	0.171*	0.243	0.415**	0	0.119 ~ 0.432	partial mediation
	SURFACE=>WS=>WE	-0.088	-0.16	-0.249**	0	-0.326 ~ -0.026	Complete intermediary

From the above table:

The total effect of surface acting on work engagement through work stress is -0.377, p<0.001, the mediation effect value is -0.117, p<0.001, 95%CI [-0.215, -0.057], the confidence interval does not include the number 0, the mediation effect Significant, the direct effect of surface acting on work engagement is -0.260, p < 0.01, and the direct effect is significant, so it is a partial mediator. In the process of work stress affecting work engagement, the mediating effect and direct effect are significant. Therefore, work stress plays a partial mediating effect. That is, surface acting partially affects work engagement through work stress. Suppose H5 is accepted.

The total effect of deep acting on work engagement through work stress is 0.384, p < 0.001, the mediating effect value is 0.094, p < 0.001, 95% CI [0.033, 0.178], the confidence interval does not include the number 0, the mediating effect is significant, the direct effect of deep acting on work engagement is 0.291, p<0.01, and the direct effect is significant, so it is a partial mediator. The mediating effect and direct effect of work stress in the influence of deep acting on work engagement are significant. Therefore, work stress plays a partial mediating effect. That is, deep acting partially affects work engagement through work stress. Suppose H6 is accepted.

Test of the mediating effect of work stress between clinicians' emotional labor and work engagement

The total effect of clinician's surface acting on work engagement through work stress is -0.459, p>0.05, the mediation effect value is -0.002, p>0.05, 95%CI

[-0.106, 0.100], the confidence interval contains the number 0, the mediation The effect is not significant.

The total effect of deep acting on work engagement through work stress is 0.311, $p>0.05$, the mediating effect value is 0.001, $p>0.05$, 95%CI [-0.040, 0.054], the confidence interval includes the number 0, and the mediating effect is not significant.

The mediating effect test of work stress between emotional labor and work engagement of clinical nurses

The total effect of clinical nurses' surface acting on work engagement through work stress is -0.249, $p<0.001$, the mediating effect value is -0.16, $p<0.001$, 95%CI [-0.326, -0.026], the confidence interval does not contain the number 0, the mediating effect is significant, the direct effect of surface acting on work engagement is -0.088, $p>0.05$, the direct effect is not significant. Therefore, it is a complete mediating effect, that is, surface acting affects work engagement entirely through work stress.

The total effect of deep acting on work engagement through work stress is 0.415, $p < 0.001$, the mediating effect value is 0.243, $p < 0.001$, 95%CI [0.19, 0.432], the confidence interval does not include the number 0, the mediating effect is significant, deep acting The direct effect on work engagement was 0.171, $p>0.05$, and the direct effect was significant, so it was a partial mediator. That is, the deep acting part affects work engagement through work stress.

4. The role of self-emotional assessment in the process of direct influence of emotional labor on work engagement

a. The role of self-emotional assessment in the process of direct influence of surface acting on work engagement

This section uses SPSS statistics software, in the case of selecting age, working hours and monthly income for control variables, the self-variable surface acting, due to variable work engagement, regulating variable self-emotional assessment into the inspection model. As shown in the figure:

Table 23 Moderating effect test

	Total			Doctor			Nurse		
	Model 10	**Model 11**	**Model 12**	**Model 16**	**Model 17**	**Model 18**	**Model 22**	**Model 23**	**Model 24**
constant	3.545**	3.575**	3.572**	3.483**	3.471**	3.481**	3.655**	3.772**	3.735**
Age	-0.077	-0.078	-0.082	0.055	0.055	0.051	0.227	0.079	0.003
Term	0.406*	0.397*	0.408*	0.306	0.313	0.321	0.296	0.345	0.392
Income	0.157	0.146	0.157	0.096	0.097	0.093	0.052	0.054	0.120
SURFACE	-0.191**	-0.182**	-0.203**	-0.297**	-0.304**	-0.312**	-0.142	-0.121	-0.149
SEA		0.061	0.037		-0.031	-0.040		0.231	0.192
SURFACE*SEA			0.142* (2.258)			0.051 (0.633)			0.277* (2.472)
R^2	0.103	0.106	0.129	0.156	0.157	0.16	0.08	0.11	0.166
Adjust R^2	0.085	0.084	0.102	0.122	0.115	0.109	0.04	0.062	0.111
F	5.698***	4.711***	4.857***	4.658**	3.719**	3.148**	2.017	2.279	3.023*
$\triangle R^2$	0.103	0.004	0.023	0.156	0.001	0.003	0.08	0.03	0.056
△F	5.698***	0.788	5.099*	4.658**	0.126	0.4	2.017	3.142	6.108*

* $p<0.05$ ** $p<0.01$ t value inside the parentheses

The independent variable is a working engagement. Model 10 is only the model of the variable, model 11 is a model of the regulating variable, and model 12 is a model of adjusting the variable and the argument interaction. As can be seen from model 12, the adjustment effect is 0.142, T = 2.258, P <0.05, so it can be judged that there is an adjustment effect, that is, the self-emotional adjustment negative adjustment has an impact on the shallow plays for work engagement, and the self-emotional adjustment can Strong, the shallow plays the negative impact on the working engagement.

Self-emotion assessment of regulatory role in the direct impact of clinicians' emotional labor on work engagement

The independent variable is a working input, and models 16 are only the model of the variable, and models 17 are the model of the adjustment variable, and models 18 are the model of the adjustment variable and the argument interaction.

As you can see from the above table, self-emotion assessment is 0.051, T = 0.633, P> 0.05, so it can be judged that there is no adjustment effect in the process of 0.051, T = 0.633, P> 0.05, so it can be judged that there is no adjustment effect.

Self-emotion assessment of emotional labor in clinical nurse's emotional labor on work engagement

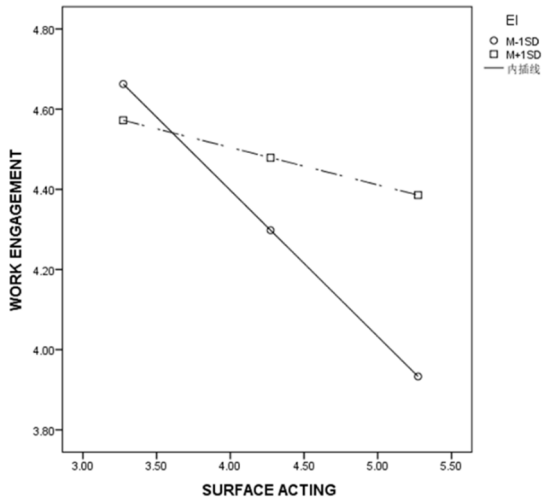
The self-variable is working input, and models 22 are only the model of the variable, models 23 are the model of the adjustment variable, and models 24 are joined the model of adjustment variables and arguments interactive.

The above table shows that the moderating effect of self-emotional assessment

in the direct effect of surface acting of nursing staff on work engagement is 0.277, t=2.472, p<0.05, so it can be judged that there is a moderating effect, that is, self-emotional regulation The effect of surface acting on work engagement is negatively adjusted. The higher the level of self-emotional regulation, the smaller the negative effect of surface acting on work engagement.

To comprehend better the moderating effect of EI, add and subtract one standard difference of EI into the two groups of high and low according to the average, perform a simple slope test and draw a slope graph:

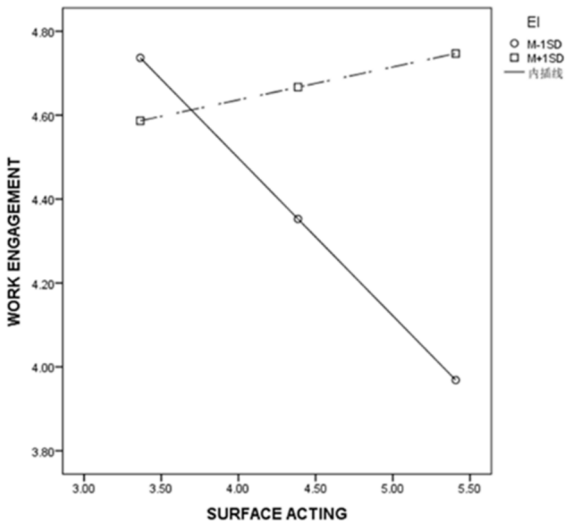
Figure 4 Simple slope diagram



It can be seen from the diagram that self-emotional evaluation has a regulating effect in the direct influence of surface acting on work engagement, and this regulating effect is a negative regulating effect. That is, as employees' self-emotional assessment level increases, the negative impact of surface acting on

work engagement becomes smaller and smaller. It can be explained that, compared with employees with low self-emotion evaluation levels, employees with high self-emotion evaluation levels are less sensitive to surface acting, and then reduce work engagement to a lower degree. To sum up: Assume that H7 is accepted.

Figure 5 Simple slope diagram (nurse)



This figure shows that the self-emotional assessment acts in adjusting the effect in the direct influence of the caregiver emotional labor (surface acting), the adjustment effect is the forward adjustment effect. That is, as the level of self-emotion assessment of employee, emotional labor is getting bigger and bigger.

b. The role of self-emotional assessment in the process of direct influence of deep acting on work engagement

This section uses the same method as the previous section to conduct hypothesis testing. in the case of selecting age, working hours and monthly income for control variables, the self-variable surface acting, due to variable work

engagement, regulating variable self-emotional assessment into the inspection model. As shown in the figure:

Table 24 Moderating effect test

	Total			Doctor			Nurse		
	Model 13	**Model 14**	**Model 15**	**Model 19**	**Model 20**	**Model 21**	**Model 25**	**Model 26**	**Model 27**
constant	3.560**	3.621**	3.619**	3.457**	3.481**	3.554**	3.754**	3.834**	3.710**
Age	-0.096	-0.097	-0.075	-0.036	-0.034	-0.033	0.173	0.070	0.047
Term	0.445**	0.422*	0.421**	0.365	0.349	0.350	0.322	0.353	0.412
Income	0.121	0.100	0.091	0.160	0.157	0.127	0.005	0.010	0.028
DEEP	0.166*	0.179**	0.133	0.037	0.056	0.010	0.360**	0.340**	0.305**
SEA		0.115	0.087		0.054	0.026		0.166	0.144
DEEP*SEA			0.190** (2.999)			0.148 (1.861)			0.246* (2.224)
R^2	0.087	0.099	0.139	0.05	0.053	0.085	0.208	0.223	0.263
Adjust R^2	0.068	0.077	0.112	0.013	0.006	0.03	0.174	0.181	0.215
F	4.721**	4.371**	5.288***	1.339	1.129	1.541	6.095***	5.283***	5.415***
$\triangle R^2$	0.087	0.013	0.039	0.05	0.003	0.032	0.208	0.015	0.04
△F	4.721**	2.799	8.992**	1.339	0.322	3.464	6.095***	1.82	4.945*

* p<0.05 ** p<0.01 t value inside the parentheses

The independent variable is a working engagement, and the model 13 is only the model of the variable, and the model 14 is a model of the adjustment variable, and the model 15 is an adjustment variable and the independent model of the argument. As can be seen from the model 15, the adjustment effect is 0.190, t = 2.999, P <0.01, so it can be judged that the adjustment effect is adjusted, that is, the self-emotional adjustment is adjusting the impact of deep acting on work engagement.

Self-emotion assessment of regulatory role in the direct impact of clinicians' emotional labor on work engagement

The independent variable is a working input. The models 19 is only the model of the variable, the models 20 is the model of the adjustment variable, and the models 21 is the model of the adjustment variable and the argument interaction.

The above table reveals that the moderating effect of self-emotional assessment in the direct influence of clinicians' deep acting on work engagement is 0.148, t=1.861, p>0.05, so it can be judged that there is no moderating effect.

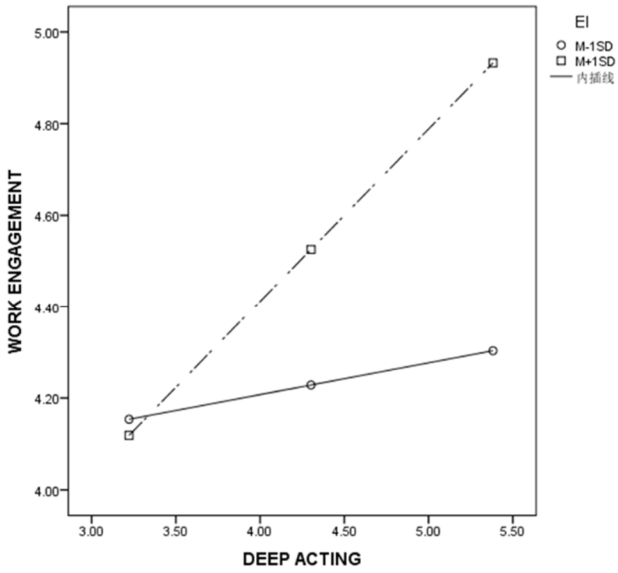
Self-emotion assessment of emotional labor in clinical nurse's emotional labor on work engagement

The self-variable is working input. Models 25 are only the model of the variable, models 26 are the model of the adjustment variable, and models 27 are joined the model of adjustment variables and arguments interactive.

This table shows that the moderating effect of self-emotional assessment in the direct effect of deep acting on work engagement of nursing staff is 0.246, t=2.224, p<0.05, so it can be judged that there is a moderating effect. That is, self-emotional regulation negatively regulated the effect of surface acting on work engagement. The stronger the self-emotional regulation ability, the smaller the negative impact of surface acting on work engagement.

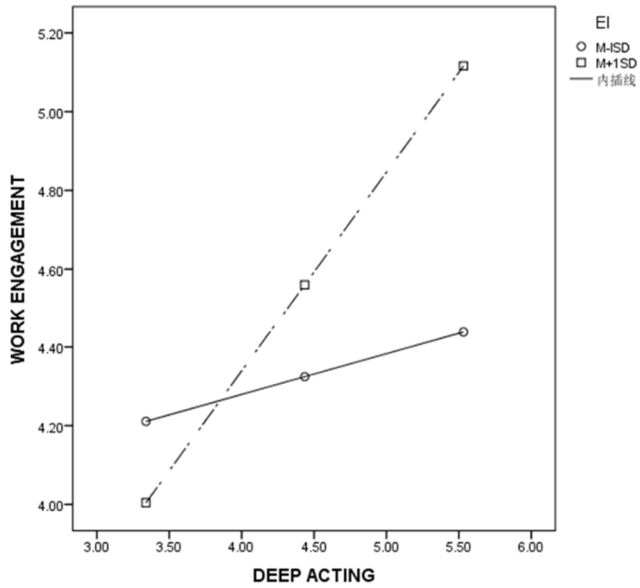
To comprehend the moderating effect of EI, add and subtract one standard difference of EI based on the average to make a simple slope test and draw a slope graph:

Figure 6 Simple slope diagram



This figure reveals that self-emotional evaluation has a regulating effect in the direct influence of deep acting on work engagement, and this regulating effect is a positive regulating effect. That is, as employees' self-emotional assessment level increases, deep acting has an increasing positive impact on work engagement. To sum up: Assume that H8 is accepted.

Figure 7 Simple slope diagram (nurse)



The above figure tells that the self-emotional assessment acts in adjusting the effect in the direct influence of the caregiver emotional labor (deep acting), the adjustment effect is the forward adjustment effect. That is, as the level of self-emotion assessment of employee, emotional labor is getting bigger and bigger.

Table 25 Hypothesis Checklist

Study assumptions	**The result of the test**
H1 Surface acting has a negative impact on work engagement.	Support
H2 Deep acting is a positive impact on work engagement.	Support
H3 Surface acting has a positive impact on work stress.	Support
H4 Deep acting has a negative impact on work stress.	Support
H5 Work stress mediate between surface acting and work engagement.	Support
H6 Work stress mediate between deep acting and work engagement.	Support
H7 Emotional intelligence moderate between surface acting and work engagement.	Support
H8 Emotional intelligence moderate between surface acting and work engagement.	Support

Ⅵ. Research Conclusions and Prospects

A. Research Results and Discussion

1. Research result

This study discussed the influence of the dimensions of emotional labor, work stress, and work engagement through questionnaire surveys and empirical research analysis. The research shows that emotional labor has an impact on work engagement. Deep acting can significantly increase an individual's work engagement, while surface acting can significantly reduce an individual's work engagement. Deep acting can weaken the individual's work stress, while surface acting can significantly increase the individual's work stress.

Through the Bootstrap method to examine the mesomeric effect of work stress, this article finds that work stress performs an intermediary role between surface acting and work engagement, and has an intermediary role between deep acting and work engagement.

The moderating effect of EI between emotional labor and work engagement was analyzed, which shows that the self-emotional evaluation dimension of EI has a moderating effect in the direct influence of surface acting on work engagement. The adjustment effect is a negative adjustment effect. That is, as employees' self-emotional assessment level increases, the negative impact of

surface acting on work engagement becomes smaller and smaller. It can be explained that, compared with employees with low self-emotion evaluation levels, employees with high self-emotion evaluation levels are less sensitive to surface acting, and then reduce work engagement to a lower degree. Self-emotional evaluation plays a regulating effect in the direct influence of deep acting on work engagement, and this regulating effect is a positive regulating effect. That is, as employees' self-emotional assessment level increases, deep acting has an increasingly positive impact on work engagement.

2. Research discussion

a. The impact of emotional labor on work engagement

This study found that the work engagement of medical staff who adopted surface acting decreased significantly, and deep acting had a significant positive impact on work engagement. Generally speaking, the individual’s evaluation of surface acting is negative, it is the external emotional performance that people have to maintain in order to cope with work and requires individual investment cognitive resources and power resources. Medical staff who adopt surface acting have to bear the internal conflicts brought about by the inconsistency of emotional experience and expression. This inconsistency between internal and external is likely to aggravate their own emotional energy consumption. Based on resource conservation theory, once individuals consume their own resources, they will strive to obtain more resources to supplement their own needs. If

resources are not available, it will lead to emotional disturbance. Therefore, surface acting needs external energy support for the emotional energy consumption of medical staff at work. Once an effective external supplement is lost, emotional imbalance is prone to occur, which leads to a decrease in work engagement. Medical work is a special service profession, and every medical staff undergoes systematic and long-term professional training. When they see that the patient's living condition and quality of life are threatened, they will truly empathize, understand the patient's pain, and naturally express emotions such as care and understanding. And they can actively adjust their inner cognition, always observe their inner emotional feelings, adjust their emotional state at any time, and express their internalized organizational needs through appropriate external emotional expressions to show emotions consistent with the situation at the time. This process is process in which medical staff continues to use deep acting emotional performance strategies to deal with emotional work at any time. The individual's inner experience is consistent with the outer emotional performance. This kind of realism of the surface and the inside enables the individual to store resources. Therefore, according to the resource preservation theory, deep acting medical staff therefore have more resources to invest in their work, thereby improving work engagement.

b. The impact of emotional labor on work stress

This study found that the work stress of medical staff who adopt surface acting is significantly increased, and deep acting can significantly reduce the

work stress of medical staff. The possible reasons for the analysis are as follows: First of all, when using surface acting, medical staff not only need to suppress their true inner emotions, but also need to disguise their external facial expressions and physical performance well. This inconsistent performance of internal and external contradictions will cause medical staff to quickly consume a lot of emotional resources and cause emotional exhaustion. Second, the inner reality of medical staff will be reduced because of surface acting concealment and camouflage. Medical staff lacking a sense of self-reality are usually indifferent to patients, which causes the medical staff to dehumanize themselves and increase work stress. When the level of deep acting in the work of medical staff is high, the inner real feelings and the outer expressed emotions are consistent with each other, and they do not need to pay more emotional resources, which will reduce their emotional exhaustion. In addition, frequent implementation of deep acting will also improve the self-reality of medical staff. When they develop the habit of expressing positive emotions, they will become more patient, kind, enthusiastic, and sincere towards patients. Their evaluation of the value of medical work and self-achievement will be higher, and work stress will also be reduced.

c. The mediating role of work stress between emotional labor and work engagement

This study shows that both the indirect effect and the direct effect of work stress influence the surface acting on work engagement. Therefore, work stress

played a part in the mesomeric effect, that is, surface acting partially affected work engagement through work stress. Work stress has significant indirect and direct effects between deep acting and work engagement. The conclusion is that work stress plays a part in the mesomeric effect, that is, deep acting partially affects work engagement through work stress. The possible reason is that the medical industry is a special service industry. In their daily work, medical staff often and habitually use deep acting, and then surface acting, which shows that emotional labor is closely related to the characteristics of medical work itself. In some abnormal situations (when the patient or his family makes unreasonable demands, utters excessive remarks, or is obviously tired of the work of medical staff), when these unfavorable conditions of non-self-factors interfere with the medical staff's perception and adjustment of their true emotions, Due to long-term professionalism, medical staff will involuntarily express emotions suitable for the situation by adjusting the external expression of emotions, that is, the surface acting strategy. When an individual appears surface acting, it means that his inner feelings are opposite to the actual behavior, which requires more effort to regulate emotions. The greater the intensity of emotional labor, the more likely it will cause mental health problems. In particular, frequent use of surface acting results in real emotional depression and lack of interpersonal interaction, which will quickly consume a lot of emotional resources, causing emotional exhaustion, and subsequent decline in physical and mental health and work stress Increase, decrease work engagement. When medical staff uses deep acting in their work, they will try their best to actively manage their inner emotional state

through active thinking, imagination, memory, etc., so that their true inner feelings are consistent with their externally expressed emotions.

d. The role of emotional intelligence in the adjustment of emotional labor to work engagement

Previous studies have shown that impact of emotional labor on work engagement is not the characteristics of emotional labor itself, but rather depends on the emotional labor strategy adopted by the individual. Surface acting will damage the individual's emotional resources and reduce work engagement. Deep acting belongs to the process of resource acquisition, which is useful in improving staff's work engagement. Emotional labor is the emotional management of individuals to achieve organizational requirements rather than personal purposes. Therefore, emotional labor is inevitably affected by individuals and organizations. It is not only restricted by its own psychological characteristics, psychological resources, and cognition of the organization's emotional requirements, but also by the organization's emotional requirements. Then, the EI that an individual adaptively perceives, understands, and regulates the emotions of oneself and others and uses its problem-solving ability will inevitably affect the individual's choice of emotional labor and affect work engagement.

It is found in this study that EI has a moderating effect on surface acting and deep acting and work engagement. It can be seen that EI can adjust the choice of emotional labor of medical staff, thereby having an impact on work engagement.

Emotional labor is a process in which employees effectively manage and control their own emotions so that the emotions required by the organization can be expressed based on the emotional rules in the organization. Therefore, if individuals want to manage and control their own emotions at work, they must first learn to perceive their own emotions and find out whether their own emotions are consistent with the of the organization. The second is to learn to adjust one's own emotions based on the organization's emotional rules, and strive to achieve consistency with the organization requirements. The third is to effectively express your adjusted emotions and let the outside world perceive them. Therefore, organizational staff's ability to perceive their own emotions, timely and accurate adjustment capabilities, and appropriate emotional expression capabilities are three important factors that affect emotional labor. The higher the emotional ability, the better the control of one's own emotions, so that the inner feeling and the outer performance (that is, the emotional requirements of the organization) are the same, then the tendency to adopt surface acting will be lower, and deep acting will be adopted, the higher the chance. Moreover, medical staff with high EI are good at recognizing the emotions of others, and at the same time adjusting their own emotions, and can perceive and give back to each other in time, so as to choose suitable communication methods and effectively promote the willingness of both parties achieve, achieve the goal.

e. Test results of doctors and nurses

In order to examine the similarities and differences between the two groups of doctors and nurses in emotional labor, EI, work stress and work engagement, we divide the data of this study into two parts and conducted data analysis respectively. The research finds that:

Nurses' surface acting negatively affects their work engagement, and deep acting positively affects their work engagement. Doctors' surface acting negatively affects their work engagement, and deep acting positively affects their work engagement.

Nurses' surface acting positively affects their work stress, and deep acting negatively affects their work stress. Doctors' surface acting positively affects their work stress, while the direct effect of deep acting on work stress is not significant.

Work stress has a significant mediating effect on both nurses' emotional labor and work engagement. Work stress has a significant mediating effect between doctors' surface acting and work engagement. The mediating effect of work stress between doctors' surface acting and work engagement is not significant.

EI has a moderating effect on the direct effect of nurses' emotional labor on work engagement. The moderating effect of EI on the direct effect of emotional labor on work engagement is not significant.

The possible reasons are as follows: nurses and doctors have different

occupational categories and job characteristics, and the concept of "emphasizing medical care and neglecting nursing" in my country is deeply rooted, and doctors have more opportunities in social status, promotion, further study, wages and benefits, etc. Therefore, doctors have higher work engagement.

B. Management Enlightenment

In this study, medical staff in public hospitals were used as research samples to discuss the influence mechanism of emotional labor on employees' work stress and work engagement, and the adjustment mechanism of EI on emotional labor and work engagement. The research results have certain enlightenment for hospital managers to guide medical staff to have a better understanding on the display rules in the organization, conduct emotional labor management, increase work engagement, and improve management efficiency:

First, attach importance to the emotional labor of medical staff and encourage them to actively adopt the emotional strategy of deep acting. Most work regulations require medical staff to express positive emotions and hide negative emotions. Employees usually adopt two strategies of emotional labor to regulate their emotions or behaviors in the workplace. In terms of emotion regulation strategies, deep acting is the emotional experience of employees' introspective regulation (that is, through positive thoughts or cognitive re-evaluation to generate real positive emotional feelings for emotional regulation), thereby showing emotions that conform to organizational norms. Surface acting

means that employees do not change their inner emotional experience (that is, hide inner emotions and only change the outer emotional performance), and it is a temporary emotional disguise to make it conform to the norm. Compared with deep acting, surface acting is prone to cause incoordination between inner emotions and outer performance, resulting in emotional disorders. Accumulated work stress and mental tension will lead to more negative effects. Deep acting is more useful to employees' physical and mental health and promotes employees' sense of belonging to the organization. Therefore, deep acting in emotional labor has a positive effect on individuals and organizations, and managers in the organization should encourage employees to adopt deep acting strategies.

Second, hospital managers need to concern work stress of medical staff and take targeted intervention measures to improve their perception of work characteristics, thereby increasing work engagement. In terms of work stress, as the workload increases and work schedules speed up, hospitals should help medical staff reduce the potential negative effects of work stress in terms of work design, process optimization, and ability training. Secondly, hospital managers should strengthen the education and training of medical staff's emotional management, carry out effective education and training, strengthen psychological counseling and humanistic care, pay attention to the development of the personal capabilities of medical staff and mobilize their enthusiasm, and improve work engagement. Furthermore, the hospital should strengthen cultural construction, create and maintain a good atmosphere of interpersonal relations.

Third, take EI as an important indicator and include it in the recruitment,

selection, promotion and training of hospital staff.

1. In the recruitment of medical staff, fully consider the EI factor. It can be seen from empirical research that for high-emotional labor such as medical care, EI factors can predict job performance to a certain extent. A high level of EI enables medical staff to accurately grasp their own emotional state and the emotional state of others when facing high emotional labor requirements, and adopt appropriate emotional control and application strategies to complete emotional tasks in work situations, so as to ensure the quality of medical care services. At the same time, in the current high-intensity medical work, they can communicate better when facing patients, and adjust their emotions and psychological pressure in a timely and accurate manner, thereby achieving a higher degree of work engagement. Therefore, in the selection of medical staff, the hospital need to consider including EI factors into the selection indicators. First, individuals with a high level of EI are preferentially selected to join the medical team to improve the overall EI level of the team. The second is EI should be used as an exclusion index for the selection of medical staff. For personnel below a certain level, considering that they may be unsuitable in the environment of high emotional labor and high work stress, they should be excluded from the selection of personnel. So as to achieve the management goal of putting the right people in the right positions.

2. EI, as an individual's ability to perceive, manage, and use emotions, can be improved and enhanced through learning, training, and training. Therefore, hospital managers should actively carry out the learning, training and training of

emotional management. Since the daily business work of medical staff is relatively busy, and long-term centralized training and large-scale training are difficult, the following suggestions are made: First, it is possible to appropriately include emotional management related content in the entry stage and annual training of new medical staff to improve medical care. The personnel's level of awareness of emotional factors can apply the relevant principles of emotional management in their daily work and life to improve their emotional management capabilities. The second is to take targeted training for specific groups of medical staff. For example, for some medical staff with low EI level, when they encounter emotional problems or stress problems in their daily work, they will carry out targeted training to improve the shortcomings of emotional management. The third is to integrate emotional management training into the business training system of medical staff, and add related concepts, methods and skills of emotional management to related courses, so that medical staff can more consciously use emotional awareness and management skills in their daily work.

C. Research Limitations and Prospects

1. All the sample data in this article are cross-sectional data, which only measure the emotional labor, work engagement, work stress and EI of clinical medical staff in certain time. For the emotional expression behavior of emotional labor, so that the research results are more rigorous and effective, it is best to use repeated cross-sectional or longitudinal research methods.

2. This study selected 202 medical staff from Nong Public Hospital in Hebei Province to conduct a questionnaire survey. The sample representation and coverage are insufficient, which limits the generalization and reference of the results and conclusions of this study to a certain extent. In the future, the regional scale can be expanded to conduct surveys and intervention studies in multi-level hospitals using a variety of sampling methods.

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Appendix: Questionnaire

Investigation of emotional labor in the healthcare industry

Dear madam/sir, hello!

First of all, thank you very much for participating in our survey. This research is only for scholarly exploration purposes. It is filled in anonymously. The information obtained will be analyzed by the group. Therefore, all your information is confidential. Please feel free to answer.

There are four sections in this questionnaire. There is no purported "right" or "wrong" in each piece of the poll. In the wake of perusing the depiction and the inquiries exhaustively, kindly response as per your own genuine sentiments or contemplations. The objectivity and authenticity of your answers are very important to the investigation work, so please fill in carefully.

Much thanks to you for your participation, and wish you great wellbeing and glad work!

Personal information

Hospital level: _____

Department: _____

Gender: □male □female

Age: _____

Education: □Junior college □Undergraduate □Master □Doctoral and above

Post: □Employee □Middle management □Top management

Title: □Junior □Intermediate □Senior

Working hours: □ less than 1 year □1-5 years □6-10 years □11-20 years □more than20 years

Annual income: _____

Directions: When interacting with others at work, whether it is a patient, a colleague, or a superior, based on work considerations, we often spend a lot of effort adjusting our emotions or dealing with the emotions of others. The following is a list of your efforts to emotional management in many jobs. Please choose your answer.

The following items are to understand some information about your daily work. Please read each item carefully, and then draw a "v" on the appropriate number according to your actual feeling.

("1" means very non-compliance; "2" means non-compliance; "3" means a little non-compliance; "4" means fair; "5" means somewhat compliant; "6" means compliant; "7" very compliant)

Part 1: Emotional labor

Question	The content of the project	1	2	3	4	5	6	7
1	It is when I am working, when I'm confronting others, I conceal genuine feelings to communicate the right feelings.							
2	It is when I am working, when I come into contact with others, I feel better, regardless of whether it's not.							
3	To show the right feelings at work resembles acting to me.							
4	For the feelings that should be displayed working, I simply need to show them appropriately.							
5	I'll show the feelings I really want at work, however I won't change how I feel inside.							

6	At work, I face others' feelings and my inward sentiments are not something very similar.							
7	When confronting others, my feelings are changed and adjusted.							
8	I attempted to encounter the feelings that should be communicated in the work, not just in the external exhibition.							
9	I attempt to feel the particular feelings that should be displayed to other people.							
10	I attempt to feel the feelings I should need individuals to communicate at work.							
11	At work, I make an honest effort to conquer awful sentiments and manage others in a sort and kind way.							

Part 2: Emotional intelligence

Question	The content of the project	1	2	3	4	5	6	7
1	As a rule, I know why I feel something.							
2	I know my feelings well indeed.							
3	I can truly see how I feel.							
4	I regularly know why I feel glad or despondent.							
5	I can deal with my demeanor when I am in a tough spot.							
6	I can control my emotions.							
7	At the point when I'm furious, I normally quiet down for a brief time frame.							
8	I have a ton of command over my feelings.							
9	I can typically lay out objectives for me and attempt to achieve them however much as could be expected.							
10	I regularly advise myself to be a fit individual.							
11	I'm an individual who can energize myself.							
12	I frequently urge myself to give a valiant effort.							
13	I can generally figure their feelings from their companions' conduct.							

14	I have a solid capacity to notice individuals' feelings.							
15	I can have a sharp understanding into individuals' sentiments and feelings.							
16	I know the feelings of individuals around me well overall.							

Part 3: Work stress

Question	The content of the project	1	2	3	4	5	6	7
1	There are many aspects of my job that upset me.							
2	It is when I am working, I often feel nervous.							
3	I am usually stressed when I work.							
4	Ordinarily, my work drives me extremely baffled or crazy.							
5	In order to complete the work on time, I have to often increase the speed of my work.							
6	My working hours are always very tight.							
7	I often need to work at a fast pace.							

Part 4: Work engagement

Question	The content of the project	1	2	3	4	5	6	7
1	At work, I feel myself bursting with energy.							
2	At work, I feel strong and full of energy.							
3	I am passionate about work.							
4	Work inspired me.							
5	When I go to bed in the morning, I want to go to work.							
6	When work is stressful, I feel happy.							
7	I am proud of what I do.							
8	I am immersed in my work.							
9	I will reach the state of selflessness when I work.							