

# A Multilevel Study of Leaders' Emotional Labor on Servant Leadership and Job Satisfaction

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## Abstract

Expressing emotions properly in work settings not only is a kind of important labor for customer services but also for leading organizations. Team leaders' emotion labor is likely to affect whole team members' satisfaction on job, which also generates conjunctional effects together with employee perceived servant leadership. To reveal this relationship, this multi-level study investigates how the association of employees perceived immediate leaders' servant leadership and their job satisfaction is influenced by leaders' emotional labor. 180 employees and 40 immediate leaders from 40 groups, 16 firms participated in this study. The results turned out that the positive relationships between perceived team leaders' creating value for community (one dimension of servant leadership) and team members' job satisfaction is strengthened with the increasing of leaders' deep acting of emotions, but is decreased with the increasing of leaders' surface acting and expressing naturally felt emotions. To avoid of common methods of variances, multiple ratings were employed. Among them, servant leadership of immediate team leaders and subordinates' job satisfaction were rated by subordinates. Team leaders' emotional labor was rated by leaders themselves.