Effect of Private SECURITY Guards’ Emotional Labor on Organizational Effectiveness -Focusing on Apartment SECURITY Guards-

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Abstract

Currently, most apartments hire security guards to prevent crimes and outside intrusions and with ever rising expectation and demand not only for individual security but also for efficiency and satisfaction with living services and conveniences, residents’ demands toward the apartment security guards are also multiplying. Thus, as they perform delivery and safekeeping of door-to-door express service and mails, notification of information on apartment complex, removal of snow and preventing flood, drainage work, etc. other than crime prevention and order maintenance activities, they have special characteristics different from those of general security guards or intermittent workers.

Thus, with the change of social environment, it is expected that apartment security guards’ emotional labor will be on steady increase and thus, basic studies are required to prepare policies to ameliorate its side effects. Therefore, this study aims to grasp the reality of apartment security guards’ emotional labor, elucidate its effect on job satisfaction, organizational commitment, turnover intention and, based on study results, to suggest ways and policy implications to reduce harm and damage from apartment security guards’ emotional labor and manage it effectively.

In order to explore the effect of apartment security guards’ emotional labor on organizational effectiveness, this study analyzed first, the difference between emotional labor and organizational effectiveness based on demographic characteristics and second, the relationship between emotional labor and organizational effectiveness(job satisfaction, organizational commitment and turnover intention).

First, as the result of analysis on the difference between emotional labor and organizational effectiveness based on demographic characteristics, there were significant differences in deep acting and job satisfaction depending on monthly income. Due to characteristics of apartment security guards’ job which requires both their original security work and treatment of residents’ complaints, they have trouble focusing on their work as their rest periods are not even kept. Since high turnover rate from low wage, excessive work, job stress and burnout not only causes temporal and economic loss but also lowers individual and corporate performance, it is necessary to take proactive actions for insecure work environment in the long term focusing on balanced achievement of goals.

Second, as the result of analysis on the effect of apartment security guards’ emotional labor on organizational effectiveness, surface acting of emotional labor had negative(-) effect on job satisfaction and organizational commitment, which are sub-factors of organizational effectiveness, and had positive(+) effect on turnover intention. On the other hand, deep acting of emotional labor had positive(+) effect on job satisfaction and organizational commitment, which are sub-factors of organizational effectiveness, and had negative(-) effect on turnover intention.

Results of the study imply that prevention and management of emotional labor is required on organizational level so that damages by emotional labor can be prevented in the process of apartment security guards’ job performance. In addition, it is necessary to enact laws to compensate emotional labor, to improve poor labor conditions and treatment and to prepare work manuals and punishment regulations on customer wrongdoings.
1. Introduction

Aging phenomenon in Korea which has been progressing in an unprecedented speed is expected to have various effects not only on social and economical structure and overall lives of individuals, which requires plenty of change and preparation in social and policy aspects[1]. With continuing aging of society, apartment security guard is one of a few jobs for the elderly and aging is expected to cause many changes in the labor market of private security guards in Korea.

Currently, most apartments hire security guards to prevent crimes and outside intrusions and with ever rising expectation and demand not only for individual security but also for efficiency and satisfaction with living services and conveniences, residents' demands toward the apartment security guards are also multiplying. Thus, as they perform delivery and safekeeping of door-to-door express service and mails, notification of information on apartment complex, removal of snow and preventing flood, drainage work[2], etc. other than crime prevention and order maintenance activities, they have special characteristics different from those of general security guards or intermittent workers.

Although current 'Labor Standard Act' guarantees rest period of at least 30 minutes for more than 4 hours of work and at least 1 hour for more than 8 hours of work and recognize workers' standby time under the command and supervision of employer as work hours[3], apartment security guards and intermittent workers are out of application of work hours and rest period stipulated by the Act and their rest facilities are dilapidated or almost non-existent.

Like this, apartment security guards, who provide services to protect property and secure safety of residents in the front, are judged to suffer from highly serious level of emotional labor. In addition, as their expression of emotions tends to have direct effect on creation of profit for their affiliated companies due to traits of their work process, their emotional labor is generally under strict control of the companies they work for[4].

Thus, with the change of social environment, it is expected that apartment security guards' emotional labor will be on steady increase and thus, basic studies are required to prepare policies to ameliorate its side effects. Therefore, this study aims to grasp the reality of apartment security guards' emotional labor, elucidate its effect on job satisfaction, organizational commitment, turnover intention and, based on study results, to suggest ways and policy implications to reduce harm and damage from apartment security guards' emotional labor and manage it effectively.

2. Theoretical Background

2.1. Emotional labor

Emotional labor is defined as expressing specific emotions which look desirable to enhance organizational effectiveness or task performance by controlling one's actual emotions when there is difference between actual emotions a person experiences and the norm of emotional expression which the organization requires[5].

2.2. Organizational effectiveness

Organizational effectiveness is the degree of achieving short and long-term goals and, it is defined as the ability to realize multiple goals such as profit, productivity, employee satisfaction, social responsibility and financial stability by reflecting multiple constitutional factors, assessors' interest and development stage of the organization in establishing goals and to adapt to and survive in changing environments[6].

2.3. Preceding studies

In a study on the effect of tourism employees' emotional labor on organizational effectiveness, emotional labor had significant effect on turnover intention, which is a constituting factor of organizational effectiveness, and especially, the higher the intensity of
emotional labor, the higher the level of turnover intention[7].

In addition, emotional labor is defined as expressing specific emotions which look desirable to enhance organizational effectiveness or task performance by controlling one’s actual emotions when there is difference between actual emotions a person experiences and the norm of emotional expression which an organization requires[8].

3. Study Methods
3.1. Subjects of study
The subjects of this study were apartment security guards working in Seoul and 6 metropolitan cities selected by stratified cluster random sampling. For the period of 2 months from November through December 2015, researcher of this study called or visited the management heads or supervisors of the apartments and explained about the questionnaire survey and asked their cooperation. A total of 322 questionnaires were used as data for this study except for 28 questionnaires with insincere answers or without answers. As the result of research on demographic characteristics of the subjects, gender-wise, all of the subjects were males(n:322) and, as for age, they were in their 40s(n:14), 50s(n:100), 60s(n:190) and over 70s(n:18). As for monthly income, they made less than 1.5 million won(n:92), 1.50~2.0 million(n:208), over 2.0 million(n:22) and career-wise, they worked less than 1 year(n:74), 1~3 years(n:144), 3~5 years(n:47) and less than 5 years(n:57).

3.2. Research tools
All the questions were constituted based on preceding studies and theories to fit the purpose of the study in 5-point Likert scale. For questions regarding apartment security guards’ emotional labor, study used a total of 8 questions by modifying questions used in Cho CheolKyu, SeungWook Hwang’s study(2011) to fit the purpose and subjects of this study based on 5-dimension emotional labor suggested by Blau et al.(2010). For questions on organizational effectiveness, study composed a total of 13 questions to fit the purpose and subjects of this study based on the indices used in Yong Joo Lee et al.’s study (2012)[9][10][11][12].

Validity for the contents of the questionnaire of this study was verified by professional committee composed of 3 doctors of security science. Composition of questionnaire was completed by conducting preliminary survey and reviewing in professional committee.

3.3. Analysis of reliability and validity of measurement tools
SPSS 20.0 program was used for analysis in this study. To analyze reliability and validity of the questionnaire, value of Cronbach’s Alpha in Internal Consistency Method and exploratory factor analysis were conducted. To analyze the demographic characteristics of the samples, frequency analysis was conducted. To investigate the difference among variables based on demographic characteristics, ANOVA test was performed. To measure the effect of emotional labor on organizational effectiveness, correlation among measuring variables was analyzed and multiple regression analysis was conducted.

4. Research Results
4.1. Analysis on difference between emotional labor and organizational effectiveness based on demographic characteristics
There was significant difference in deep acting(F=3.060, p<05) and job satisfaction(F=3.693, p<.05) depending on monthly income. There was also significant difference in turnover intention(F=4.684, p<.01) based on career years and as the result of post test, guards with over 5 years of experience had higher level of turnover intention than those with experience of 1~3 years and 3~5 years while there were no significant difference in all sub-factors of emotional labor and organizational effectiveness depending on age.

4.2. Correlation among variables
Table 1. Correlation analysis among variables.

<table>
<thead>
<tr>
<th>Variable</th>
<th>1.</th>
<th>2.</th>
<th>3.</th>
<th>4.</th>
<th>5.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surface acting</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deep acting</td>
<td>.605***</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>-.523**</td>
<td>.497**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational commitment</td>
<td>-.596**</td>
<td>.524**</td>
<td>-.458</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Turnover intention</td>
<td>.588**</td>
<td>-.503</td>
<td>.405</td>
<td>.692</td>
<td>1</td>
</tr>
</tbody>
</table>

There was significant difference in deep acting ($F=3.060$, $p<.05$) and job satisfaction ($F=3.693$, $p<.05$) depending on monthly income. There was also significant difference in turnover intention ($F=4.684$, $p<.01$) based on career years and as the result of post test, guards with over 5 years of experience had higher level of turnover intention than those with experience of 1~3 years and 3~5 years while there were no significant difference in all sub-factors of emotional labor and organizational effectiveness depending on age.

Table 2. Effect of emotional labor in organizational effectiveness.

<table>
<thead>
<tr>
<th>Subordination variable</th>
<th>Independent variable</th>
<th>B</th>
<th>SE</th>
<th>Beta</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction</td>
<td>(constant)</td>
<td>2.749</td>
<td>.383</td>
<td>7.184</td>
<td>.001</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Surface acting</td>
<td>-.416</td>
<td>.068</td>
<td>-.351</td>
<td>-6.085</td>
<td>.001</td>
</tr>
<tr>
<td></td>
<td>Deep acting</td>
<td>.345</td>
<td>.070</td>
<td>.284</td>
<td>4.917</td>
<td>.001</td>
</tr>
<tr>
<td>R²=.325, F-value = 76.758*** (sig=.001)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational commitment</td>
<td>(constant)</td>
<td>2.451</td>
<td>.303</td>
<td>8.098</td>
<td>.001</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Surface acting</td>
<td>-.436</td>
<td>.054</td>
<td>-.440</td>
<td>-8.068</td>
<td>.001</td>
</tr>
<tr>
<td></td>
<td>Deep acting</td>
<td>.261</td>
<td>.055</td>
<td>.257</td>
<td>4.718</td>
<td>.001</td>
</tr>
<tr>
<td>R²=.397, F-value = 105.124*** (sig=.001)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Turnover intention</td>
<td>(constant)</td>
<td>3.696</td>
<td>.272</td>
<td>13.595</td>
<td>.001</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Surface acting</td>
<td>.392</td>
<td>.049</td>
<td>.447</td>
<td>8.066</td>
<td>.001</td>
</tr>
<tr>
<td></td>
<td>Deep acting</td>
<td>-.210</td>
<td>.050</td>
<td>-.233</td>
<td>-4.209</td>
<td>.001</td>
</tr>
<tr>
<td>R²=.380, F-value = 97.604*** (sig=.001)</td>
<td></td>
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</table>

5. Conclusion

In order to explore the effect of apartment security guards' emotional labor on organizational effectiveness, this study analyzed first, the difference between emotional labor and organizational effectiveness based on demographic characteristics and second, the relationship between emotional labor and organizational effectiveness based on demographic characteristics and second, the relationship between emotional labor and organizational effectiveness(job satisfaction, organizational commitment and turnover intention).

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Second, as the result of analysis on the effect of apartment security guards' emotional labor on organizational effectiveness, surface acting of emotional labor had negative effect on job satisfaction and organizational commitment, which are sub-factors of organizational effectiveness, and had positive effect on turnover intention. On the other hand, deep acting of emotional labor had positive effect on job satisfaction and organizational commitment, which are sub-factors of organizational effectiveness, and had negative effect on turnover intention.

Results of the study imply that prevention and management of emotional labor is required on organizational level so that damages by emotional labor can be prevented in the process of apartment security guards' job performance. In addition, it is necessary to enact laws to compensate emotional labor, to improve poor labor conditions and treatment and to prepare work manuals and punishment regulations on customer wrongdoings.

6. References

6.1. Journal articles


6.2. Thesis degree


6.3. Books


6.4. Additional references

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