

Abstrak

Tujuan dari penelitian ini adalah untuk menyelidiki perbedaan antara tingkat *emotional labor* terhadap publik dengan tingkat *emotional labor* terhadap rekan kerja dan juga untuk menguji hubungan di antara kecerdasan emosi, *emotional labor* dan *leader-member social exchange*. Data dikumpulkan melalui kuesioner (N = 316), menargetkan kelompok karyawan di kantor pusat dan beberapa kantor lainnya dari Direktorat Jenderal Bea dan Cukai, Indonesia.

Hasil analisis menunjukkan bahwa terdapat perbedaan yang signifikan antara *surface acting* terhadap publik dengan *surface acting* terhadap rekan kerja. Hasil penelitian juga menunjukkan bahwa *deep acting* terhadap rekan kerja memediasi hubungan antara kecerdasan emosi dengan *leader-member social exchange* sementara *surface acting* terhadap publik tidak memediasi hubungan. Implikasi manajemen, temuan, keterbatasan, dan saran untuk penelitian masa depan juga dibahas.

Kata kunci: *emotional labor*, kecerdasan emosi, *leader-member social exchange*, mediasi

JEL Classification: M100 Bisnis Administration: General, M120 Personnel Management

Abstract

The aim of the present study is to investigate how the level of emotional labor with the public is performed differently from those performed to the colleague and also to examine the relationship among emotional intelligence, emotional labor and leader member social exchange. Data were collected through self-report questionnaires (N=316), targeting groups of employees in the headquarter office and several other offices of Directorate General Customs and Excise, Indonesia.

The findings indicate that there is a significant difference in the level of surface acting with colleague and surface acting with the public. The result also shows that deep acting with colleague mediates the relationship between emotional intelligence and leader-member social exchange however surface acting with the public does not mediate the relationship. Management implications of the findings, limitations, and suggestions for future research are discussed.

Keywords: emotional labor, emotional intelligence, leader-member social exchange, mediation

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