

## Effects of Recognition of Customer Feedback on Relationships between Emotional Labor and Job Satisfaction: Focusing On Call Centers That Offer Professional Services

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**Abstract :** Focusing on professional call centers where workers with expertise perform services, this study aims to clarify the relationships between emotional labor and job satisfaction and the effects of recognition of customer feedback. Since the professional call center operators consist of professional license holders (qualification holders) and those who do not (non-holders), the following three points are analyzed in the two groups by using covariance structure analysis and simultaneous multi-population analysis: 1) The relationship between emotional labor and job satisfaction, 2) customer feedback and job satisfaction, and 3) The intermediation effect between the emotional labor of customer feedback and job satisfaction. The following results are obtained: i) no direct effect is found between job satisfaction and emotional labor for qualification holders and non-holders, ii) for qualification holders and non-holders, recognition of positive feedback and recognition of negative feedback had positive and negative effects on job satisfaction, respectively, iii) for qualification and non-holders, "consideration for colleagues" influences job satisfaction by recognizing positive feedback, and iv) only for qualification holders, the factors "customer-oriented emotional expression" and "emotional disharmony" have a positive and negative effect on job satisfaction, respectively, through recognition of positive feedback and recognition of negative feedback.

**Keywords :** call center, emotional labor, professional service, job satisfaction, customer feedback

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