

Examining to what Extent Do Employees Express Emotional Labor: An Application on Front-office Department in Five-star Hotels in Cairo

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Abstract

Managing emotions of the hotel employees has been identified as a significant aspect of retaining loyal guests. This study aims to examine to what extent hotel front-office employees express emotional labor in five-star hotels in Cairo. This study employed a self-administered questionnaire as the data collection instrument. The questionnaire included 25 items, which divided into five groups, i.e., surface acting (SA), deep acting (DA), job autonomy (JA), social support (SS), and job satisfaction (JS). Structural equation modelling (SEM) and Sobel test were used to test the proposed direct and indirect hypotheses using AMOS version 20. The results of the current study offer practical implications for scholars and hotel practitioners. The findings showed that both surface and deep acting have a direct effect on job satisfaction. The results also reported that job autonomy has a direct effect on surface acting and job satisfaction. Moreover, the findings revealed that social support has a direct effect on deep acting and indirect effect on job satisfaction.

Keywords: Emotional labor; Job autonomy; Social support; Job satisfaction.

Introduction

Hospitality establishments as a service providing businesses should be able to manage the emotions of its employees in order to enhance the service quality and to create value for guests. Controlling emotions of employees also contribute to gain competitive advantage across competitors (İplik, Topsakal & İplik, 2014). The term emotion labor refers to any effort to adjust the experience or expression of a knowingly felt emotion and when the employees do emotion work as an essential part of their definite job performance (Hochschild, 2003).

Moreover, emotional labor is the process of adjustable both internal feelings and external expressions in alliance with organizational goals and has an essential impact on hotel outcomes, including guest relations and employee performance (Tang, Seal & Naumann, 2013). In addition, Grandey, Diefendorff and Rupp (2013) stated that employees could express organizationally expected emotions in two ways. Firstly, surface acting that involves acting or expressing an emotion on the surface without truly feeling them and secondly, deep acting that involves modifying an emotion to match the emotion required. According to Kreitner and Kinicki (2004), job satisfaction considers an affective and emotional response to various aspects of one's job. Agbozo, Owusu, Hoedoafia and Atakorah (2017) described job satisfaction as being an emotional response that results from the employee's perceived fulfilment of their needs and what they believe the company to have offered.

In general, most definitions cover the emotional feeling an employee has concerning their job (Lu, While & Barriball 2005). Numerous studies (e.g. Kruml & Geddes, 2000; Brotheridge & Grandey, 2002; Glomb & Tews, 2004) have been conducted about the matter of emotional labor in the industrial and service areas. However, it has been observed that the number of researches on emotional labor in the hospitality field is fewer than others in the economic sector (Çelik, Tabak, Uysal, Sığrı & Turunç, 2010). This study aims to examine to what extent hotel front-office employees express emotional labor in five star hotels in Cairo.

Literature Review

Frontline employees are expected to manage their emotions and make a considerable effort in displaying friendly emotions when interacting with guests (Karatepe, 2010). As front-office employees have considerable face-to-face interaction with guests, the hospitality industry requires frontline employees to manage, regulate, and control their emotions effectively (Karatepe, 2011). Hochschild (1983 p.7) termed this concept as 'Emotional Labor'. "*It is all about the management of feeling to create a publicly observable facial and bodily display*". Moreover, emotional labor has become a part of many employees daily work. Managing emotions has become an essential part of every organization's rules. The management as well as the employees believe that expressions and suppression of emotions are important to influence the guests and to meet organizational goals (Baruah & Patrick, 2014). Chu and Murrmann (2006) defined emotional labor as the management of feelings that creates nice and friendly attitude towards the guests, which is strongly related to guests' satisfaction, simultaneously increasing their commitment and loyalty.

Emotional Labor and Job Autonomy

Job autonomy or job control (Ohly & Fritz, 2009) refers to the degree to which the task provides substantial freedom, independence, and discretion in scheduling the work and in deciding the procedures to be used to carry it out. A great level of job control allows employees to choose how to do their work (Giebels, Reuver, Rispens & Ufkes, 2016). Esser and Olsen (2011) defined that autonomy is control and it is an internal authorization of person's activities. Autonomy is independence in decisions, values and interests. Improvement of the autonomy will increase the functions of employees (Arnellos, Spyrou & Darzentas, 2007).

Likewise, Arnellos, et al. (2007) mentioned that without autonomy it is difficult to achieve the function. Autonomy is the ability to complete the actions. It is a goal oriented approach which can be performed when there is autonomy. As well as, Iplik, et al. (2014), stated that job autonomy is the level to which employees has independence and freedom in fulfilling the duties of the job. Wharton (1993) proposed that emotional labor is fewer practical among employees having high job autonomy. Based on the pervious discussion, the following hypotheses were proposed:

H1: Job autonomy has a direct effect on surface acting.

H2: Job autonomy has a direct effect on deep acting.

Emotional Labor and Social Support

According to Osman and Karatepe (2010), social support is an interpersonal transaction from co-workers and supervisors in the workplace. Social emotional concern, instrumental aid, information, support in the workplace may help employees to manage difficulties associated with work and family roles (Karatepe & Kilic, 2007). Similarly, such support may help employees to integrate work and family roles effectively (Hill, 2005). Supervisor and colleague support make a helpful environment at workplace, which by extension should minimize the need to involve in emotional labor when the display rules are positive. Karatepe and Aleshinloye (2009) mentioned that if an employee is in an optimistic mood due to the environment, then less emotional effort is required to show positive organizationally arranged emotions.

Receiving such support from supervisor is especially important perhaps even more than from co-workers (Guy, Newman & Mastracci, 2008). Social support acting as moderators, avoid surface acting from reducing job satisfaction (Zapf, 2002). Osman and Karatepe (2013) defined social support as feedback focusing on action, guidance, and identity, as a supporter tries to help a supporter determine methods to deal with a stressor. Two methods have been suggested to explain the beneficial effect of social support.

H3: Social support has a direct effect on surface acting.

H4: Social support has a direct effect on deep acting.

Emotional Labor and Job Satisfaction

The spirit of service industry is not only getting a job done but also it involves getting the job done with right attitude (Chu, 2002). The generic purpose of human resources management is generating and retaining satisfied workforce who could provide the maximum contribution to the organizational success (Opatha, 2009). Employee satisfaction could influence both organizational performance as well as customer satisfaction. Also employee satisfaction is linked with absenteeism, turnover and productivity of employees. Specially, in emotional labor: emotional employees have to put greater psychological effort to perform required emotions to commercial purposes. Consequently, job satisfaction considers an important factor to improve their psychological well-being (Himanthi & Arachchige, 2014). Moreover, Droussiotis and Austin, (2007) stated that job satisfaction as a self-reported positive emotional state resulting from the appraisal of one's job or from job experiences. Therefore, this study proposes the following hypotheses:

H5: Surface acting has a direct effect on job satisfaction.

H6: Deep acting has a direct effect on job satisfaction.

H7: Job autonomy has a direct effect on job satisfaction.

H8: Social support has a direct effect on job satisfaction.

H9: Job autonomy has indirect effect on job satisfaction through surface acting.

H10: Job autonomy has indirect effect on job satisfaction through deep acting.

H11: Social support has indirect effect on job satisfaction through surface acting.

H12: Social support has indirect effect on job satisfaction through deep acting.

Based on the above-mentioned literature review and hypotheses, the study proposes the research model depicted in Figure 1.

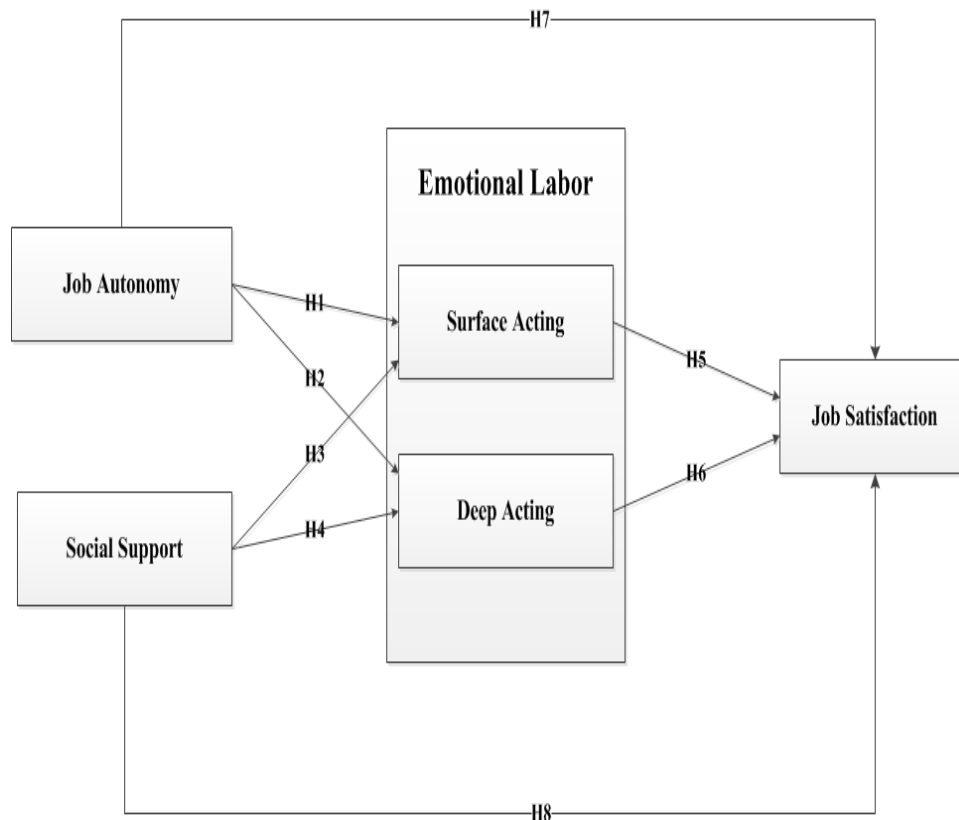


Figure 1: The proposed research model

Methodology

Survey Instrument

The study employed a questionnaire as the data-gathering instrument. The emotional labor scale adopted from Kruml and Geddes (2000), the job satisfaction scale adopted from Hackman and Oldham (1975), the social support scale adopted from Caplan, Cobb, French, Harrison and Pinneau (1980) and the job autonomy scale adopted from Hackman and Oldham (1975). The questionnaire was fine-tuned through discussions with various front-office employees.

The final version of the questionnaire was divided into two sections. In the first section, employees were asked to rate 25 items on a five-point Likert type scale: ‘strongly disagree’; ‘disagree’; ‘neutral’; ‘agree’; and ‘strongly agree’. The 25 items are divided into five variables: surface acting (7 items), deep acting (6 items), job satisfaction (4 items), social support (4 items), and job autonomy (3 items). The second section asked employees for profiling information (e.g., gender, age, and length of employment).

Research Population and Sampling Technique

The target population for this study was all front-office employees in five-star hotels in Cairo. Convenience sampling technique was used to select the hotel front office employees who participated in filling in the questionnaire forms. The investigated hotels were classified based on stars (five star hotels) then hotels were selected. Convenience sample is a group of subjects selected because of availability. There is no precise way of generalizing from a convenience sample to a population (McMillan, 2012). The target population for this study was all hotels' employees who may have an interest and/or influence. In summary, the questionnaire was designed in this study to examine to what extent hotel front-office employees express emotional labor in five-star hotels in Cairo. Accordingly, in these research two hundred questionnaires distributed, one hundred and seventy-three ($n = 173$) valid questionnaires were completed and returned, thus achieving a response rate of 93.6 percent.

Data Analysis

SPSS version 20 was used to analyse to what extent hotel front office employees express emotional labor in five star hotels in Cairo (25-item) descriptively. The items divided into eight groups as EM = emotional labor; JS= job satisfaction; SS = social support; and JA= job autonomy. Furthermore, the Mann-Whitney U test was used in this study to measure the variance of employees' gender to scales in order to determine if there is a significant difference between them. Structural equation modelling (SEM), on the other hand, was used to test the measurement model using AMOS 4. Moreover, goodness-of-fit measures were utilized to assess the structural fit of the hypothesized model. Theory suggests that if the chi-square (χ^2) is not significant the model is regarded as acceptable, nevertheless many disregard this since chi-square (χ^2) is often reported as significant mainly due to sample size restrictions and its sensitivity to the likelihood test ratio. The Sobel test was used test the indirect hypothesizes.

Results

Respondents' Profiles

Table 1 shows the profile of the employees working in the investigated hotels. The employees comprised (i.e., 63.6 percent), females and (i.e., 36.4 percent) males. They were from various age groups, with the largest group was 21 years up to 30 years (i.e., 66.5 percent), while the lowest age group was 18 years up to 21 years (i.e., 4.6 percent). For marital status, the highest percentage was single employees (i.e., 52 percent), and the lowest percentage was married employees with children (i.e., 13.3 percent). In terms of education, the majority of employees had a university degree (i.e., 87.3 percent). The majority of the investigated position was receptionist (i.e., 54.3 percent), but the lowest position was reservation (i.e., 9.2 percent). With regards to length of employment, the majority of employees had one year up to 3 years of work experience (i.e., 40.5 percent), compared to only (i.e., 13.3 percent) of employees who had 3 years up to 6 years of work experience.

Table 1: Profile of respondents

Variables		Freq.	%
Gender	Female	110	63.6
	Male	63	36.4
Age	18 years up to 21 years	8	4.6
	21 years up to 30 years	115	66.5
	30 years up to 40 years	36	20.8
	40 years or more	14	8.1
Marital status	Single	90	52.0
	Married	60	34.7
	Married with children	23	13.3
Education	Secondary school or below	3	1.7
	University degree	151	87.3
	Post graduate (Diploma – Master – PhD)	12	6.9
	others (please specify)	7	4.0
Position	Receptionist	94	54.3
	Reservation	16	9.2
	Concierge	18	10.4
	Guest Relation	45	26.0
Length of Employment	Less than one year	41	23.7
	One year up to 3 years	70	40.5
	3 years up to 6 years	23	13.3
	6 years or more	39	22.5

* N=173.

Table 2 shows the descriptive analysis of the emotional labor, social support, job autonomy and job satisfaction scales (25-item, five-factor). The results revealed that first of all, in terms of surface acting the highest mean score is, “although I am not feeling better, I show good emotions to guests” ($m = 4.18$), while the lowest mean score is, “My communication with guests is like a robot” ($m = 1.92$). Moreover, the highest standard deviation is “I insert the fake facial expressions to reflect right emotions form my job” ($SD = 1.413$), but the lowest one is “I have to hide my true feelings when dealing with guests” ($SD = 1.029$). Secondly, the results revealed that in terms of deep acting the highest mean score is, “I usually think of pleasant things when starting work, and when helping the guest, I try to create emotions in myself that present the image of my hotel desires” by ($m = 4.30$) and ($m = 4.30$) respectively, while the lowest mean score is, “I endeavour to reflect positive emotions to guests” ($m = 3.91$). Moreover, the highest standard deviation is “I endeavour to reflect positive emotions to guests” ($SD = 1.245$), but the lowest standard deviation is, “I usually think of pleasant things when starting work” ($SD = .890$).

Thirdly, the results revealed that in terms of job satisfaction the highest mean score is, “Generally, I am satisfied with this job” ($m = 4.22$), while the lowest mean score is, “Most employees on this job are satisfied with their job” ($m = 3.80$). Moreover, the highest standard deviation is, “Most employees on this job are satisfied with their job” ($SD = 1.194$), but the lowest is “Generally, I am satisfied with this job” ($SD = .945$).

Fourthly, the results revealed that in terms of social support the highest mean score is, “It is easy to talk with my manager” (m = 4.12), whereas the lowest mean score is, “My manager is willing to listen to my personal problems” (m = 3.84). Besides, the highest standard deviation is, “It is easy to talk with my manager” (SD = 1.142), nevertheless the lowest is “My manager can be relied on when things get tough at company” (SD = .958).

Finally, the results revealed that in terms of job autonomy the highest mean score is, “When I communicate with guests, I have freedom and independence to act in ways I think fit the situation” (m = 3.92), however the lowest mean score is, “My job denies me much chance to use my personal judgment when communicating with guests” (m = 3.69). Additionally, the highest standard deviation is, “My job denies me much chance to use my personal judgment when communicating with guests” (SD = 1.194), while the lowest is “I have a lot of freedom to decide how I should deal with guests” (SD = 1.013).

Table 2: Construct measurement and sources

Construct	Measurement	Mean	SD
Surface Acting	I insert the fake facial expressions to reflect right emotions form my job.	3.13	1.413
	I have to hide my true feelings when dealing with guests.	4.17	1.029
	I show fake emotions when dealing with guests.	2.64	1.333
	I show the emotions to guests that I am actually felt.	2.42	1.285
	My communication with guests is like a robot.	1.92	1.264
	I fake in order to deal with guests in a right way.	2.86	1.322
	I behave differently from how I actually feel.	3.27	1.333
	Although I am not feeling better, I show good emotions to guests.	4.18	1.082
Deep Acting	I endeavour to reflect positive emotions to guests.	3.91	1.245
	When I was ready for work, I said myself that today will be a good day.	4.18	1.146
	I try to truly feel the emotions that I have to show when communicate with guests.	3.92	1.156
	I focus more on my behaviour when I show emotions that I do not truly feel.	4.05	.990
	I usually think of pleasant things when starting work.	4.30	.890
	When helping the guest, I try to create emotions in myself that present the image of my hotel desires.	4.30	.960
Job Satisfaction	I usually think to retain on this job.	3.95	.996
	I am satisfied with the types of tasks I do in this job.	3.98	1.176
	Generally, I am satisfied with this job.	4.22	.945
	Most employees are satisfied with their job.	3.80	1.194
Social Support	My manager goes out of his/her way to make life easier for me.	4.01	1.139
	It is easy to talk with my manager.	4.12	1.142
	My manager can be relied on when things get tough.	4.03	.958
	My manager is willing to listen to my problems.	3.84	1.114
Job Autonomy	When I communicate with guests, I have freedom and independence to act in ways I think fit the situation.	3.92	1.064
	I have a lot of freedom to decide how I should deal with guests.	3.86	1.013
	My job denies me much chance to use my personal judgment when communicating with guests.	3.69	1.188

Structural Equation Modelling

Confirmatory factor analysis (CFA)

Confirmatory factor analysis (CFA) was first used to measure the reliability and validity of the emotional labor, social support, job autonomy and job satisfaction scales. The initial model was not a satisfactory fit and so some modification indices were suggested to improve the model fit. More specifically, five items were removed from control scale (i.e., “I insert the fake facial expressions to reflect right emotions form my job; I have to hide my true feelings when dealing with guests; I behave differently from how I actually feel, Although I am not feeling better; I show good emotions to guests, and I endeavor to reflect positive emotions to guests”). As a result, a good model fit was achieved for the measurement model: $\chi^2 (37.697) = 868.838$; $p < .0001$, $\chi^2/df = 1$, goodness-of-fit index (GFI) = 0.91, adjusted goodness-of-fit index (AGFI) = 0.92, normed fit index (NFI) = 0.91, relative fit index (RFI) = 0.95, incremental fit index (IFI) = 0.943, Tucker–Lewis index (TLI) = 0.92, comparative fit index (CFI) = 0.92, which were all greater than the recommended level of 0.90 and root mean square error of approximation (RMSEA) = 0.023, lower than the cut off value of 0.05.

The results of CFA (see Table 3) show that the lowest value of CR and Cronbach’s α for all of the constructs was 0.79, which exceeded the minimum acceptable value of 0.70, indicating a good reliability level. Additionally, the values of AVE for all constructs exceeded the minimum acceptable value of 0.50 indicating good convergent validity (Hair, Black, Babin & Anderson, 2010). Furthermore, the results of CFA (see Table 4) show that the AVE of each construct was greater than the squared correlation for each pair of constructs, indicating good discriminant validity (Hair et al., 2010).

Table 3: Parameter estimates of the measurement model, validity analysis, and reliability test for emotional labor, job satisfaction, social support and job autonomy

Constructs	β	CR	A	AVE
Surface Acting		0.724	.720	.534
EM3	.735			
EM4	.516			
EM5	.829			
EM6	.402			
Deep Acting		.773	.778	.577
EM10	.617			
EM11	.581			
EM12	.596			
EM13	.682			
EM14	.704			
Job Satisfaction		.830	.830	.556
JS1	.535			
JS2	.886			

JS3	.752			
JS4	.767			
Social Support		.861	.862	.608
SS1	.852			
SS2	.793			
SS3	.762			
SS4	.705			
Job Autonomy		.764	.758	.522
JA1	.832			
JA2	.669			
JA3	.653			

Note: All factor loadings were significant at $\leq .001$; CR = Composite reliability; α = Alpha reliability; AVE = average variance extracted.

Table 4: Discriminant validity for the measurement model

Constructs	Variance for job stress and service quality scale				
	Surface Acting	Deep Acting	Job Satisfaction	Social Support	Job Autonomy
Surface Acting	.534				
Deep Acting	.14	.577			
Job Satisfaction	.01	.06	.556		
Social Support	.00	.04	.10	.608	
Job Autonomy	.04	.12	.12	.48	.522

Note: The bold values along the diagonal line are the AVE values for the constructs, and the other values are the squared correlations for each pair of constructs.

Structural Models and Hypotheses Testing

Standardized path coefficients (β) were utilized to test the postulated hypotheses in a causal diagrammatic as shown in table 5. The findings revealed a direct effect between job autonomy and surface acting, supporting H1 ($\beta = .282, p < 0.001$). The findings showed no direct effect between job autonomy and deep acting, rejecting H2 ($\beta = .005, p < 0.001$). The findings revealed no direct effect between social support and surface acting, rejected H3 ($\beta = -.138, p < 0.001$). The findings showed a direct effect between social support and deep acting, supporting H4 ($\beta = .214, p < 0.001$). The findings revealed a direct effect between surface acting and job satisfaction, supporting H5 ($\beta = .129, p < 0.001$). The findings revealed a direct effect between deep acting and job satisfaction, supporting H6 ($\beta = .345, p < 0.001$). The findings revealed a direct effect between job autonomy and job satisfaction, supporting H7 ($\beta = .532, p < 0.001$). The findings revealed a direct effect between social support and job satisfaction, rejecting H8 ($\beta = .189, p < 0.001$).

Table 6: Standardized parameter estimates of the structural model

Hypotheses	Path	Beta coefficients	t-values	Results
H1	Job autonomy → Surface	.282	3.03**	Supported
H2	Job autonomy → Deep acting	.005	0.059	Rejected
H3	Social support → Surface	-.138	1.485	Rejected
H4	Social support → Deep acting	.214	2.298*	Supported
H5	Surface acting → Job	.129	2.365*	Supported
H6	Deep acting → Job	.345	6.339*	Supported
H7	Job autonomy → Job	.532	7.779*	Supported
H8	Social support → Job	.189	1.248	Rejected

*Absolute *t*-value > 1.96, *p*< 0.05; **Absolute *t*-value > 2.58, *p*< 0.01; ***Absolute *t*-value > 3.29, *p*< 0.001.

Sobel test was used to test the indirect effect as shown in Table 6. The findings revealed no indirect relationship between job autonomy and job satisfaction through surface acting, rejected H9 (*P*-Value = 0.0612, *P* ≤ 0.05). The findings revealed no indirect relationship between job autonomy and job satisfaction through deep acting, rejected H10 (*P*-Value = 0.9488, *P* ≤ 0.05).

The findings revealed no indirect relationship between social support and job satisfaction through surface acting, rejected H11 (*P*-Value = 0.2090, *P* ≤ 0.05). The findings revealed indirect relationship between social support and job satisfaction through deep acting, full supported H12 (*P*-Value = 0.0316, *P* ≤ 0.05).

Table 6: Hypotheses Test Results for Indirect Relationships

Hypothesis	Indirect Effects	Sobel Test	<i>P</i> -Value	Mediating Effect
H9	JA → SA → JS	1.871	0.0612	Rejected
H10	JA → DA → JS	0.064	0.9488	Rejected
H11	SS → SA → JS	1.256	0.2090	Rejected
H12	SS → DA → JS	2.148	0.0316*	Full Support

** *P* ≤ 0.001, * *P* ≤ 0.05 **Notes:** Job Autonomy (JA), Surface Acting (SA), Job Satisfaction (JS), and Deep Acting

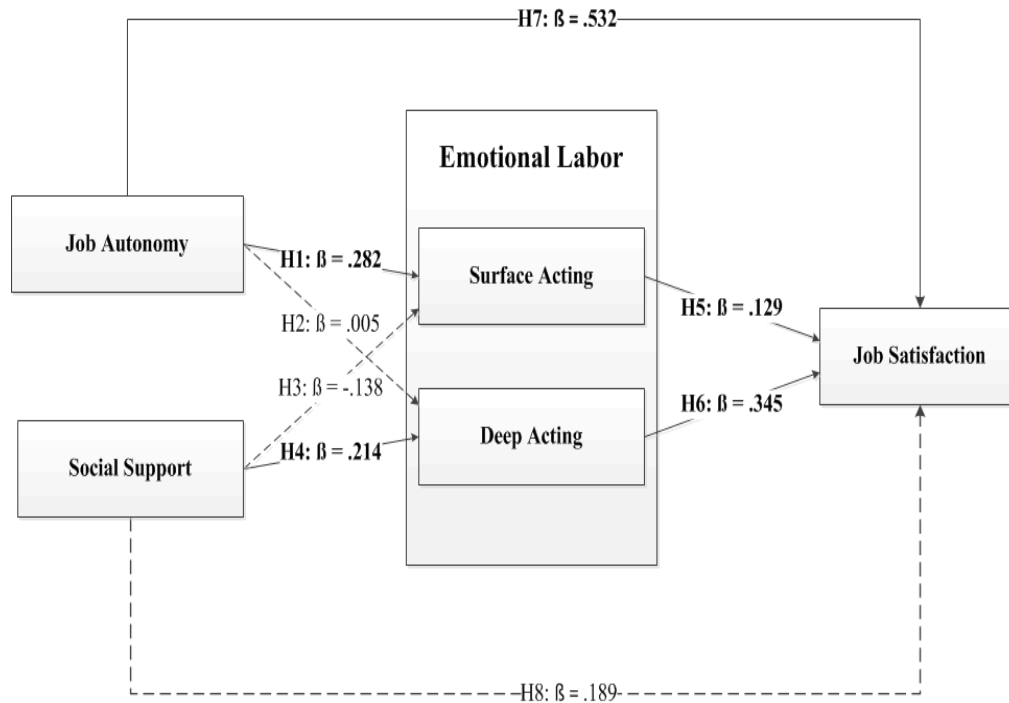


Figure 2: Final structure equation model

Note: The arrows denote significant paths; dotted arrows denote non significant paths

Discussion and Implications

The results of this study showed that job autonomy has a direct effect on surface acting. In other words, the employees feel freedom when they communicate with guests and they apply surface acting procedures. This is consistent with previous study (Giebels, et al., 2016) which showed that a high level of job autonomy allows employees to decide how to perform their work. Moreover, the results of this study revealed that job autonomy has no direct effect on deep acting. In other words, the employees can do their deep acting procedures without job autonomy. This is consistent with previous studies (e.g. Wharton, 1993) which showed emotional labor is less observed among employees having high job autonomy. Front-office managers should pay more attention to offer special training programs in order to apply deep acting and job autonomy.

The results of this study reported that social support has no direct effect on surface acting. A more explanation of this result that employees' support from colleagues, supervisors and managers do not affect surface acting. This is contrast with previous study (Karatepe & Kilic, 2007) which showed social emotional concern, instrumental aid, information, support in the workplace may help employees to cope with difficulties associated with work. Front-office managers should motivate employees in order to apply emotional labor procedures. Further, the results of this study affirmed that social support has direct effect on deep acting. This is consistent with previous study (Hill, 2005; Karatepe & Aleshinloye, 2009) which showed if an employee is in a positive mood due to the environment, then less emotional effort is needed to display positive organizationally prescribed emotions.

The results of this study acknowledged that surface and deep acting have direct effect on job satisfaction. This is consistent with previous studies (Droussiotis and Austin, 2007; Himanthi & Arachchige, 2014) which showed high levels of job satisfaction may be sign of a good emotional and mental state of employees. A possible explanation of these results that when the employees follow the right instructions to apply emotional labor, which will lead to high level of job satisfaction.

The results of this study confirmed that job autonomy has direct effect on job satisfaction. In other word, the employees have a lot of freedom when they communicate with guests. This is consistent with previous study (Esser & Olsen, 2011) which showed autonomy is not only a major for employees' motivation but also it is important for employees' satisfaction. The results of this study revealed that social support has no direct effect on job satisfaction. A possible explanation of this result that there is no relationship between social support and job satisfaction maybe need a mediator.

This is contrast with previous study (Hill, 2005) which showed social support may enhance the relationships of work-family facilitation and family-work facilitation with various outcomes such as job satisfaction and family satisfaction. However, the results of this study informed that job autonomy has no indirect effect on job satisfaction through surface acting or deep acting. In other words, the employees have high level of job autonomy they have freedom and independence to communicate with guests. Thus, they do not accept easily to follow surface acting or deep acting guidelines. This is consistent with previous study (Wharton, 1993) which showed emotional labor is less observed among employees having high job autonomy.

On the one hand, the results of this study notified that social support has no indirect effect on job satisfaction through surface acting. This is contrast with previous study (Hill, 2005) which showed social support may enhance the relationships of work-family facilitation and family-work facilitation with various outcomes such as job satisfaction and family satisfaction.

On the other hand, the results of this study revealed that social support has indirect effect on job satisfaction through deep acting. In other words, the employees have a good work environment. Moreover, they have more support from their managers and the managers help them to cope with their personal problems. This is consistent with previous study (Karatepe & Aleshinloye, 2009) which mentioned that if an employee is in a positive mood due to the environment, then less emotional effort is needed to display positive organizationally prescribed emotions.

Limitations and Suggestions for Future Research

This study measured to what extent hotel front-office employees express emotional labor in five star hotels in Cairo. Absolutely, it was too difficult to sample all hotels in Egypt because the limitations in terms of cost, time and accessibility. Hence, the investigated hotels were limited to those located in Cairo.

In addition, further research could measure the emotional labor in other departments which have front line employees'. Also, further research could examine the application of emotional labor in other cities such as Sharm El-Sheikh, Hurghada, or Luxor. One of the methodological limitations of this study is the use of self-administrated questionnaires. Future studies using qualitative methods, including interviews and focus groups, should provide a broader understanding of the application of emotional labor.

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دراسة مدى تطبيق العاملين للعمل العاطفي: بالتطبيق على قسم المكاتب الأمامية بالفنادق الخمسة نجوم بالقاهرة

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الملخص العربي

تهدف هذه الدراسة إلى معرفة مدى تأثير العمل العاطفي على رضا العاملين بقسم المكاتب الأمامية بالفنادق الخمسة نجوم بالقاهرة. ونظرا لزيادة المنافسة الشديدة بين الفنادق، أصبحت إدارة عواطف العاملين وسيلة هامة لتقديم الخدمات للعملاء على نحو فعال وتحسين أداء العاملين. وبالتالي يجب على الفنادق باعتبارها مؤسسات لتقديم الخدمات أن تكون قادرة على إدارة عواطف العاملين بطريقة فعالة من أجل زيادة جودة الخدمات المقدمة، وتحسين الأداء، وخلق قيمة مضافة للعملاء، بالإضافة الي إكتساب ميزة تنافسية بين المنافسين. وقد تم استخدام إستمارات الإستبيان حيث تم توزيع عدد ٢٠٠ إستمارة على العاملين في قسم المكاتب الأمامية، كان من بينها ١٧٣ إستمارة فقط صالحة للتحليل. وقد تم معالجة البيانات باستخدام أساليب الإحصاء الوصفي بواسطة حزمة البرامج الإحصائية للعلوم الأتجماعية (SPSS) بواسطة الحاسوب الإصدار ٢٠. أيضاً استخدام النظام الإحصائي (AMOS) الإصدار ٢٠، وذلك لإختبار صلاحية النموذج والتحقق من الفرضيات الموضوعية. وقد أثبتت تلك الدراسة العلاقة إحصائياً حيث كشفت الدراسة أن هناك علاقة مباشرة بين العمل العاطفي ورضا العاملين فعند تطبيق متطلبات العمل العاطفي يؤدي ذلك إلى رضا العاملين.

الكلمات الدالة: العمل العاطفي، الدعم الإتجماعي، الرضا الوظيفي، المكاتب الأمامية.