

## EMOTIONAL LABOUR IN HOSPITALITY INDUSTRY: LITERATURE REVIEW

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**Abstract:** *The purpose of the article is to clarify what emotional labour is and its important aspects in service organisations settings. Human resources are important assets of hospitality industry therefore it is of great importance to identify skills required to successfully perform emotional labour and also managerial support needed. Hospitality employees are often strained by stress that is subject to emotional labour in terms of emotional display that is not authentic but rather the behaviour that satisfies guests' expectations. Such emotional labour leads to emotional exhaustion of the employees.*

*This article is based on a review of academic literatures regarding emotional labour in the hospitality industry. Based on this review, the authors offer an assessment of emerging trends in human resource management practice regarding coping strategies in emotional labour within hospitality organisations' settings. The findings provide practical information to managers in hospitality industry in terms of focusing on adequate strategies that serves as a lever inducing emotional authenticity.*

**Keywords:** *emotional labour, hospitality employees, coping strategies, workplace stressor, emotional exhaustion, emotional authenticity.*

### 1 Introduction

The increasing share of service sector in developed countries has established new ways in creating competitive edge within the delivery of a high level quality service (Shani, Uriely, Reichel, and Ginsburg 2014: 151). The importance of service employees as the greatest asset is undisputed because when lacking high quality workforce, service sector cannot meet the demands of the guests (Tews, Stafford, and Michel 2014: 99). In service sector, work cannot be fully described by physical, sensory-motor and cognitive demands because emotional labour demands are rather important (Zapf 2002: 238). Service is therefore not denoted only by the intellectual and physical labour but also emotional labour in terms of sincerely concerning about the guests (Chu, and Murrmann 2006: 1181; Jung, and Yoon 2014: 84). The concept of emotional labour was introduced by Hochschild in 1979 (Wong, and Wang 2009: 249) and since then scientists and practitioners have found it increasingly important because in service sector organizations

concentrate on customer relations in attaining competitive position (Zapf 2002: 237; Wong, and Wang 2009: 249; Lam, and Chen 2012: 3; Jung, and Yoon 2014: 84). In fact, representative form of labour in modern era is emotional labour (Jung, and Yoon 2014: 84). In service work settings, employees are expected to manage their emotions as a part of their job (Zapf 2002: 238; Jung, and Yoon 2014: 84) with the aim to adequately fulfil the job, to develop customer relationships and to increase overall effectiveness (Zapf 2002: 248; Shani, Uriely, Reichel, and Ginsburg 2014:150). Therefore human resource management and performance in hospitality industry has been highly on research agenda to deploy best practice methods and approaches to human resource practices because in hospitality industry employees are the source of competitive advantages (Lucas, and Deery 2004: 459; Lam, and Chen 2012:3).

The goals of the article is to review academic literatures regarding emotional labour in hospitality industry and on the basis of the assessment of emerging trends in human resource management, regarding coping strategies in emotional labour, provide practical information to managers in terms of focusing on adequate strategies that serve as a lever inducing competitive edge. The article begins with a review of the conceptualization of emotional labour construct within hospitality sector. The second part focuses on contradictory conclusions on emotion labour emerging issues. The next, central part of the study is a discussion on individual and organizational factors impacting emotional labour. The concluding part argues about inconclusive results of emotional labour that call for further development of the research field.

## **2 Emotional labour conceptualization**

There are several definitions of emotional labour. Chu, and Murrmann (2006: 1181) define emotional labour 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. Austin, Dore, and O'Donovan (2008: 680) define emotional labour as the process where employee displays appropriate emotional behaviour that might or might not correspond to the employee true emotions. Others define it as enhancing, faking or suppressing emotions to manage certain emotional expression according to the rules of certain job or workplace. Generally speaking, emotional labour is a form of managing emotions to display expected interpersonal interactions (Grandey 2000: 96; Van Dijk, Smith, and Cooper 40: 2011; Jung, and Yoon 2014: 84; Shani, Uriely, Reichel, and Ginsburg 2014: 151) with the aim of appropriate emotional display in hospitality sector

that creates customer satisfaction, customer loyalty and positive word of mouth (Van Dijk, Smith, and Cooper 40: 2011; Jung, and Yoon 2014: 84; Shani, Uriely, Reichel, and Ginsburg 2014: 151).

Emotions refer to physiological arousal and cognitive appraisal of the situation within which individuals can control their emotional expressions to follow the display rules. According to emotion regulation theory emotional regulation happens in the process where individuals choose which emotions they have, when the emotions occur, and how they express emotions (Grandey 2000: 98). Emotions are displayed in order to influence others' emotions, behaviours and attitudes. In order to be able to impact the emotions of others, the accurate perception of their feelings is required. The groundwork of emotion theory is emotion with subsystems like subjective feelings, physiological reaction models and distinctive behaviour (Zapf 2002: 240-243). Original emotions according to Freud appear unconscious however Hochschild (1983), who first introduced emotional labour, builds upon theoretic grounds presuming that emotions appear within conscious processes and impact individuals' behaviour that bypasses cognitive process. Emotional labour consists of three important dimensions, that has to be considered, namely the fact that emotional labour appears in face to face interactions with clients where emotions are displayed in order to influence clients' emotions and behaviours and that the display of emotions in regard to emotional labour always follows certain display rules (Zapf 2002: 239; Wong, and Wang 2009: 250). The display rules are norms of expected behaviour in certain settings that include normatively appropriate emotions (Zapf 2002: 238-241; Lee and Ok 2014: 177; Wijeratne, Van Dijk, Kirk-Brown, and Frost 2014: 155). Although emotional display rules for hospitality sector are easily adopted since hospitality sector has long history of well-established rules (Wijeratne, Van Dijk, Kirk-Brown, and Frost 2014: 155), managers have to strive to transmit organizational emotional display rules by hiring individuals with desired personality traits (Sohn, and Lee 2012: 124; Shani, Uriely, Reichel, and Ginsburg 2014: 151), measuring emotional intelligence during hiring procedure to confirm person-job fit (Lee, and Ok 2014: 185), by formal training and giving feedback about the required emotional display, and through the process of socialization where information flows from senior employees to new-coming employees and organizational display rules are also transmitted through reward or punishment according to adherence to the rules (Shani, Uriely, Reichel, and Ginsburg 2014: 151).

Hospitality organizations apply certain techniques to attain authenticity (Van Dijk, Smith, and Cooper 40: 2011). Emotional

regulation can be done in a form of surface acting, deep acting or genuine display of emotions (Zapf 2002: 255).

Surface acting is a process of creation of expected emotions that are not felt by an individual (Grandey 2000: 95; Chu, and Murrmann 2006: 1182) therefore it means to manage visible aspects of emotions which break out on the surface whereas inner feelings do not alter (Lee, and Ok 2014: 177). However mechanical surface acting to display expected emotions according to specific rules is neither sufficient nor desirable (Zapf 2002: 243). Dahling, and Perez (2010: 574) define surface acting as faking unfeelt emotions and/or suppress felt emotions. Surface acting or sometimes called “acting in bad faith” relates only to outwardly observable expressions and emerges within the process of suppressing the true feelings and generation of inauthentic display of emotions according to organization rules (Grandey 2000:95; Dahling, and Perez 2010: 575). Surface acting is mainly related to routine process that does not require conscious actions but is triggered at the level of flexible action patterns at the sensory-motor level.

Deep acting requires expected expressive behaviour and simultaneously regulation of inner feelings by invoking memories and thoughts that induce desired emotions (Lee, and Ok 2014: 179; Zapf 2002: 244). It is sometimes called “acting in a good faith”, strongly motivated attempt to display expected emotions (Van Dijk, Smith, and Cooper 40: 2011; Diefendorff, Croyle, and Gosserand 2005: 340) and means to manage actual feelings by proactively changing ones feelings to evoke authentic emotional display that is in accordance to organization rules (Dahling, and Perez 2010: 575; Lee, and Ok 2014: 177). Customer satisfaction can be gained when offered sincere service therefore deep acting can be linked to high scores in service evaluation (Sohn, and Lee 2012: 124) because employees by deep acting do not create only outer but also inner expression by recalling the past joyful circumstances that can create appropriate emotions (Chu, and Murrmann 2006: 1182) that follow genuine emotions (Diefendorff, Croyle, and Gosserand 2005: 340) which require conscious action controlled at the intellectual level of emotion regulation. Thus, employees have to try to respond to guests through deep acting to achieve high level of service quality (Lee, and Ok 2014: 179).

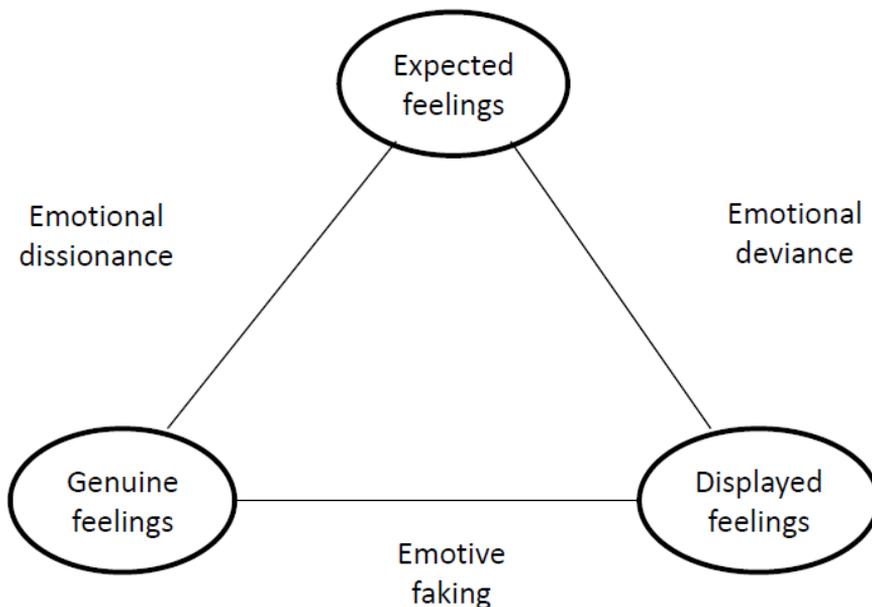
According to action theory automatic mode is considered effortless therefore emotional labour in this case is not done. In this instance emotional harmony between desired and felt emotions occur (Zapf 2002: 243-251) when employee reactions are authentic to what is indeed felt by him/her (Chu, and Murrmann 2006: 1182). Therefore in automatic mode no conscious action is needed. Genuine display of emotions is by

definition not strategy because it does not require emotional labour (Van Dijk, Smith, and Cooper 40: 2011). Some authors conceptualize automatic emotion regulation as passive deep acting that occurs when a person does not have to act because required emotions are spontaneously expressed and therefore there is no emotional labour needed (Zapf 2002: 243; Shani, Uriely, Reichel, and Ginsburg 2014: 151). Displaying genuinely felt emotions results in appearance of sincerity associated with high service quality (Diefendorff, Croyle, and Gosserand 2005: 340; Sohn, and Lee 2012: 116).

### 3 Contradictory conclusions of emerging issues

#### 3.1 Types of emotional disharmony

There are three types of emotional disharmony that an employee might experience in surface acting (or some authors claim also in deep acting) when employee’s feelings are not spontaneously expressed because there is difference between actually felt and expressed emotions. The figure below shows the causes of emotional disharmony effects, namely emotional dissonance, emotional deviance and emotive faking which are the triggers of emergence of negative outcomes.



Source: adopted by Zerbe 2000

Figure: Types of emotional disharmony

Emotional dissonance, as the difference between genuine and expected feelings, is considered by some authors as a level of emotional labour, others take it a dependent variable, while some deals with it as a stressor. Grandey (2000: 97) considered emotional labour to constitutes of the two levels, namely emotional dissonance and emotional labour. Emotional dissonance is stronger when an individual does not have an inner feeling or the feeling is opposite of the required emotional expression in other words there is a mismatch between felt emotions and required expression of emotions. It is by no doubt problematic since it might cause low self-esteem, depression and psychological strain. According to some authors it is emotional regulation problem (Zapf 2002: 244). High emotional dissonance when feeling inauthentic is obvious when applying surface acting, while when deep acting there can be no emotional dissonance or low emotional dissonance, feeling mostly authentic. However no emotional dissonance is characteristic for genuine mode where emotion expression is authentic.

Emotional deviance is the difference between expected and displayed feelings that occurs when required expressions of emotion are not displayed either intentionally when employees do not agree with the organizational display rules or unintentionally when employees try to express organisationally desired emotional expression but are not able to do so because of the emotional exhaustion (Zapf 2002: 242; Ashkanasy, Härtel, and Daus 2002: 322). Emotional exhaustion causes an individual to be no longer able to manage emotions adequately since it leads to depletion of emotional resources (Zapf 2002: 251-256). Many researchers report influence of emotional exhaustion on lower job performance and higher turnover intentions Jung, and Yoon 2014: 86; Wijeratne, Van Dijk, Kirk-Brown, and Frost 2014: 155).

Emotive faking is the difference between genuine and actually displayed feelings and may lead to poor perceptions of service quality by the customers (Ashkanasy, Härtel, and Daus 2002: 322). Surface acting means faking unfelt emotions or to suppress felt emotions (Kim 2008: 154; Dahling, and Perez 2010: 574).

### **3.2 Different research perspectives**

Increasing attention is given to emotional labour because of its double-edged effects (Kim 2008: 151; Gursoy, Boylu, and Avci 2011: 783) in terms of causing positive/negative organizational outcomes and positive/negative employee well-being. A great deal of confusion correlated with emotional labour and its outcomes in academic literature remains unresolved. It is not emotional labour itself but rather

incongruous state of emotional dissonance that cause negative impacts (Jung, and Yoon 2014: 85).

### ***3.2.1 Conclusions about organizational outcomes***

By no doubt it can be concluded that successful management of emotional labour results in customer satisfaction and loyalty (Ashkanasy, Härtel, and Daus 2002: 321). Individuals respond to authentic emotions much more favourable than to inauthentic ones therefore guests detected authentic/unauthentic emotional expressions through non-verbal communication (Van Dijk, Smith, and Cooper 40: 2011).

The conclusion of different researchers is somewhat different. Some authors report that deep acting causes positive organizational outcomes (Van Dijk, Smith, and Cooper 40: 2011; Shani, Uriely, Reichel, and Ginsburg 2014: 151) while others do not confirm gaining positive organizational outcomes by deep acting and negative by surface acting but rather by appropriately managing customers' impressions of emotional display. To achieve positive outcomes, researchers propose designing training programs that provide knowledge about facilitating positive perceptions of authenticity of emotional display that focuses on developing appropriate presentation and enhance language skills (Van Dijk, Smith, and Cooper 44: 2011).

### ***3.2.2 Conclusions about individual outcomes***

All agree that automatic action results in positive consequences for the employee the question is only about surface and deep acting and their individual impacts.

Many researchers agree that in the field of emotional regulation, surface acting is more difficult and as such conveys different long-term negative impact on employee well-being (Troughakos, Weiss, and Green 2006: 1063; Lam, and Chen 2012: 9). Therefore employees who engage more in surface acting suffer more negative outcomes such as low job satisfaction as well as poorer service quality (Lam, and Chen 2012: 9; Kim 2008: 160). However, some researchers claim that surface acting does not have any effect on job satisfaction but on the other hand out of the five dimensions of job satisfaction, deep acting was confirmed to have greatest impact on job satisfaction (Yang, and Chang 2008: 885).

Some researchers (Grandey 2000: 101; Zapf 2002: 255; Mikolajczak, Menil, and Luminet 2007: 1115) claim that both surface and deep acting are related to burnout and ill health whereas surface acting being more detrimental. Deep acting requires great amount of effort however it reduces emotional dissonance therefore it is on a long run less damaging than surface acting. Managing emotions might be

detrimental for the employee since it is stressful (Grandey 2000: 95). Showing emotions that are not identical to one's own lead to psychological ill health where greater intensity and frequency require more effort and have stronger impact on health condition. Similarly expressing more intensive emotion requires more effort (Zapf 2002: 242). Negative outcomes in relation to emotional labour and emotional dissonance were reported in terms of poor job satisfaction (Gursoy, Boylu, and Avci 2011: 791, Wijeratne, Van Dijk, Kirk-Brown, and Frost 2014: 155), burnout, low morale, higher turnover intentions (Jung, and Yoon 2014: 86; Wijeratne, Van Dijk, Kirk-Brown, and Frost 2014: 155) job stress, depression, and self-alienation (Shani, Uriely, Reichel, and Ginsburg 2014: 151). Having greater emotion requirements can be the cause of physiological problems such as weakening immune system, greater risk of having cancer, and psychological impacts in terms of sleeplessness and fatigue as well as finally emotional exhaustion and burnout (Zapf 2002: 242; Ashkanasy, Härtel, and Daus 2002: 322). Some authors claim that only surface acting have negative impacts whereas positive relations are found when genuine and deep acting while it results in individual's wellbeing (Shani, Uriely, Reichel, and Ginsburg 2014: 152).

Others report positive outcomes by claiming that emotional labour does not only make interactions more predictable and help avoid embarrassing caused by inter-personal relations (Yang, and Chang 2008: 884) but also positive individual's psychological outcomes like job satisfaction, enhanced self-development and self-esteem (Shani, Uriely, Reichel, and Ginsburg 2014: 152; Yang, and Chang 2008: 884) and that deep acting does not lead to burnout but rather conveys benefits to employees and to customers (Kim 2008: 160).

#### **4 Factors that impact emotional labour**

Increasing attention is given to emotional labour because of its double-edged effects in terms of positive organizational performance but detrimental individual outcomes (Kim 2008: 151; Gursoy, Boylu, and Avci 2011: 783) that management has to work upon to overcome negative effects.

##### **4.1 Individual factors**

###### ***4.1.1 Emotional labour and emotional intelligence***

Intelligence is defined by Wechsleir (1958: 7) as the global capacity of a person to act purposefully, to think rationally and to cope with the environment effectively. However intelligence has the

cognitive and non-cognitive abilities that are both important in succeeding in life. Gardner (1983) wrote about multiple intelligence that comprehends interpersonal and intrapersonal aspects whereas Salovey, and Mayer (1990) called non-cognitive aspects of intelligence, emotional intelligence.

To manage emotional labour adequately, it requires emotional intelligence. In this regard, emotional intelligence serves as a means to coping with emotional regulation (Ashkanasy, Härtel, and Daus 2002: 682). Emotional intelligence is defined as a form of intelligence that deals with person's ability to monitor one's own and others' emotions and with the ability to use the information to manage further actions (Grandey 2000: 106), dealing with knowing how to control emotions and eventually express emotions (Lusch, and Serpkenci, 1990). It is the ability of an individual to identify, perceive, and manage emotions successfully and as such is not constant. It can be enhanced through proper training (Lee, and Ok 2014: 185; Ashkanasy, Härtel, and Daus 2002: 325-328).

#### ***4.1.2 Emotional labour and personality traits***

Recently researchers indicated that emotional labour and its outcomes vary across individuals. Individuals with higher levels of positive affect (being enthusiastic, interested and inspired) experience less emotional dissonance than those with negative affect (feeling guilty, nervous and jittery). When there is good fit between individual characteristics and job demands, individual experience more emotional harmony and less emotional dissonance (Chu, Baker, and Murrmann 2012: 912). A situation is much more difficult in a case of persons with negative affectivity that means with personality disposition that is likely to increase stress (Medler-Liraz 2014: 63). Therefore researchers stress the importance of hiring the right people (Kim 2008: 160), that is to hire persons with positive affectivity since while performing emotional labour they encounter lower levels of stress (Medler-Liraz 2014: 69).

#### ***4.1.3 Emotional labour and age***

Considering the demographic change of workforce and consequently increasing number of older individuals, seeking employment in the last stage of their carrier in service sector authors analyzed the impact of age on emotion labour. According to hypothesised expectation age was confirmed to be positively related to naturally-felt emotions and deep acting while negatively related to surface acting. In fact according to the socio-emotional selectivity theory affective experience and emotional regulation skills enhance while maturing. Older

individuals realize that life is finite therefore they thrive to develop positive emotions. They develop emotional regulation skills and also learn to down regulate negative emotions. The authors further suggest that mature employees' emotion regulation align with the emotional labour strategy of deep acting. As individuals grow older they accept deep acting as a strategic orientation that is ever more near to naturally expressed emotions. Therefore the researchers conclude that older individuals well fit in jobs that require emotional labour because of their emotion regulation motivation is intrinsic and during maturation they have developed abilities to regulate emotional display effectively (Dahling, and Perez 2010: 575). Recently researchers stress the important negative relation of intrinsic motivation to emotional exhaustion and emotional dissonance (Karatepe, and Aleshinloye 2009: 357).

## **4.2 Organizational factors that impact emotional labour**

### ***4.2.1 Emotional labour and management and co-workers' support***

First of all, the authors propose to management that unique characteristics have to be considered already in the process of selection. High person-job fit brings about more deep acting and less surface acting that results in lower levels of burnout, turnover, and higher service quality (Troughakos, Weiss, and Green 2006: 1063; Gursoy, Boylu, and Avci 2011: 791; Lam, and Chen 2012: 9). Individual personality traits like innate affinity to positive emotional performance impact his/her behaviour, attitude and performance and therefore such a person is preferred for employment in hospitality sector (Gursoy, Boylu, and Avci 2011: 792).

It is evident that hospitality managers need to encourage employees in terms of genuine and deep acting while reduce surface acting by applying different techniques like hiring individuals with high emotion regulation skills, by a means of training employees for organisationally desired display of emotions while empowering them to cope with difficult situations on their own, and by specific formulation of desired positive display rules (Shani, Uriely, Reichel, and Ginsburg 2014: 152). Especially important is the supervisory support that treats employees fairly (Lam, and Chen 2012: 9; Shani, Uriely, Reichel, and Ginsburg 2014: 152) and ethically that emerges in the form of delivering advice, caring for the employees about the difficult stressful situations, comforting employees in reaching high levels of genuine and deep acting and reducing surface acting (Gursoy, Boylu, and Avci 2011:787; Shani, Uriely, Reichel, and Ginsburg 2014: 152). Managers that foster high quality relationships with employees enhance employees' well-being (Medler-Liraz 2014: 69) and try to listen to employees to identify worries

and concerns to help them recognise the signs of burnout (Lee, and Ok 2014: 184). The manager-employee relationship on the daily basis is of great importance in terms of treating employees fairly, with kindness and respect and by professional support and guidance. It is crucial in creating the ability and willingness of the employees to display required emotional strategy. Lack of management support results in surface acting (Shani, Uriely, Reichel, and Ginsburg 2014: 150).

Others (Jung, and Yoon 2014: 87) suggest to shape organisational policies supporting hospitality employees' leisure time and improving work environment in terms of offering job rotation options, several break periods and paying incentives for job well done. It is worth mentioning that employees with high job control/autonomy have the possibility to decide to follow the display rules in particular situation (Zapf 2002: 260). Physically demanding feature of hospitality jobs significantly impacts emotional labour therefore adequate physical work conditions contribute to the ability to display of genuine or deep acting (Shani, Uriely, Reichel, and Ginsburg 2014: 150).

#### ***4.2.2 Emotional labour and training***

Hospitality employees are expected to suppress their own feelings and engage in emotional displays that are not consistent with their own genuine feelings to make others feel nice. This creates emotional dissonance which means the conflict between felt and suppressed emotions that is the cause of ill mental and physical health. Therefore it is in the interest of managers to train employees to develop resources to cope with this phenomenon that can help reduce turnover, burnout and dissatisfaction and ultimately also increase customer satisfaction. Although training programs on dealing with problematic clients and managing psychological issues that occur when dealing with clients is rather important but still much too often overlooked (Shani, Uriely, Reichel, and Ginsburg 2014: 150).

To avoid adverse consequences there is a need for service employees to be equipped with emotional management skills (Ashkanasy, Härtel, and Daus 2002: 322) as tools that are necessary to cope with everyday workplace issues (Gursoy, Boylu, and Avci 2011:787). Seymour (2000: 168) calls out to organizations to offer more guidance and training to their employees to help them manage their emotions effectively applying appropriate strategies. According to emotional labour conceptualization many occupations in service sector, which is inherently emotional in nature, involve expectations regarding display of emotions therefore employees have to be skilled on emotional management even though at times feeling differently (Ashkanasy,

Härtel, and Daus 2002: 320). Workplace emotions impact personal and organizational performance therefore it is of great importance to have the necessary skills of managing them effectively (Grandey 2000: 95). Some suggest that periodic counselling might be conducted to prevent problems in advance (Jung, and Yoon 2014: 87) while others stress the continuity of training (Kim 2008: 160; Karatepe, and Aleshinloye 2009: 357). Hospitality organizations are advised to focus on training employees to increase their skills by developing the value of modifying the inner emotions. Employees have to be informed about the opportunities and issues of emotional labour and about emotional strategies that can be applied to surpass negative outcomes (Lam, and Chen 2012: 9). Organizations are advised to facilitate training courses that educate the staff for the effective delivery of authentic services (Van Dijk, Smith, and Cooper 40: 2011; Shani, Uriely, Reichel, and Ginsburg 2014: 151). The table below summarizes the forms of training on emotional labour that were proposed by different authors.

Author(s)	Proposed forms of training on emotional labour
Grandey 2000: 97	To successfully face emotional labour issues the author proposed organizational training on emotional labour with stress management programs.
Mackenzie, and Kerr 2013: 11	Developing mentoring relationships is recommended to develop psychological skills that enable employees to regulate emotions and cope with different motivational states, stressors and emotions.
Ashkanasy, Härtel, and Daus 2002: 308; Mackenzie, and Kerr 2013: 11	Intercultural trainings are also recommended to get familiar with expectations of different cultures, to decrease stress and stereotyping and increase cultural awareness.
Lee, and Ok 2014: 184	Cognitive reappraisal was proposed because it enables individuals to see situations more positively and easily modify emotions.
Shon and Lee 2012: 124; Jung, and Yoon 2014: 87	The authors find role playing programs where all the issues can be worked upon important in coping with emotional labour issues.
Chu, Baker, and Murrmann 2012: 913	The authors propose trainings to cope with difficult customers is proposed like the perspective-taking technique that places employees in the clients' shoes and in this way they can adopt customers' viewpoint.

Medler-Liraz 2014: 69	As the effective form of training, the method-acting was proposed which stimulates employees to think about how remembrance of happy events can bring about positive feelings.
Karatepe, and Aleshinloye 2009: 357	The process of training on the potential empowerment on how to deal with customers' complaints is found to be greatly effective.

Some authors (Jung, and Yoon 2014: 87) stress that although individuals' methods of performing emotional labour according to the rules differ, emotional training should not focus only on behavioural aspects but also enable employees to effectively manage emotions. From the action theory perspective it is evident that psychological constituent of labour is the work activity that brings about goal-directed behaviour (Zapf 2002: 250),

Training programs are frequently proposed by researchers as greatly important when striving to achieve high service quality. It was reported that even an individual with neuroticism tendency can serve clients well when offered constant training (Sohn, and Lee 2012: 123) although according to Gursoy, Boylu, and Avci (2011: 792) a neurotic person is expected to more likely fake emotions rather than adopt emotions.

## 5 Conclusion

The emotional labour in hospitality industry, which is related to outcomes like organizational performance and psychological well-being of the employees, is an important issue. Due to being rather under-explored, more research is needed to further develop the field. Although there is a significant body of literature on the emotional labour conceptualization, its levels of expression, its effects on organizational performance and employee well-being, there is still a need to further search on its potential of managing appropriate strategies that proactively assist employees in coping with challenges that emotional labour brings about. Service industry employees may need to exercise their emotional intelligence to pursue emotional uplifts to overcome negative personal and organizational outcomes by avoidance of surface acting and applying genuine acting (and deep acting when the level of genuine expression of authentic emotions is not achieved) that is not detrimental and contributes to positive outcomes.

However, in the light of academic literature, we can conclude that emotional labour is rather significant for the hospitality industry therefore managers have to establish suitable work environment where

employees are able to regulate emotions by genuine acting (or deep acting) where negative results of exhaustion and burnout are diminished. There is a need for employees to feel supported by the management and co-workers and being assisted through adequate training programs that enable development of regulation skills so that employees easily deal with problematic clients and manage psychological issues of emotional labour. Although there are quite many given guidelines, still further research is needed to help increase service quality and lower turnover in hospitality industry.

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