THE STUDY OF RELATIONSHIP BETWEEN EMOTIONAL LABOR AND DIFFERENT LEVEL OF WORKPLACE AGGRESSION OF FRONT-LINE STAFF OF HOTEL INDUSTRIES IN PENANG ISLAND

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DECLARATION

I hereby declare that the project is based on my original work except for quotations and citation which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at USM or any other institutions.

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ABSTRACT

The purpose of this study is to investigate the relationship between emotional labor and different level of workplace aggression of front-line staff of hotel industries in Penang Island. The study also will take into account individual's age, gender, marital status, and work experience in order to examine the moderating effects. Therefore, emotional labor will be independent variable which comprise of surface acting and deep acting. And, different level of workplace aggression is dependent variables which consist of expression of hostility, obstructionism, and overt aggression. In order to conduct present study, the researcher used quantitative method whereby data collections are being done through survey / questionnaires. With 186 samples gathered from front-line staff of various hotel industries in Penang Island, the researcher used SPSS 19.0 and AMOS 16.0 software to analyze the data. The outcomes of the analysis indicate that there is positive and significant relationship between surface acting and expression of hostility, and surface acting and overt aggression. But, it shows no significant relationship between surface acting and obstructionism. Besides that, the outcome also shows that there is no significant relationship between deep acting and different level of workplace aggression. Furthermore, it is being revealed that age, gender, marital status, and working experiences will moderate the relationship between emotional labor and different level of workplace aggression.

CHAPTER 1

INTRODUCTION

1.0 Introduction

This study is being conducted in order to examine the relationship of emotional labor on the occurrence of different level of workplace aggression of front-line staff at service industry (hotels) in Penang Island. Besides that, the study also will present how age, genders, marital status, and work experience moderate the relationship between emotional labor and workplace aggression. Emotional labor in this study is being emphasized on two main techniques that front-line staff normally engage in which are deep acting and surface acting. Meanwhile, the occurrence of workplace aggression for this study is concerning about three different levels of aggressive behavior in work settings which are expression of hostility, obstructionism, and overt aggression.

1.1 Background of the Study

Service industry sells products that totally differ from physical products. These products are known as services that have nature of "intangible, inseparable, perishable and variable" (Duygu, Cansu, & Pelin, 2008 p.5). When people buy services in order to satisfy their needs, they are actually buying value that they believe the services provide. As consequences, people estimate of value of particular service varies in accordance to individual perception and feelings, and it can mean different things to different people. To ensure their business sustainability, service industries are required to build unforgettable purchasing moment and fascinating consumption experience for each customer to enhance repetitive purchasing (Mulins & Walker, 2010).

Indeed, hotels are part of service industry whereby it is typical of service oriented company that is formed to satisfy the travelers' accommodation needs with specific attention to different kind of customer's tastes and preferences. Hotels industry in Malaysia nowadays is likely to grow because there is considerable increased in number of tourist arrivals each year with 23.6million visitors in 2009 according to Tourism Malaysia published data (Tourism Malaysia Corporate Website, 2008).

Since then, the demand of the hotel service in Malaysia has risen up dramatically, but at the same time it is also followed by tremendous increased of hotel service providers which is much more than quantity demanded (Alan, 2007). Across all regions in Malaysia, it can be seen hotels service offering are gradually become booming industry (Tourism Malaysia Corporate Website, 2008).

So in this dynamic marketplace, one of the big challenges of the hotels industry is how to always win the hearts and minds of customer in order to make the company survive and succeed in a competitive environment. Due to increasing level of competitiveness of service offering in marketplace, most hotel companies are not only focusing on fulfilling customer needs by improving the quality of service they sell instead they are also concentrating on gaining more added values through providing better customer service to increased customer satisfaction (Panikkos & Paul, 2005).

At meantime, hotel industries in Malaysia engage employees or labors to perform the service as their primary business activities in order to satisfy needs of customers. Besides that, hotel industries mainly specify rules for controlling employee emotions' expression at particular position like: front-line staff position due to it has role to make predominant interaction between company and customer (Abdul Aziz, 2008).

In addition, the main purpose of hotel industry in managing front line staff emotion display because hotel industry want them to have proper working behavior when dealing with customer (Barsky & Nash, 2002). Basically, different hotels will have different requirement in controlling their front-line staff emotions expression. For those hotel industries which are more emphasize on providing higher quality of service to customer, it will significantly have more stringent criteria on how they control the emotional display of front-line staff (Anne, Karl, & Robert, 2010).

However, most of hotels industry will always force front-line staff to have certain emotions reflection when performing their task (William, 2003). It is believed that positive emotions from front-line staff coupled together with the current service offering are crucial to shape customer satisfaction and customer preference to used particular service in comparison to others (Bolton, 2005). In addition, strict emotion display that imposed in job requirement is also used to boost up total quality of service provided (Zeithaml, Bitner, & Gremler, 2006).

In turn, front-line staff in hotel industry should demonstrate exactly those instructed emotion expressions that specified in job role although they might faced contradicted emotion at given point of time (Markus, Thorsten, & Gianfranco, 2009). Moreover, front-line staffs must maintain expected emotion display while performing their tasks irrespective of customer respond toward particular employee (Steinberg & Figart, 1999).

The way of managing expression, feelings and behavior in accordance to organization predetermined emotional display during performing work task is termed as "emotional labor" (Abraham, 1998). Subsequently, the employees who hold front-line staff position have to perform regular works (e.g. recording transaction, handling bookkeeping, and etc) as well as emotional labor (Johnson & Woods, 2008).

Hochschild, 1983 p.147 mentioned that front-line staff engages in "emotional labor" because their job position have role as followed:

> "(1) work face to face and voice to voice with the customers, (2) are required to produce a positive emotional state in customers, (3) are trained and supervised in order to provide the customers with a standardized "moment of truth" each and every time, (4) are paid with amount of money compensate for their physical work and cognitive ability".

In the event of complying with prescribed emotions expression, front-line staffs can choose among two main techniques in order to perform emotional labor which is either "surface acting or deep acting" (Diefendorff, Croyle, & Gosserand, 2005 p.339). Basically, "surface acting is the" process to show expected emotions by large degree of control to their external bodily display (Alicia, 2003). So that, particular individual can immediately produce those good and impression behavior although an individual don't have feeling of specific emotions.

Meanwhile, "deep acting is the" process to show expected emotions by direct focus on controlling self-emotion (Humphrey, Pollack, & Hawver, 2008). Consequently, for those individual who engage in deep acting, they managed to modify their own feeling in accordance to expected emotions, therefore favorable behavior will automatically be presented out during this process.

In sum, both surfaces acting and deep acting are actually employed by front-line staff in hotel industry to hold down their negative emotions if it exists during performing their job and generate out more positive emotions (Hochschild, 1983). Negative emotions from front-line staff in hotels industry is not permitted to be expressed out because it will makes customer not really satisfied with quality of services provided (George & Jones, 2008). It is undeniable that sometimes front-line staff might have contradiction emotions felt during exercising emotional labor.

Consequently, most people who use surface acting will frequently feel frustrating (Maslach & Jackson, 1981) and eventually lead to stress in workplace (Grandey, 2003). And, surprisingly for those people who use deep acting will still have negative emotions (Myriam, Conny, Johannes, & Dieter, 2007). Furthermore, "deep acting might associate with emotional exhaustion in the long run" (Myriam, Conny, Johannes, & Dieter, 2007 p.485).

Stressful working environment is considered as one of the potential factors that are "situational" in nature which can terribly provoke workplace aggression to take place (Neumann & Baron, 1998). In details, stressful working environment initially will influence on how an individual ends up in building negative emotions experiences and this significantly relates to an individual choice to respond aggressively (Anderson & Deuser, 2002).

On the other word, negative emotion that emerges is described as a cause that triggers an individual to carry out aggressive behavior which believed has negative impacts on workplace (Pcharlotte, 2005). Workplace aggression is defined as "all forms of intentional harm-doing in organizations" that include "any act in which one individual intentionally attempts to harm another" (Neumann & Baron, 1998 p.395).

Workplace aggression can be classified into three levels which include "expression of hostility, obstructionism, and overt aggression" (Neumann & Baron, 1998 p. 397). Expression of hostility is "behaviors that are primarily verbal or symbolic in nature" such as: "gestures, facial expressions, and verbal assaults" (Neumann & Baron, 1998 p. 397). Obstructionism is

> "(1) Actions that are designed to impede an individual's ability to perform his or her job or interfere with an organization's ability to meet its objectives, (2) The majority of these behaviors involve passive forms of aggression" (Neumann & Baron, 1998 p. 398).

Overt aggression is a typical of workplace violence whereby it causes an injury such as: “attack with weapon, physical assault against person, personal property, and company property, theft” (Neumann & Baron, 1998 p. 399). In any case, if the aggressive behavior occurred in workplace, it will significantly harm whole organizations and well being of its’ stakeholders (Neumann & Baron, 1998).

Among three level of workplace aggression, obstructionism is the most serious aggressive behavior that should be concern because harmful actions that carried out might be hidden, invisible, and unidentifiable by victim (Pcharlotte, 2005). Since obstructionism include passive aggressive behavior, it raise up more fatal issues for organizations and management needs to seek ways to overcome with this dilemma arises (Neumann & Baron, 1998).

In this case, emotional control performs by front-line staffs in hotel industry really give a matter of concern because it might bring contradiction emotions between expected emotions and actual feelings of an individual while performing their job (Hochschild, 1983). In fact, regardless of technique used to perform emotional labor sometimes front line-staff have to encounter with stress when performing their daily task (Alicia, 2000).

And at the same time, another study mentioned that stressful working situation is highly associated with occurrence of the workplace aggression (Pcharlotte, 2005). But it is still no clear whether performing emotional labor will have relation with the occurrence of workplace aggression.

Besides that, there are several demographics factors (age, gender, working experience, marital status) that also fundamental and equally important which influence on how do an individual performing emotional labor (Lawton, Kleban, Rjagonal, & Dean, 1992; Sandy, 2007; Sandi, 2007; Mary, 2005; Linda, 2009) and an individual' level of aggressive behavior (Greenberg & Barling, 1986-1998; Loo, 2003; Peterson, 2002a). Therefore, I will also carry out an observation about whether demographic factors listed above will moderate the relationship between emotional labor and workplace aggression.

1.2 Problem Statement

For hotel industries, customer satisfaction is an important factor for ensuring business sustainability and longevity. To successfully deliver excellent services, hotel industries generally restrict front-line staff from having specific negative emotion they faced and they should always display fake emotion according to specified emotion display (Steinberg & Figart, 1999). It is because front-line staff "is known to be the nerve centre of a hotel" (Mohd Onn, Razlan, Dahlan, & Salleh, 2009 p.44).

And, customer perceptions about quality of service are largely dependent upon front line staff due to they are the first person who act behalf organization to initiate service offerings to customer (Mohd Onn, Razlan, Dahlan, & Salleh, 2009). So, front-line staff engages in emotional labor because job position required them to develop certain ways that can continuously express out positive emotion (Hochschild, 1983).

With emotional labor, it helps front line staff to manage their emotions in respect to hotel display rule (Alicia, 2003). But noticeably, it is not unusual that front-line staff will confront with their internal feeling because they should show emotions that sometimes totally don't reflect their true feelings (Abraham, 1998).

Under this condition, front line staffs are faced with only one option which has to always comply with prescribed emotion no matter they like or dislike it. In fact, when actual emotions felt of front-line staff become inexpressible during performing emotional labor, they often feel frustrated and irritated in workplace (Maslach & Jackson, 1981). Indeed, it has been recognized as problems when emotional labor that performed by front-line staff contained contrary feelings.

The problems will include stress (Grandey, 2003), "psychological well-being may be threatened" (Abraham 1998, p.7), and job dissatisfaction may suffer (Ashforth & Humphrey, 1993). But, the major issue that being investigated here regarding emotional labor is about the occurrence workplace aggression because past study shows that stressful working environment is one of the factors that can influences individual decisions to undertake aggressive behavior at workplace (Neumann & Baron, 1998).

Perhaps, workplace aggression has become serious issue whereby it significantly caused an individual to produce harmful behaviors at working environment (Neumann & Baron, 1998). Hence, it has attracted larger attention for researchers to make a study of the aggressive behaviors raging from number of occurrences, degree of the negative harmful effect, and impact toward organization service effectiveness, and different type of workplace aggression (Kathryne & Julian, 2006).

Nowadays, even more alarming is the fact that the number of workplace aggression reported case has been increasing and it has created bad impact toward individual physical and psychological condition (Kathryne & Julian, 2006). Assuming that workplace aggression exists because of front-line staff performing their task using emotional labor, the hotel' customers encounter poor customer service.

In this case, the front-line staff aggressive behavior can potentially affect on how customer perceive on quality of hotels service (Chu, 2002), lowering overall total quality of hotel services, bring customer dissatisfaction, and bad image about the particular company in customer mind (Diefendorff & Richard, 2003). As result, it definitely makes valuable customer go elsewhere and losing prospective customer.

Importantly, without an adequate knowledge and appropriate tools management wouldn't be able to identify workplace aggression that happened because some aggression possesses characteristics of the nature of harm is invisible to the victims (Pcharlotte, 2005). At meantime, it has been revealed that there is typical of workplace aggression (service sabotage) happened among front-line staff within hotel industries in Penang Island (Sien, 2006).

Particularly, Sien (2006) has found that employees who hold front-line staff positions in hotel industries in Penang Island purposely ignore request from customer, mistreat customer, works slow-down when performing task assigned, have impolite working behavior. Sometimes, the employees might also failed to respond for any room reservation that customer made. Similarly, workplace aggression also happened among front-line staff in hotel industries in Langkawi Island which caused front-line staff are having not proper working behavior when dealing with customer, and they also always misused company property (Shamsudin, 2003).

Besides that, Faridahwati (2003, 2004) also found that most of hotel employees in Malaysia are involved in deviant behaviour like: purpose letting customer waiting for long time. At the same time, Lau, Abdolali, & David (2005) discovered that the customers rated the quality of service delivered by hotel industries in Malaysia are far below their expectation.

For this reason, it is necessary for this study to carefully focus on examining whether emotional labors is one of predictors of workplace aggression among front-line staff in hotel industry. Based on available literature on emotional labor, there is none or only small number that explain whether it has relationship with the occurrence of workplace aggression.

In present study, workplace aggressions will now be carefully observed in relation to emotional labor by including deep acting and surface acting and different level of workplace aggression. Moreover, age, gender, marital status, and working experience of an individual are also being investigated to figure out whether it moderate the relationship between emotional labor and workplace aggression.

1.3 Research Objectives

Front-line staffs in service industry (hotel) are engage in emotional labor to control their own feelings because the job forced them to do (Johnson & Woods, 2008). But it is unknown that whether emotional labor is related with the occurrence of workplace aggression.

Thereby, the main purpose of this study is to figure out the relationship of the independent variables, which are emotional labor (deep acting and surface acting) and dependent variables, which are level of workplace aggression (expression of hostility, obstructionism, and overt aggression). Besides that, the study is also going to provide a better understanding of the issues by including demographic variables.

Particularly, age, gender, marital status, and working experiences will be taken into account and the researcher will figure out whether these variables moderate the relationship between emotional labor (deep acting or surface acting) & the level workplace aggression (expression of hostility, obstructionism , and overt aggression).

1.4 Research Questions

In order to achieve the research objectives, this study will answer following questions;

1. Is there a relationship between emotional labor (deep acting and surface acting) and workplace aggression of front line staff of hotel industry?
2. Is there a relationship between deep acting and expression of hostility of front line staff of hotel industry?
3. Is there a relationship between deep acting and obstructionism of front line staff of hotel industry?
4. Is there a relationship between deep acting and overt aggression of front line staff of hotel industry?
5. Is there a relationship between surface acting and expression of hostility of front line staff of hotel industry?
6. Is there a relationship between surface acting and obstructionism of front line staff of hotel industry?
7. Is there a relationship between surface acting and overt aggression of front line staff of hotel industry?
8. Do age, gender, working experiences, and marital status moderate the relationship between emotional labor (deep acting and surface acting) and level of workplace aggression (expression of hostility, obstructionism, and overt aggression) of front line staff of hotel industry?

1.5 Significance of Study

This study is conducted to enhance on-going literature review about emotional labor by examining a relationship between emotional labor and workplace aggression.

In term of its theoretical contribution, this study enrich the emotional labor literature review by exploring how emotional labor that being performed through deep acting or surface acting relates to workplace aggression. In details, workplace aggression is considered as counterproductive work behavior (Spector & Fox, 2005). Bowling & Gruys (2010) p. 54 mentioned that "despite the growing literature and interest in CWB, there are still problems of clarity as to how to proceed with research in the area".

Furthermore, the research on misbehavior in organizations is still at the beginning stage whereby it is necessary for study to identify and further do some development on its construct (Bowling & Gruys, 2010). Moreover, this study may provides a better understanding of the emotional labor and the occurrence of different level of workplace aggression by including age, gender, work experience, and marital status as moderating variables.

As known, the occurrence of workplace aggression has caused front-line staff fail in doing their job role effectively (Zohar, 1999), and it was proven create disadvantages to hotel industry like: wasted working hours (Coco, 1998), service disqualification (Pearson, Andersson, & Porath, 2000), lowered customer satisfaction, bad reputation, broke relationship between employee and employers (Andersson & Pearson, 1999), benefit for health payment toward employee (Shlomo, Noga, & Nahum, 2005).

In addition, the different level of workplace aggression differs in the degree of negative impacts that arises in workplace (Pcharlotte, 2005). Therefore, the practical contribution of this study could significantly helps current service industry (hotels) organizations become aware of different level of workplace aggression.

Besides that, it gives direction to hospitality industry on the process of avoiding the occurrence of workplace aggression behaviors of front-line staff of service industry. It is suggested to service industry to take into account on how their staff performing their job task and the behavioral outcome. From the present study, the management able to make precaution of the occurrence of workplace aggression by choosing the right person in the right place and carefully select the candidate from hiring process with appropriate way of performing the job task and with necessary knowledge and skills.

Moreover, in support of sustainability practices this study will be helpful to educate human resources management in order to set out their strategies on how to make front line staff in service industry (hotels) able to used emotional labor effectively without resulting in any harming behavior. Finally, industry practitioners are going to benefit from the outcome of the study by knowing what the industry can do to buffer the effects of the workplace aggression in relation to emotional labor at front-line staff job function.

1.6 Definition of Key Terms

Table 1.1 below presents the key terms and their corresponding definitions, as well as the sources of the definition.

Key term	**Definition**	**Sources**
Emotional labor	The process of controlling emotion expression in accordance to organization display rule when performing job task	Hochschild, 1983
Deep Acting	The ways which used to express out an emotion that involved changing of physical expressions and inner feelings.	Chu, 2002
Surface Acting	The ways which used to show an emotion by modifying outward appearance only without shaping inner feelings (fake unfelt emotion)	Jahanvash, 2009

Workplace aggression	Efforts by individuals to harm others with whom they work, or have worked, or the organizations in which they are presently, or were previously, employed. And the workplace aggression further being classified into three dimensions which include expression of hostility, obstructionism, and overt aggression.	Neumann & Baron, 1998
Expression of hostility	The aggressive behavior which primarily verbal and symbolic in nature (e.g., gestures, facial expressions, and verbal assaults).	Neumann & Baron, 1998
Obstructionism	Actions that are designed to impede an individual's ability to perform his or her job or interfere with an organization's ability to meet its objectives (passive form of aggression)	Neumann & Baron, 1998
Overt Aggression	Behavior that typically associated with workplace violence which include any physical assault, threatening behavior and verbal abuse.	Neumann & Baron, 1998

Table 1.1

1.7 Organization of Chapters

Chapter 1 demonstrated the overview and direction of this study. It presented the background of the study, addressed the problem statement, highlighted the research objectives and lastly rendered the rationale of conducting this study. Meanwhile, chapter 2, will review the relevant theory and literature from the past research in order to support the framework of this study. The review will govern the topics on emotional labor, demographic factors, and employee passive aggressive behavior at service industry.

In chapter 3, it describes the methodology, detailing of the research design, sampling procedures, measurement instrument used for each construct in the framework, and proposes the types of statistical analyses to be employed for this study. Subsequently, results of the statistical analysis and the findings resulted from this study would be shared in chapter 4. Finally, chapter 5 concludes this study by providing discussions, theoretical and practical implications of the study. In addition, the present study's limitations, and recommendations for future research will also be addressed in this chapter.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter particularly will comprehensively review the definition and concept of emotional labor (surface acting and deep acting) and different level of workplace aggression (expression of hostility, obstructionism, and overt aggression). In addition, the moderating effect of age, gender, marital status, and working experiences will also be reviewed. Followed with the available literature review, theoretical framework and hypotheses will be identified and presented at the end of this chapter.

2.1 The Origin of Emotional Labor concept

To begin with, emotions are "intense, short-lived feelings that are linked to a specific cause or antecedent and interrupt thought processes and behaviors" (George & Jones, 2008 p.80). Generally, the existence of emotions might arise from individual day-to-day life activities. Emotions basically are very subjective and all the time emotions felt are transformed into an individual "behavioral and psychological response" (Thompson & Gross, 2006 p.4).

But, unfortunately not all emotional expressions are appropriate to be display during an individual interaction in the society (Frijda, 1986), for example: if you suddenly laugh because of ecstatic feeling, others will think you are insane. It is reflected that in socialization process it is a must for a person to manage well the emotions and pay careful attention to their acts as result of emotion felt (Thompson & Gross, 2006).

Besides that, emotion regulation is beneficial for individual to keep well their public image (Goffman, 1959), and preventing them from shame felling during socialization process (Cahill & Eaggleston, 1994). Basically, emotion regulation is defined as "the processes by which individuals influence which emotions they have, when they have them, and how they experience and express these emotions" (Gross J, 1998 p. 275).

During the process of emotion control, a person might regulate their emotion intentionally and unintentionally (George J. , 2002; Parkinson & Totterdell, 1999). When an individual intentionally control their emotion, the person might have purpose of affecting other people emotion (Gibson & Schroeder, 2002). The individual possess the control over what emotion they want to have at given point of time.

Furthermore, the past research highlighted that one person' emotions will have contagion effect toward other people emotion (Mann S. , 1997). "Emotional contagion" means the moment one express out an emotion will have influence toward perceiver (Schoenewolf, 1990). Emotional contagion is useful in term of affecting other emotion e.g. if you smile to someone, the person will feel happy (Pugh, 2001). Therefore, by showing particular emotion expression, it can influence on how other people feel at the moment (Ronald, Jeffrey, & Thomas, 2008).

Meanwhile, when an individual unintentionally control their emotion, they don't know how they arouse particular emotion (Russell & Snodgrass, 1987). On the other word, unintentionally emotion control is viewed as individual natural reaction of emotion. Besides that, according to Gross (1998) individuals have to adjust their emotion expression in accordance to which situation they are. And, Hochschild (1983) argues that a person might control its emotion for purpose of "commercial" or "social".

Importantly, both social and commercial emotion controls are performed in accordance to general norms that exist in the midst of society and it varies across geographical location and cultures (Mann S. , 1997). Emotion management that carries out by individual on their own initiative to change the emotion felt so that it is appropriate for the given situation is called social emotion control (Hochschild A. , 1983).

Individuals perform social emotion control when they are engage in socialization process with other people, such as: as common courtesy younger person should show respect to older by greet and smile to them although he/she is might feel distracted at that time (Ashkanasy, Zebre, & Hartel, 2002), or a person is obligated not to show happy emotion expression when they go to funeral ceremony (Hochschild, 1983).

So, social emotion control doesn't have proper standard to guide individual emotion expression whereas it is performed in certain situation based on individual willingness as they interact in the society (Bolton, 2005). In contrast, commercial emotion control is individuals' actions to show certain emotion expression in order to comply with requirement that will be used to generate benefit for their personal life (Hochschild, 1983). In details, emotion management that used for commercial purpose has primary characteristic of pre-specified rule that dictates what emotion should be expressed (Hochschild, 1983).

From organization contextual, emotion control that being carried out by organization members is used to conform with emotional display rule that pre-specified by organization and obtain payment for their work (Ashforth & Humphrey, 1995). Besides that, commercial emotion control aligns with the concept of "emotional labor" because emotion control that being performed are being compensated with value such as: wage (Hochschild, 1983).

It can be seen that there is number of different job position available that required emotional labor for commercialization purposes, such as: steward/stewardess (Hochschild A., 1983), receptionist, detective, and debt collectors (Rafaeli & Sutton, 1987), doctor and nurses (Miller, Birkholt, Scott, & Stage, 1995; Miller, Stiff, & Ellis, 1988). Interestingly, different job position that available will have differences on emotional display demands which may determine "type and frequency of emotional labor" needed (Jennifer, 2009 p.7).

Emotional labor becomes commercialization because it can deliver anticipated benefits to organization especially in service sector (Diefendorff & Richard, 2003). Moreover, organization create display rule in order to make their employee have socially acceptable emotion expression during their daily interaction in workplace (Thompson & Warhurst, 1998). And, most of organization display rule will have either need for presenting positive emotions or need for showing negative emotions (Diefendorff, Croyle, & Gosserand, 2005).

Display rule states range of emotions expression that permitted to be shown and not allowed to be expressed out which emanated from job positions, profession, society, and organization norms (Rafaeli & Sutton, 1987). In addition, display rules may differ for different job position and job role (Alicia A., 2000). Normally, display rule will comprise of formal and informal rule (Mann, 1997). Informal rules are originated from individual mind which guide their emotion expression in the working environment (Mann, 1997).

For instances: those workers who wear working attire will more frequently show positive emotions during performing their jobs because of informal rules that integrated in their mind (Rafaeli, 1989). In contrast, formal rule are determined by organization about expected emotion expression.

And it is "communicated through company mission statements, staff handbooks, training and performance appraisals and more implicitly disseminated through organisational socialisation processes" (Gail, 2009 p.120). Furthermore, display rules can be differentiated into three kinds which are integrative emotions, differentiating emotions, and masking emotions (Wharton & Erickson, 1993).

Integrative emotions are being implemented in company that engaged in service sector whereby the employees have frequent and direct interaction with public (Mann S. , 1997). In this case, integrative emotions required the employee to show pleasant behavior to customer and it possess strong power to control employee emotions which employee might be punished if failed to conform with the specified emotion (Mann, 1997).

On the other hand, differentiating emotion required the employee to build negative emotions for accomplishing their job task. Eventually, masking emotion is concerning about norm that emanated from position that a person holds in an organization. Masking emotion makes the employee to have their own personal feelings (Cropanzano, Weiss, & Elias, 2004).

There is several definition of emotional labor from different researchers. Firstly, Hochschild is the one who maidenly introduce the concept of emotional labor by observing steward/stewardess when performing their work. This scholar has an opinion of emotional labor as "management of feelings to create a publicly observable facial and bodily display" (Hochschild, 1983, p.7). In Hochschild (1983) point of view, an individuals are aware and very careful when controlling their own emotion which conceal those feelings that are not permitted to be expressed can potentially helps organization to attain its' objectives. In turn, the employees may get benefit from emotional labor in term of monthly salary.

As soon as Hochschild (1983) carried out seminal work on regulation of individual emotions in the work context, his idea was further being used by other researchers to illustrate emotional labor is fundamental for many employees to manage their emotion when performing their work. Indeed, employee may engage in deep or surface acting in order to perform emotional labor (Hochschild, 1983).

Secondly, Ashforth & Humphrey (1993, p.90) imply emotional labor as "the act of displaying appropriate emotions, with the goal to engage in a form of impression management for the organization". In this case, Ashforth and Humphrey (1993) stress that "emotional labor" is considered as process of producing desirable behavior rather than emotional control because only behavior that can be evaluated by other people.

And, the study highlight that an individual not necessary to use deep acting or surface acting instead an individual might have natural emotion when engage in emotional labor (Ashforth & Humphrey, 1993). Thirdly, Morris & Feidman (1996 p.987) interpret "emotional labor as the effort, planning, and control needed to express organizationally desired emotion during interpersonal transactions". But, another study suggest that emotional labor being distinguished through different construct: "(à) frequency of interaction, (b) attentiveness (intensity of emotions, duration of interaction), (c) variety of emotions required, and (d) emotional dissonance" (Alicia, 2000 p.97).

In Morris & Feldman (1997) study, an environment in which an individual work (how long and intense they are required to interact, what emotions needed and etc.) will be put into consideration when explaining the concept of emotional labor. Meanwhile, Grandey (2000, p.97) point out "emotional labor is the process of regulating both feelings and expressions for organizational goals".

And he suggests that emotional labor comprise of external and internal components. External component refer to actor view about organization expected emotions expression, and their obligation to conform to it. And, internal component refer to an individual attempt to control their emotions in accordance to organization emotional expression expectation, and conceal those emotions that are not supposed to be shown (Kinman, 2009).

In comparison between Morris & Feldman (1997) and Grandey (2000), they have different opinion in term of emotional dissonance. It can be seen that Morris & Feldman (1997) stated that emotional labor as pressure for individual that comes internally (emotional dissonance), whereas Grandey (2000) stated that emotional dissonance as the condition of being have contradicted feeling. Similarly, the other study suggested that emotional labor can be categorized become two types: (1) job-focused emotional labor: reflect different emotions display from different positions, (2) individual-focused emotional labor: emphasized on how an individual may control their emotion expressions in order to conform to display rule, which encompasses: deep and surface acting (Brotheridge & Grandey, 2002).

Moreover, there is another study that mentioned emotional labor as "routine and effortless task for the employee" which "does not require conscious effort" (Alicia, 2000 p.96). Given the above literature review, in present study emotional labor refers to the controlling emotion expression process that being done in accordance to organization display rule when performing job task (Hochschild, 1983).

2.2 Emotional labor and Front-Line Staff in Hotel Industry

The presence of hotel industry had successfully stimulating country's economic growth (Khairil, Nor, Salleh, & Azni, 2008).

Perhaps in today global market whereby the rivals are highly competitive, it is imperative for each organization to seek ways to perform ahead its competitors. Meanwhile, hotels are involving in service sector and have numerous key players in market (Mohd Onn, Razlan, Dahlan, & Salleh, 2009). Therefore, many of hotel industry attempt to sustain their business operation by providing higher quality of service in order to ensure customer satisfaction (Panikkos & Paul, 2005).

Due to the fact that service quality for hotel industry is absolutely abstract, and comprises of different dimension such as: variety in room decoration, cozy and comfortable environment, diverse in facilities available such as: restaurant, internet, level of security, customer privacy, and etc, then providing better customer service become alternative strategy of achieving greater customer experience (Bruce, Gianna, & Eric, 2006).

Apparently, it can be seen that the control of emotional display of employees become business practice of hotel industry because of its usefulness in delivering acceptable customer services experience to customer (Bruce, Gianna, & Eric, 2006), "maintaining positive relations with customers" (Gail, 2009 p.120), and avoiding "emotional "leakage" of boredom or frustration (Gail, 2009 p.120). Furthermore, Hochschild (1983) in his study identified that managing employee emotions in workplace are integral part of service components that helps organization to achieve competitive advantage.

Besides that, another study shows that "the manners in which interactions between employees and customers unfold constitute a principal component of a customer's expectations and experience of service quality" (Phillips, Tsu-Wee Tan, & Julian, 2006 p. 4).

Thus, it is not unusual that hotel industry take actions to manage their employees' emotions by administering formal rule for their employees to always have positive emotion when dealt with customer (Hwee, Maw , Chee, & Renee, 2003; Rafaeli & Sutton, 1987). Positive emotions that come together with service offered to customer are believed to create emotional contagion which influences level of customer satisfaction (Tan, Foo, & Kwek, 2004), customer intention to buy (Parasuraman, Zeithaml, & Berry, 1985), future loyalty (Pugh, 2001), "enhancing the organization's public image" (Tan, Foo, Chong, & R, 2003 p.961).

Meanwhile, front-line staff in hotel industry is the key element that mainly interacts with potential customer and initiates service offerings (Bruce, Gianna, & Eric, 2006). In fact, the study shows that "the interaction between service employees and customers is considered an essential part of both customers' assessments of service quality and their relationship with the service provider" (Hennig-Thurau, Groth, & Gremler, 2006 p. 58). And "the success of the interaction between employees and customer upon employees' creation of an appealing, positive emotional climate" (Salman & Uygur, 2010 p. 191).

Hence, most of hotel industries require their employee who occupied front-line staff job position to express positive emotions and present acceptable behavior to customer (Bolton S. , 2005). By the time, display rule is also being established in hotel industry in order to guide and direct front-line staff about what emotion expression are compatible during service transaction (Constanti & Gibbs, 2004). In this case, emotion of front-line staffs is fully being controlled by job role and they are obligated to develop certain ways to express their feelings as instructed by organization during performing their job.

Similarly, Hochschild, (1983, p.147) ruled out that front line staff job task should be performed using "emotional labor" because the job position required:

> "(1) work face to face and voice to voice with the customers, (2) are required to produce a positive emotional state in customers, (3) are trained and supervised in order to provide the customers with a standardized "moment of truth" each and every time, (4) are paid with amount of money compensate for their physical work and cognitive ability".

Indeed, it can be said that front line staff job position possess high expectation of emotional labor because the task need longer time interaction with customer, larger effort to control their emotion and "greater congruity is required between different modalities (vocal tone, facial expression, and body language)" (Gail, 2009 p. 121). Thus, "emotional labor" concept is highly applicable in this study because front line staff who is working under hotel industry is expected to manage their behavior and feelings according to display rule and they are compensated with wages (Abraham, 1998). And emotional labor that performed by front-line staff is mainly done at organization' interests with the purpose to influence customer (Hochschild, 2003). Moreover, followed to Hochschild (1983) findings emotional labor that performed by front-line staff can be identified based on its dimension on the basis on emotional labor scale, as presented on table 2.1 below:

Emotions Experienced	Happiness, anxiousness, frustration, friendliness, positiveness
Frequency	Multiple customers needing brief attention
Intensity	Low to moderate
Variety	Monotonous
Duration of social interaction	Brief and repetitive
Need for surface acting	High need for superficial emotional display
Need for deep acting	Low need for deep acting
Role identification	Low to moderate
Examples of emotions displayed	Friendliness – "Service with a smile" Anxiousness – "I'll be with you in a few minutes"

Adapted from: Ronald, Jeffrey, & Thomas, "Leading with Emotional Labor", 2008 p. 154