The Effect of Hotel Employees' Emotional Labour on Interpersonal Counterproductive Work Behaviours

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Abstract

This research aims to shed light on the effect of hotels' employees' emotional labour with its three levels (surface acting, deep acting and genuine emotions) on interpersonal counterproductive work behaviours. To achieve this aim, a questionnaire was designed for Egyptian hotels' employees which was structured to cover three main parts: (1) demographic characteristics of employees, (2) employees' emotional labour and (3) interpersonal counterproductive work behaviours. Structural equation modelling (SEM) was used involving (smart- PLS) software, IBM, version 4. The results show that the hotels' employees' emotional labour with its three levels (surface acting, deep acting and genuine emotions) affects interpersonal counterproductive work behaviours with its two types (task focused and person focused) as there is a positive effect of surface acting on interpersonal counterproductive work behaviour. Employees' emotional labour must be seriously handled within the hospitality industry as it is a very important element affecting task-focused or person-focused ICWBs in the hotel. As both surface acting and genuine emotions increase task-focused or person-focused ICWBs, deep acting decreases task-focused or person-focused ICWBs.

Keywords: employees' emotional; labour; interpersonal; counterproductive; work behaviour

Introduction

Emotional labour is the expression which was primarily used to describe the emotions as part of work as it expresses the control of employee's behaviour to display the appropriate or desired

1210

emotions. The "Emotional Labour" as a term was first used by Hochschild (Hochschild, 1983) in her book titled "The Managed hearts", whereby she defined it as "management of feelings to create a publicly facial and bodily display". Mills and Kleinman (1988) and Thoits (1989) defined emotions generally as the feelings of humans which they really experience, reflect and manage. These emotions occur due to interaction with the surrounding society and may be suitable at some time and unsuitable in other time. In the hospitality industry, employees as a part of their job are eminently supposed to express desired emotions in their face-to-face interactions. In order to do so, they sometimes have to hide or fake their actual felt emotions and/or try to express the desired emotions (LaFrance, 2011). This can cause work stress that affects their work and personal life and may adversely affect their mutual interactive behaviours. Therefore, it is vital to have a better understanding of such factors that drive counterproductive work behaviours, especially directed to persons so as to reduce their occurrence as well as to reduce their ultimate impact on both employees and the organisational performance (Raman et al., 2016).

Due to its importance, several researchers tried to link emotional labour with other dimensions in the organisations. For example, Sousan et. al. (2022) discussed the role of deep and surface acting between customer orientation and job outcomes. In addition, Ogunsola (2020) investigated the impacts of both surface and deep acting on organisational commitment and confirmed their effect on hindering the employees' organisational commitment. However, other researchers tried to link emotional labour with CWBs such as Raman et al. (2016) who argued that the employees' personality traits drive emotional labour, emotional exhaustion and their CWB. Moreover, Sharma and Sharma (2014) confirmed that the employees' emotional labour is a very important antecedent for achieving job satisfaction and decreasing CWBs in the banking sector. Nevertheless, there is still a gap in discussing the direct effect of surface acting, deep acting and genuine emotions on the ICWBs. Hereby, the importance of this research is to investigate such gap in hotel industry as an example for industries that require a face-to-face contact with a customer.

Literature review
Emotional labour
In organisations, emotions at work reflect the individuals' beliefs about the value of the job, team or even the company because emotions widely affect both the employees' attitude and behaviours at work (Elfenbein & Ambady, 2016; Ashforth & Humphrey, 2015). Affective Events Theory (AET) was developed to demonstrate the relationship among emotions, attitudes and behaviours at work as it tried to investigate the effect of six major types of emotions at the workplace: anger, fear, joy, love, sadness and surprise (Weiss et al., 1996; Zapf & Holz, 2016; Lee & Beaton, 2022). Moreover, the theory argues that a specific incident at the workplace can cause different emotions for every employee and these emotions, in turn, create reactions that affect the employees' satisfaction, performance and commitment (Thompson et al., 2012; Hülsheger et al., 2014). On the other hand, body language (signals sent from face, hands, arms, legs and posture) reflects emotions as a part of human personality, however the importance of these reactions can be learnt from society as they are mostly prominent (Caridakis et al., 2012; Rougakos, et al., 2017).

Gordon and Robert (1972) or Jiang and Lavaysse (2018) tried to link the changeable emotions with different situations of the surrounding society and their effects at workplace. He also clarified that employees may try to suppress their emotions as per the requirement of job roles and show only job required emotions suppressing all other natural emotions. Keeping in mind this point, Mumby and Putnam (1992) conceptualised emotional labour as the way employees change or manage their emotions to make them appropriate or consistent with a

situation which means that emotional labour as a concept is the control of person's behaviour to show the appropriate emotions. Hochschild et al. (1983) and Bechtoldt and Rohrmann (2021) were the first researchers who sorted the main types of emotional acting as surface acting, deep acting and genuine emotions.

Surface acting
Surface acting is the first category of emotional labour, whereby the employee simulates fake emotions that are not actually felt by changing his outward emotional actions or body language (i.e., facial expression, gestures or voice tone) while exhibiting required emotions (Kim & Han, 2009; Groth & Grande ,2020). Surface acting mostly covers negative emotions, such as anger, annoyance, sadness etc., with other opposite emotions, such as happiness, care, excitement etc. (LaFrance, 2011). Therefore, surface acting is considered as overload on employee to do more efforts to hide his real emotions. As surface acting doesn't include changing the real emotions but keeping the considered emotions unchanged while changing the expressed behaviour (Karim & Weisz, 2011; Grandey & Gabriel, 2015). in hotels, the employees must put smile and happily welcome the hotel guests regardless of what they feel. This is called the surface acting strategy as employees adopt their outward expressions of feeling by adjusting their inner emotions. By changing facial or substantial expressions, such as dropped shoulders or hanging mouth, internal sentiments can be changed to another comparing state (LaFrance, 2011; Koopmann et al., 2019).

Deep acting
Deep acting takes surface acting one step deeper. In this case, instead of pretending fake emotions that the customer should see, the employee will actually try to experience the emotion he is already showing. This trial helps align the desired emotions with the shown emotions (Kim & Han, 2009). In deep acting, emotion is a state of feelings to have an appropriate facial expressions and body language (Karim & Weisz, 2011). Moreover, to correctly express the required organisational emotions, deep acting is used as a basic tool. Deep acting happens when the employee's feelings are mismatched with the organisational norms and he tries to use his experience to handle the situation (Kaya et al., 2013). The difference between deep acting and surface acting is that in deep acting the inn9er feelings are strongly changed whereas in surface acting the outer feelings are changed. It means that deep acting includes two phases; to make the employee actively suppress his emotions generated from the current situation and show the desired emotions (Ashforth et al., 1993).

Genuine emotion
Genuine emotion is the third category of emotional labour, whereby the employee shows his clear and genuine emotions while performing tasks as acting creates stress when the employee tries to show emotions that are not genuine (Beal et al., 2017). In this case, the decision lies with the employee about which emotions can be displayed in front of customers and which ones should be hidden (Sharpe, 2005). The base of using genuine emotions is that customers can smell and feel the employee's genuine emotions (Kim & Han, 2009). Therefore, some theories argued that if the employee tried to use surface acting or even deep acting, he would be seen as guilty and not expressing his genuine feelings which might produce negative outcomes on the employee's task performance (Venkatesh, 2013; Goswami & Nair, 2020).

The phenomenon of genuine emotions was supported by several researchers who validated the idea that employee should try to show the actual emotions that he feels according to the situation without suppressing his inner feelings and avoiding any trial to hide (Ashforth et al., 1993). In the hospitality industry, hotels force their employees to perform world class

services using deep or genuine acting because deep acting or genuine emotions are much warmer and create the opportunity to see the guest again. This is why hotels encourage their employees to display those emotions that create moments of pleasure for customers (George, 1993; Yang & Gao, 2021).

Interpersonal counterproductive work behaviours

In the literature, counterproductive work behaviours (CWBs) were known by several other expressions such as antisocial behaviours, deviant behaviours, destructive behaviours, misbehaviours and bad behaviours (Giacalone et al., 1997; Gruys et al., 2003; Robinson et al., 1995; Southey, 2010; Griffin, 2005). All these terms refer to "any intentional behaviours on the part of an organisational member viewed by the organisation as contrary to its legitimate interests" (Gruys & Sackett, 2003). For more clarification, all these terms express negative workplace behaviours such as absenteeism, lateness, theft, sabotage, substance use, hostility, obstructionism, verbal aggression and sexual harassment.

CWBs are basically sorted into two main types based on the target of the misbehaviours: organisations and persons (Robinson et al., 1995). CWBs targeted toward organisations are called organisational counterproductive work behaviours (OCWBs) which result in losses to the organisation (Aube et al., 2006 & Francoeur-Marquis, 2020) and may also lead to several negative organisational outcomes such as time wasting, sabotage and vandalism (Lanyon & Goodstein, 2004). On the contrary, interpersonal CWBs (ICWBs) are mostly spotted toward other individuals and lead to actions such as retaliations, revenge, personal theft and aggression (Cohen-Charash, 2007). ICWBs are more strongly predicted by interpersonal constructs like interpersonal conflict and employees' agreeableness (Berry, 2007; Ferguson et al., 2021). ICWBs are divided into two main categories: person-focused ICWBs and task-focused ICWBs. Person-focused ICWBs impact the victim's physical or mental well-being, but do not directly impact his/her task performance. The harm itself does not necessarily pertain to the victim's work context or resources. However, task focused ICWBs have direct implications on workers' task performance and, in turn, the organisational functioning (Hershcovis, 2007)

Examining and distinguishing between task-focused ICWBs and person-focused ICWBs are valuable for several reasons; addressing prior calls for research distinguishing between task-oriented versus non-task-oriented ICWBs, providing researchers with a more complete and clear understanding of ICWBs, including the main dimensions of both types, offering an extensive view of ICWBs as each type has different predictors and outcomes and investigating how these two behaviours relate to other variables (Bowling & Gruys, 2010; Dalal et al., 2020). Despite task-focused ICWBs directed to workers, this category also includes behaviours directed at the organisation, such as intentional work slowdowns and delaying other employees performing the important tasks. Thus, while obstructionism subsumes behaviours that are task-focused in nature, it falls short of distinguishing whether the organisation or another worker is the intended target of such behaviours (Neuman, 1998).

Researchers have separated aggressive behaviours that relate to ICWBs into three main categories, namely expressions of hostility (e.g., ugly looks or making rude gestures to someone), overt aggression (e.g., physically assaulting someone and destroying or stealing organisation's or other employees' properties) and obstructionism (e.g., interfering with other's work and intentional work slowdowns) (Neuman, 1997). In particular, the last category, obstructionism, differs from the other two in that it encompasses task focused ICWBs and includes behaviours that can "impede an employee's ability to perform his job or interfere with an organisation's ability to meet its objectives" (Neuman, 1998). For achieving the research objective, the researchers hypothesised the following hypotheses:

H1. *Deep acting is negatively related to interpersonal counterproductive work behaviour (Person- focused) in hotels.*
H2. *Deep acting is negatively related to interpersonal counterproductive work behaviour (Task- focused) in hotels.*
H3. *Surface acting is positively related to interpersonal counterproductive work behaviour (Person- focused) in hotels.*
H4: *Surface acting is positively related to interpersonal counterproductive work behaviour (Task- focused) in hotels.*
H5: *Genuine emotion is positively related to interpersonal counterproductive work behaviour (Person- focused) in hotels.*
H6: *Genuine emotion is positively related to interpersonal counterproductive work behaviour (Person- focused) in hotels.*
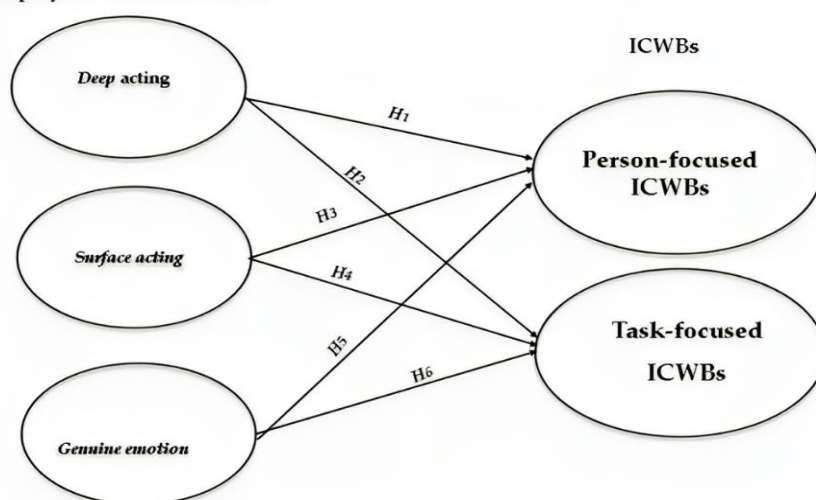

Figure 1. The research conceptual model

Measures and instrument development
In this research study, data was collected mainly via the self-administrated questionnaire. Consequent to a wide-ranging analysis of the literature, a standardised questionnaire was developed by pinpointing valid as well as recurrently used measures. The questionnaire entails four sections. The first section handled demo-graphic data of the participants, encompassing age, education level, gender and marital status. The second section took account of the perceptions of the participants concerning emotional labour (deep acting, surface acting and genuine emotion). The emotional labour scale developed by Akhter (2016) was improved and employed for identifying the perceptions of the participants concerning the emotional labour (deep acting, surface acting and genuine emotion) with the help of a five-point Likert scale ranging from 1= strongly disagree to 5= strongly agree. The scale entails nine items (from "I make an effort to actually feel the emotions that I need to display to others" to "I resist expressing my true feelings."). A greater value of the average score replicates higher emotional labour professed by the participants. The internal consistency reliability (Cronbach's alpha) for the emotional labour scale was found to be 0.977. The third as well as fourth sections envisioned to divulge interpersonal counterproductive work behaviour of the participants.

Ho [38] divided interpersonal counterproductive work behaviour (ICWB) into two scales, interpersonal counterproductive work behaviour (Person – focused) (ICWBP) and interpersonal counterproductive work behaviour (Task – focused) (ICWBT), computed by

using a five-point Likert scale ranging from 1= never to 5= always. A sample item is "Failed to return someone's phone calls or respond to memos". A greater value of the average score replicates greater interpersonal counterproductive work behaviour perceived by the participants. The scale had good internal consistency ($\alpha = 0.989$).

The survey was originally prepared in the English language and was then translated into native Arabic language of the participants. It was then reverse translated from Arabic to English for confirming that there existed no changes in meaning. Further, to guarantee that the study instrument quantifies the constructs set out for measuring the variables of the study, face validity of the questionnaire was confirmed by four hospitality academics who were requested to evaluate the content of the questionnaire as well as to offer any feedback. Additionally, a pilot study was carried out on a sample of 25 hotel employees, who have not been incorporated in the main sample of the study with the intent of exploring the viability of the questionnaire by testing if the questionnaire was appropriate and coherent plus if the questions were clearly understood, well-defined and presented consistently. In line with the comments of the participants, an alteration was made to the language and wordings of some statements. Even some statements were reorganised and re-ordered.

Data collection and sample

As mentioned earlier, this study aims to investigate the impact of emotional work in hotels on non-productive personal work behaviour in a group of five-star environmentally friendly hotels in Egypt. To achieve the objectives of the study, a questionnaire was designed and provided to the employees of ten five-star green hotels located in one of the most popular tourist destinations in Egypt (South Sinai Governorate), nearly 90% of whom are Egyptians. Tourism investment is concentrated in coastal resorts/hotels in South Sinai, making it one of the fastest growing tourist destinations in the world (Shackley, 1999). After obtaining permission from each hotel's management, prospective participants were asked to complete a survey form during the check-out process. The research participants were selected using the non-probability sampling method (convenience samples). The study mainly focused on employees who worked in certified five-star hotels.

In accordance with Hair et al. (2013), the appropriate sample size was determined. According to their recommendations, the sample size should be calculated based on how many items will be examined. It is acceptable to maintain a ratio of 1 to 10 (item: sample). Thus, 170 participants were needed for the analysis of 31 variables. This study consisted of 387 participants, which was an adequate sample size. Table 1 shows the demographic characteristics of the investigated respondents. Based on the valid responses obtained from the investigated participants (387), more than three-quarters of the considered participants (61.2%, N= 237) were males and 38.8% were females. As regards age, participants with an average age ranging from 18 to less than 30 years epitomise the greater category (31 %, N= 120). In terms of the educational level of the participants, those who had a university degree represented 53.5% (N= 207). About their marital status, married participants were 54.6% (N= 237).

Study participants were informed that participation in the study is completely voluntary. The participants were informed that information and responses of investigated participants will remain anonymous and confidential and will only be used for research purposes. The participants had to sign a consent form before taking part in this study. This study used a self-administered questionnaire, which may present some issues regarding common method variance/bias CMV. The study used three approaches to reduce the probability of CMV, including promising confidentiality, honesty and anonymity (Rodríguez-Ardura, 2020). Detecting response bias is less likely to occur when anonymity is assured (Hair et al., 2010). Participants were also encouraged to offer responses to all questions honestly, being no

response as true or false. As honesty becomes more assured, response bias becomes less observable (Henseler et al., 2015). Additionally, CMV was detected using a widely used simple statistical test (Harman's single-factor test).

Data analysis
The data analysis of this research was performed via SPSS version 22 and Smart PLS version 4. A descriptive statistical analysis was employed for analysing the collected data; means, percentages, frequencies and standard deviations provided an overview of the participants' demographic data and their perceptions of the study constructs' items. Study items' reliability and validity were validated and evaluated using Cronbach's alpha along with confirmatory factor analysis. To confirm convergence validity, composite reliability (CR) and the average variance extracted (AVE) were used. Additionally, the Fornell-Larcker criterion and the Heterotrait Monotrait Ratio (HTMT) were used to evaluate discriminant validity. In order to detect common method variance (CMV), Harman's single-factor test was employed. Finally, a structural equation model (SEM) with bootstrapping was used to determine direct and in-direct nexuses among the study constructs articles.

Results
Descriptive statistics
The mean and standard deviation of the examined constructs and related items are presented in Table 2. It was found that the participants rated the employees emotional labour at a higher and lower level with an average mean in the range of 4.14 to 1.79. As for interpersonal counterproductive work behaviour, it was found that the mean is at an intermediate level between 2.26 and 2.75. Regarding the personal behaviour, i.e., the emotional work of the hotel staff, a clear disparity of the workers at work is evident according to the personal characteristics of the workers, which differ from a deep and superficial level. and the higher genuine emotion level was found (M= 3.86, S.D.= 0.902). Regarding the interpersonal counterproductive work behaviour ICWB, participants highly perceived that interpersonal counterproductive work behaviour (Task-focused) ICWBT is generally reliable, with an average mean of 1.87 and 1.94. Regarding interpersonal counterproductive work behaviour (Person-focused) ICWBP, the investigated participants highly intended with mean ratings of 1.64 and 1.93.

Measurement model
As mentioned earlier, a self-administered questionnaire was used to collect study data. As a result, Harman's single-factor test was used to identify CMV (Duckworth et al., 2011). Consequently, only 36.01% (smaller than the threshold value of 50%) of the variance was accounted for by one component, indicating that CMV does not pose an issue.

Using the maximum likelihood estimation method, CFA was conducted to identify the reliability and validity of the study constructs (see Table 2 and Figure 2). Results shown in Table 2 revealed that composite reliability (CR) as well as Cronbach's alpha values for all latent variables exceeded the recommended 0.80 thresholds (Podsakoff, 2003), indicating acceptable internal reliability with CR values ranging from 0.921 to 0.984 and Cronbach's alpha values ranging from 0.879 to 0.989. To evaluate the study construct validity, convergent and discriminant validities were also examined. A factor loading of 0.50 and an average variance extracted (AVE) coefficient above 0.50 are necessary to achieve converging validity (Phillips, 1972). All study items loaded above 0.50, with a significant p-value ($p> 0.001$) and each construct's AVE score ranged from 0.769 to 0.955, indicating that convergent validity has been achieved. Additionally, to confirm the measurement model's discriminant validity, two statistical pieces of evidence have been used.

Table 1: Descriptive statistics, reliability and confirmatory factor analysis properties

Construct / Items	M (S.D.)	Std. Loading (CFA)[1]	Cronbach's Alpha	CR[2]	AVE[3]
Emotional labour:					
Deep Acting:					
Deep1: I make an effort to actually feel the emotions that I need to display to others.	3.86 (0.902)	0.906***	**0.879**	**0.921**	**0.796**
Deep2: I try to actually experience the emotions that I must show.	3.78 (0.863)	0.862***			
Deep3: I really try to feel the emotions I have to show as part of my job.	3.80(0.856)	0.909**			
Surface Acting					
Surface1: I resist expressing my true feelings.	1.92(0.804)	0.957***			
Surface2: I hide my true feelings about a situation.	181 (0.833)	0978***	**0.972**	**0.981**	**0.946**
Surface3: I pretend to have emotions that I don't really have on my job.	1.79 (0.826)	0.983***			
Genuine Emotion					
Genuine **1**: You think that the hotel's environmental image is generally regarded as reliable.	1.81 (0.970)	0.977***			
*Genuine***2**: Generally, you believe that the hotel's environmental function is dependable.	1.75 (1.015)	0.989***	**0.977**	**0.984**	**0.955**
*Genuin***e3**: In general, you think that claims made about the hotel's environmental impacts are trustworthy.	1.79 (0.999)	0.966***			
Interpersonal counterproductive work behaviour(ICWB)					
Task-focused ICWB					
ICWBP1: Failed to return someone's phone calls or respond to memos	1.64 (0.966)	0.864***			
ICWBP2: Failed to defend someone's plans to others	1.68 (0.866)	0.833***			
ICWBP3: Failed to warn someone of upcoming work problems or issues	1.76 (0.802)	0.931***			
ICWBP4: Delayed work to make someone look bad or slow someone down	1.72 (0.921)	0.930***			
ICWBP5: Caused others to delay action to slow someone down	1.74 (0.942)	0.923***			
ICWBP6: Repeatedly interrupted someone while he/she worked or spoke	1.76 (1.021)	0.955***	**0.971**	**0.977**	**0.769**
ICWBP7: Created unnecessary work for someone to do	1.74 (0.871)	0.940***			
ICWBP18. Withheld or prevented someone's access to needed information	1.75 (0.785)	0.927***			
ICWBP9: Refused to provide needed resources (e.g., equipment, supplies) to someone	1.85 (0.872)	0790***			
ICWBP10: Damaged or sabotaged resources that someone needed	1.90 (0.762)	0.782***			
ICWBP11: Stole, removed or hid resources that someone needed	1.93(1.016)	0.795***			
Person-focused ICWB:					
ICWBT1: Gave incorrect or misleading information to someone	1.88 (0.962)	0.913***			
ICWBT2: Unnecessarily used resources that someone needed	1.90 (0.852)	0.903***			
ICWBT3: Deliberately ignored someone	1.89 (0.872)	0.922***			
ICWBT4: Acted rudely to someone	1.91 (0.982)	0.968***			
ICWBT5: Started or continued a harmful rumour about someone	1.91 (0.901)	0.969***			
ICWBT6: Made a religious, racial or ethnic remark against someone	1.91 (0.912)	0.964***			
ICWBT7: Insulted or made fun of someone	1.94 (0.999)	0.964***	**0989**	**0.984**	**0.833**
ICWBT8: Started an argument with someone	1.87 (0.982)	0.960***			
ICWBT9: Made an obscene gesture or comment to someone	1.93 (0.875)	0.963***			
ICWBT10: Publicly teased or embarrassed someone	1.89 (0.972)	0.973***			
ICWBT11: Looked at someone's private mail or property	1.92 (0.882)	0.965***			

M= mean, S.D.= Standard deviation, Std. Loading, (CFA)[1] = Standardized Factor Loading, CR[2] = Composite Reliability, AVE[3] = Average Variance Extracted, *** $p < 0.001$.

Taking into consideration Fornell-Larcker's criterion to maintain discriminant validity, the square root of AVE of every construct must be greater than its correlation with another construct. As shown in Table 3, all constructs' AVE square roots (the diagonal bold numbers) are greater than their correlations with other constructs.

A number of goodness-of-fit criteria were used to assess the fit of the measurement model. The values of "Root-Mean Square Error of Approximation (RMSEA)" and "Root Mean Square Residual (RMR)" were less than 0.08 at 0.075 and 0.051 respectively. Further, the "normed chi-square" (x2/df) value was less than 5 at 3.179. Additionally, the values of

"Comparative Fit Index (CFI)", "Normed Fit Index (NFI)", "Goodness of Fit Index (GFI)", "Relative Fit Index (RFI)" and "Incremental Fit Index (IFI)" exceeded the cut-off value of 0.90 as suggested by Hair et al. (Hair et al. (2010) and Hu and Bentler (1999). Based on these indices, the data fits well with the measurement model.

Table 2. Discriminant validity based on the Fornell–Larcker criterion

Construct	1	2	3	4	5
1- deep	0.908[a]				
2- surface	0.338***[b]	0.517 [a]			
3- genuine	0.474***[b]	0.282***[b]	0.874[a]		
4- ICWBP	0.429***[b]	0.211***[b]	0.521***[b]	0.908[a]	
5-ICWBT	0.549*** [b]	0.511***[b]	0.152*** [b]	0.549*** [b]	0.833*** [b]

Note: [a] AVE's square root

     [b] latent variables correlation ($p < 0.001$)

Structural equation modelling (SEM)

In the current study, we utilised structural equation modelling to investigate the impact of employees' emotional labour (deep acting, surface acting and genuine emotion) on interpersonal counterproductive work behaviour (ICWBP and ICWBT). The results of the study's structural model are summarised in Table 5. Model fit measures indicate that the proposed structural model is well-fitted as recommended by Hair et al., (2010) (see Table 3). Regarding the direct nexuses among constructs of the study, the results presented in Figure 3 and shown in Table 3 reveal that the estimated paths are positively and negatively significant and some hypotheses are accepted, whereas some hypotheses are not accepted. Hypothesis H1 which predicts that deep acting has a significant and negative effect on ICWBP is not accepted ($\beta = -0.060$, t-value = 6.794, P < 0.001). Since deep acting has a negative effect on ICWBT ($\beta = -0.046$, t-value = 8.034, P < 0.001), hence H2 is accepted. Additionally, the findings of the SEM supported H3 and H4 which assumed that surface acting positively significantly impacts ICWBP and ICWBT respectively ($\beta = 0.507$, t-value = 3.621, P < 0.001; $\beta = 0.413$, t-value = 4,775 P < 0.05). So, H3 and H4 are not accepted. H5 is accepted as it is directly significantly affected ($\beta = 0.310$, t-value = 8.946, P < 0.001). Finally, H6 predicts that genuine emotion has a positive and significant effects on ICWBT ($\beta = -0.209$, t-value = 3.522, P < 0.001), so it is not accepted.

Table 3. Structural parameter estimates

| Hypothesized Path		Standardized Coefficients	Path *t*-value	Results
Direct Path				
H₁: deep	⟶ ICWBP	-0.060	6.794***	Not Accepted
H₂ deep	⟶ ICWBT	-0.046	8.034***	Accepted
H₃: surface	⟶ ICWBP	0.507	3.621***	Not Accepted
H₄: surface	⟶ ICWBT	0.413	4.775***	Not Accepted
H₅:Genuine	⟶ ICWBP	0.310	8.946***	Accepted
H₆:Genuine	⟶ ICWBT	0.209	3.522***	Not Accepted
Model fit criteria		$x^2 = 337.024$, df = 106 x^2/df= 3.179 *** $p < 0.001$ RMR= 0.051 RMSEA= 0.075 GFI = 0.901 IFI= 0.957 NFI= 0.938 RFI= 0.921 CFI= 0.956		

*** $P < 0.001$, * $P < 0.05$
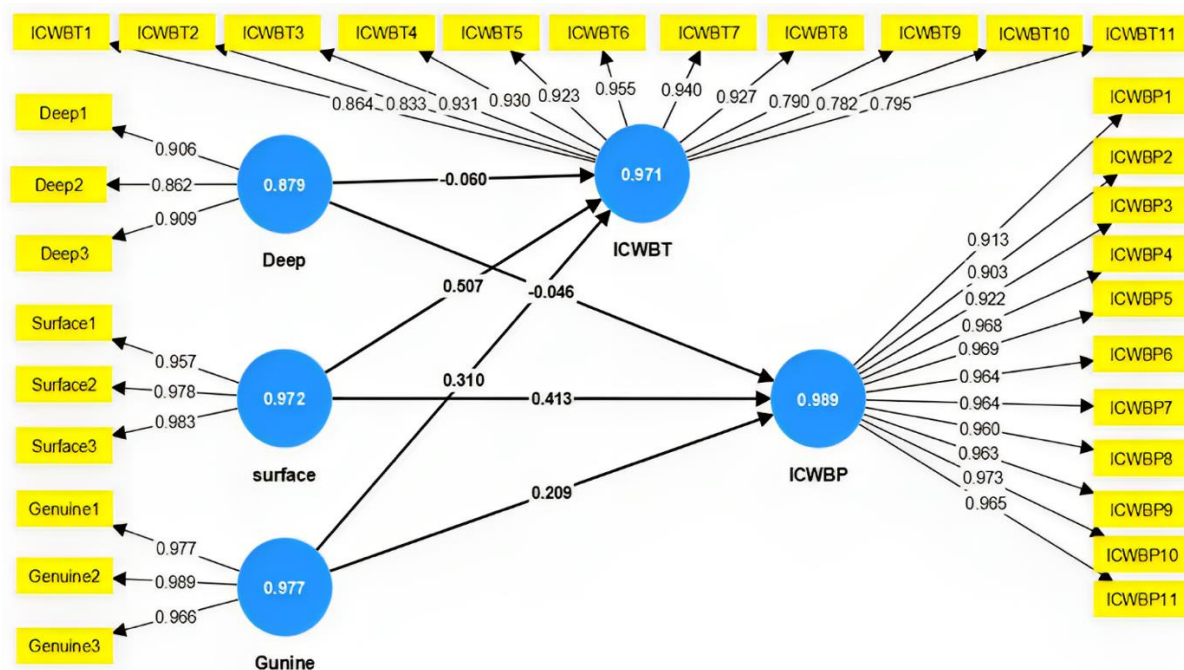
Figure 2: The structural model

Discussion and implications

As mentioned earlier, the current study aims to investigate the impact of hotels' employees' emotional labour on interpersonal counter-productive work behaviour in a sample of five-star hotels in Egypt. Further, according to the study literature review, the findings are discussed as follows:

There is a positive relationship between surface acting and ICWBs. This result agrees with Kang (2016) who confirmed that surface acting was associated with the two kinds of CWBs. Moreover, Sharma and Sharma (2014) confirmed that surface acting, especially for the frontline employees, leads to higher emotional exhaustion levels and reduces job satisfaction which subsequently causes higher ICWBs. Furthermore, the study confirmed that there is positive relationship between surface acting and the two kinds of ICWBs (task- and person-focused) (as shown in Figure 2), which assures that the effect of surface acting will not only hurt the individuals but will also extend to the tasks associated with them, which will negatively affect the organisational functioning (Hershcovis, 2007).

On the contrary of surface acting, the second result clarified a negative effect of deep acting on both task and person-focused ICWBs. This result assures what confirmed by Leena and Surya (2014) results, mentioning that deep acting leads to high job satisfaction level and helps the employees to feel the emotions that they are supposed to express in the service interaction, which means that when employees could successfully perform deep acting emotions, they feel less fake or phony (Sharma & Sharma, 2014). The result also assures Kim and Han (2009) and Wang (2015) results which illustrated that when an employee tries to persuade himself about the desired emotion, it helps him align the emotions he is experiencing with the emotions he is displaying, resultantly reducing the emotional exhaustion levels and decreasing the work stress.

For the genuine emotions, the result shows that using genuine emotions positively affects both task- and person-focused ICWBs. This means that letting the employee express his internal emotions without any filtering may harm the surrounded individuals. This result confirms Venkatesh and Balajı (2013) theory about using genuine emotions saying that it might

produce negative effects as well as positive outcomes on the employees' task performance. In the same context, Sharpe (2005) clarified that the decision for using genuine emotions lies with the employee himself. He himself has to decide whether his genuine emotion is desired for the current situation or not.

Figure 3: The credibility of the hypotheses

Theoretical implications

Based on the results, the study could shed light on the importance of emotional labour in the hospitality industry as it clarified the effect of its techniques (surface acting, deep acting and genuine emotions) on ICWBs with its two types (task-focused and person-focused). Moreover, it could rate the hazards of using every technique on ICWBs to encourage deploying creative solutions at the hotel workplace as well as to provide the individuals more opportunities to handle emotions and expressions at the workplace.

Conclusion and practical implications

Employees' emotional labour must be seriously handled within the hospitality industry as it is a very important element affecting task-focused or person-focused ICWBs in the hotel. As both surface acting and genuine emotions increase task-focused or person-focused ICWBs, deep acting decreases task-focused or person-focused ICWBs.

The study provides very significant recommendations for employees, supervisors and managers. First, managers should promote employees to use deep acting techniques publicly which can help them in coping with the hotel workplace nature in a faster way. Second, employees should be aware that surface acting, suppressing and faking emotion can cause misbehaviour outcomes and harmful feelings for the surrounding individuals. Moreover, the employees should be carefully trained on using deep acting techniques or taking the decision about expressing their genuine emotion if it is desired to the situation. Similarly, supervisor's must be given authority to handle the employees' complex issues at the workplace to create a welfare climate as it helps the employees feel and express positive and desired emotions.

Future research

Future researchers are recommended to work on creating a specific hospitality emotional labour scale, which can be primarily developed to distinguish between using deep acting or genuine emotions in front of guests in hotels. Such a model can provide maximum outcomes in developing desired emotions for the hotel workplace. Also, the study focused on the

Egyptian five-star hotels, future research may target other regions which may yield different results.

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