



EMOTIONAL LABOUR IN LUXURY HOSPITALITY:

A comparative study between U.K. and Vietnamese hospitality workers

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SUMMARY

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Introduction

Since the late 1990s, the attention on the understanding and employment of Emotional Labour has been growing in the hospitality sector. **Emotional labour was firstly coined by Hochschild (1983) to describe the management of one's feeling and emotions to meet specific organisational outcomes.** This concept is performed by employees either when change their outward appearances by using fake emotions or when users try to use their previous experiences or training in working up appropriate emotions.



Although Emotional Labour is used widely as research topic, the relationship between this concept and national culture is somehow neglected. Hence, this study aims to explore the impacts of Individualism/Collectivism - a common studied factor in cross-cultural research on how service workers adopt Emotional Labour and its negative effects on users' well-being such as emotional exhaustion and depersonalisation.

The importance of the Global Hospitality Industry

2016 Top Luxury Hotel & Brand Report



Top Performers

Large Luxury Brands

1. Four Seasons
2. Mandarin Oriental
3. Belmond
4. Park Hyatt
5. St. Regis Hotels & Resorts

Small Luxury Brands

1. Library Hotel Collection
2. Oetker Collection
3. Innotility
4. Spicers Retreats
5. GHM

Individual Luxury Hotels

1. Belmond Palacio Nazarenas
2. Spicers Peak Lodge
3. Las Ventanas al Paraiso, A Rosewood Resort
4. The Oberoi Vanyavilas Ranthambhore
5. The Privilege Floor @Lotus Blanc

Overall Online Guest Satisfaction

Top 25 Small Luxury Brands

93.7%

Average GRIT™

Top 25 Large Luxury Brands

90.1%

Average GRIT™

What is GRIT™?

Developed by ReviewPro, the industry-standard Global Review Index™ (GRI) is an online reputation score based on review data aggregated from 175+ online travel agencies (OTAs) and review sites in more than 45 languages.

Most Improved

Large Luxury Brand

Pentahotels
84.0% GRIT™ (+2.7% YoY)

Small Luxury Brand

SIXTY Hotels
83.1% GRIT™ (+6.4% YoY)

Individual Luxury Hotel

Nautilus, a SIXTY Hotel
94.0% GRIT™ (+44.6% YoY)

Luxury Hotels received
1,008
Reviews
on average per
hotel per year



83%

of which
were positive



Top 5 Countries by Review Volume

1. China
703,041



2. USA
350,911



3. UAE
132,155



4. Thailand
108,717



5. UK
99,069



Top 5 Review Sites



Top 5 Most Positive Concepts

1. Staff
2. Location
3. Beach
4. Hotel
5. Ambience

Top Performing Countries

of Top 100 rated luxury hotels

1. China
23 hotels



2. Maldives
11 hotels



3. UK
6 hotels



Link between GRIT™ & Management Response Rate

The Top 10 Hotels

had an average GRIT™ of

97.7%

and a Management Response Rate of

60%

The Bottom 10 Hotels

had an average GRIT™ of

66.1%

and a Management Response Rate of

19%

To download the full report, please visit www.reviewpro.com/lux2016

Hospitality HR Challenges: The Cultural Context

INDIVIDUALISTIC CULTURES

- Show “I” consciousness
- Respect individual's identity, independence
- Be self-oriented

COLLECTIVIST CULTURES

- Show “We” consciousness
- Emphasize interdependence, group success
- Be community-oriented



Cross cultural management



Employees' turnover



Workforce development

Emotional Labour

Surface acting is when a person has to fake emotion to meet certain social or work rules. For example, the Monday after Harry's wife left him, he was very upset. His supervisor had no clue that Harry was in personal turmoil since he still provided upbeat and positive customer service to all of his airline customers.

Surface Acting vs Deep Acting

- Hiding Ones inner feelings
 - A mask
 - Trying to modify true inner feeling
- ✓ **Deep Acting**
- Surface acting leads to conflicting emotions.
 - This leads to higher levels of stress

Deep acting is about a person trying to feel a specific emotion that they are thinking about in their mind. For example, before his wife left him, Harry used to think about her and their plans while working. This would put Harry in a happy mood, and he would respond to customers' issues with enthusiasm and politeness.

Emotional Labour

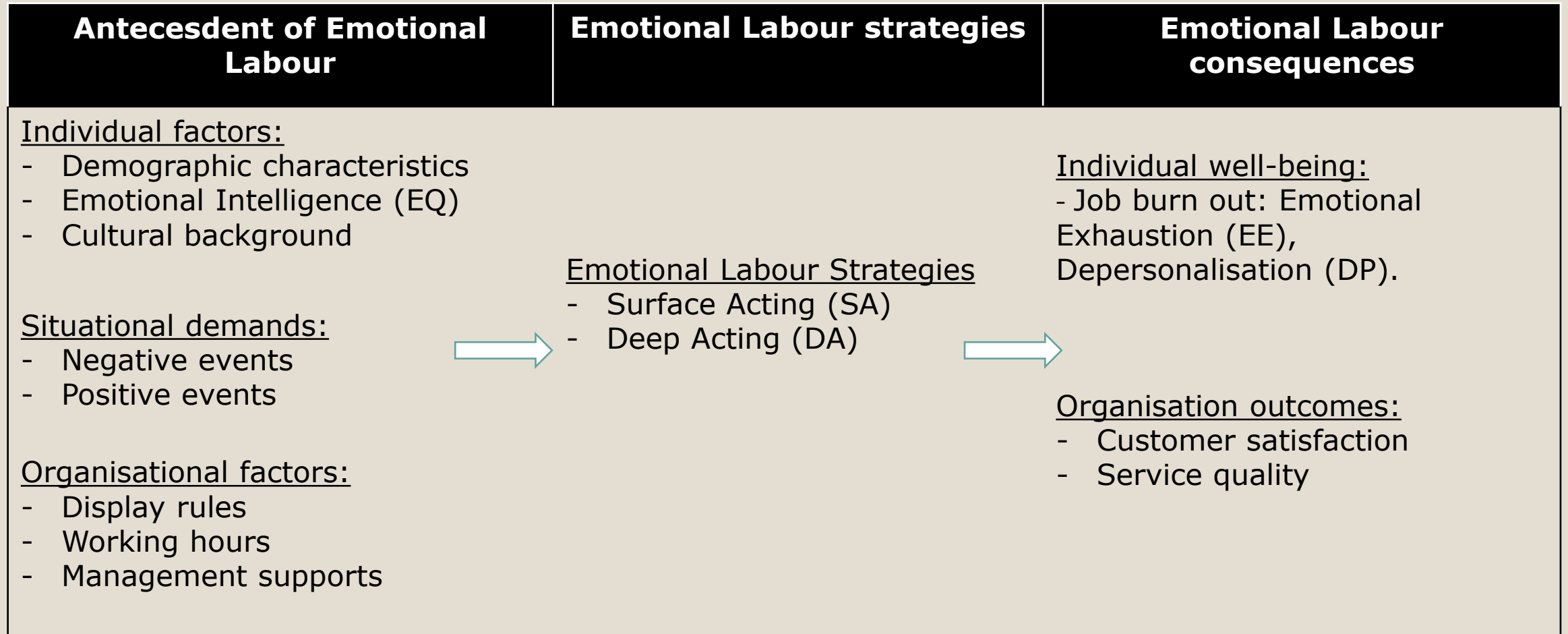


Figure 1: Overall conceptual framework of EL in hospitality

Source: adapted by Grandey (2003)'s conceptual framework of EL

The relationship between EL, Culture and HRM in hospitality industry

Cultural differences and EL strategies

H1: Service workers who report themselves as individualists tend to use Surface Acting more than Deep Acting

H2: Service workers who report themselves as collectivists tend to use Deep Acting than Surface Acting

Cultural differences and EL negative consequences

H3: Service workers who report themselves as individualists tend to experience high level of Emotional Exhaustion than those who report themselves as collectivists

H4: Service workers who report themselves as individualists tend to experience high level of Depersonalisation than those who report themselves as collectivists

H5: Service workers who report themselves as individualists and as using higher levels of Emotional Labour, also report higher levels of Emotional Exhaustion and Depersonalisation

Methodology

Research sample

- Front-line employees who are working in UK and Vietnamese 5-star hotels
- Sample size: 150 respondents

Data collection and analysis method



Mixed-methodology

Quantitative data

- ⇒ **Online survey questionnaire**
- ⇒ Instruments: INDCOL scale, D-QEL Scale, MBI Scale, 5 points Likert Scale

Qualitative data

- ⇒ Open-ended question in questionnaire



SPSS Ver 22

Color/Title	Contents (Key words)
Yellow/ Entertainments, Hobbies	Play instrument, shopping, reading books, sports, fitness, hanging out, drinking, travelling....
Red/ Communication	Sharing opinions, listening, giving advices, show perspectives, talking with each other, interacting...
Blue/ Working environment	Co-worker helps and supports, cooperation, working hours reduction, manager's supports and attitude...
Green/ Motivation	Money, recognition, manager's motivation, meetings for sharing experiences...
Grey/ Training	Training session based on self-assessment, Supervisor and manager's guides, different ways to deliver training...
Brown/ Mental support	Family care, encouragement, think positive, optimistic,....

Color code based on themes

Data Analysis And Findings

The relationship between cultural differences and EL strategies:

		SA and DA		Total	p
		SA	DA		
IND and COL	IND	41 63.1%	24 36.9%	65 100%	0.141
	COL	27 48.2%	29 51.8%	56 100%	

Figure 2: Results from Chi-square test to examine respondents coming from different societal cultures and their likelihood in choosing EL strategies.



Hypothesis 1 and 2 are not supported

Data Analysis And Findings

The relationship between cultural differences and EL negative consequences:

		EE		Total	p
		High level (M \geq 3)	Low level (M $<$ 3)		
IND and COL	IND	48	17	65	0.037
		73.8%	26.2%	100%	
	COL	31	25	56	
		55.4%	44.6%	100%	

Figure 3: Results from Chi-square test to examine respondents coming from different societal cultures and their levels of EE experiences

➡ Hypothesis 3 is supported

		DP		Total	p
		High level (M \geq 3)	Low level (M $<$ 3)		
IND and COL	IND	47	18	65	0.037
		72.3%	27.7%	100%	
	COL	30	26	56	
		53.6%	46.4%	100%	

Figure 4: Results from Chi-square test to examine respondents coming from different societal cultures and their levels of DP experiences

➡ Hypothesis 4 is supported

Data Analysis And Findings

The correlation between Individualism, Surface Acting, EL negative consequences:

	Pearson correlation coefficients (p-value)			
	IND	SA	EE	DP
IND	1			
SA	0.361 (0.0000)	1		
EE	0.311 (0.001)	0.259 (0.004)	1	
DP	0.279 (0.002)	0.177 (0.052)	0.550 (0.000)	1

Figure 5: Pearson correlation coefficients and p-value between IND, SA, EE and DP

 Hypothesis 5 is supported

Data Analysis And Findings

Recommendation for EL negative consequences:

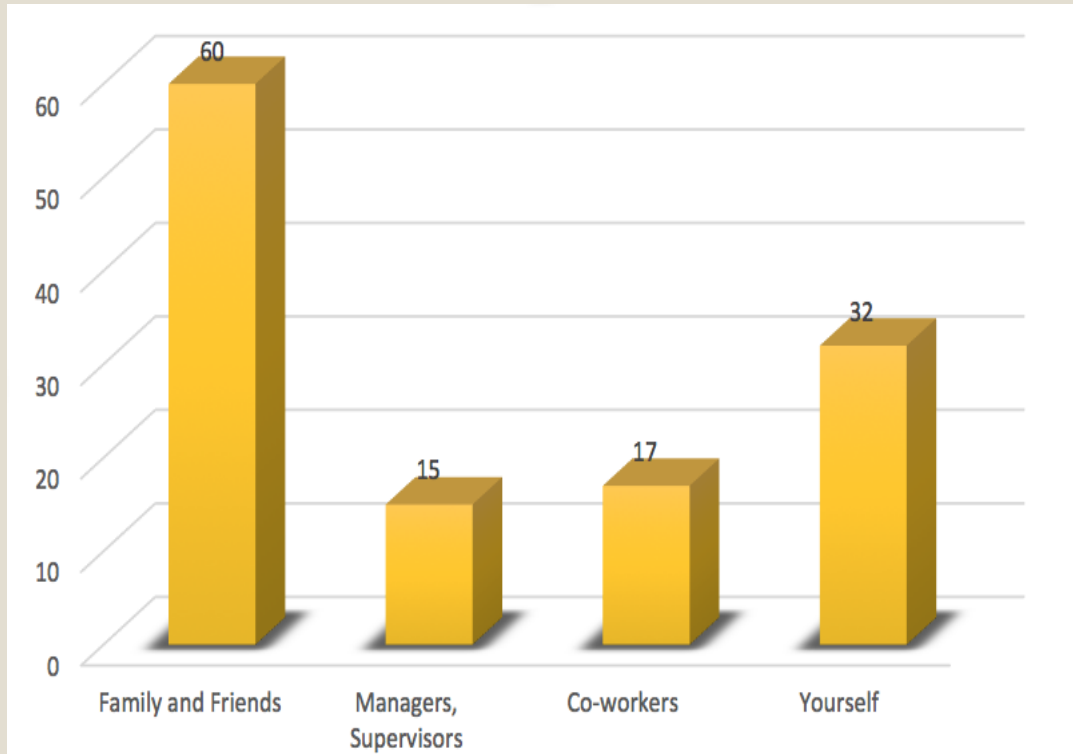


Figure 6: Person/People play the most important role(s) in helping participants overcome EL negative consequences

Theme	Family/ Friends	Managers/ Supervisors	Co- workers	Yourself
Entertainment/Hobbies Play instrument, shopping, reading books, sports, fitness, hanging out, drinking, travelling,...	11.67% (7)	-	5.9% (1)	43.75% (14)
Communication Sharing opinions, listening, giving advices, show perspectives, talking with each other...	41.67% (25)	13.33% (2)	41.17% (7)	12.5% (4)
Working Environment Co-worker helps and supports, cooperation, working hours reduction, manager's supports and attitudes...	1.67% (1)	6.67% (1)	29.41% (5)	12.5% (4)
Motivation Money, recognition, manager's motivation, meetings for sharing experiences, praises...	6.66% (4)	53.33% (8)	-	3.13% (1)
Training Training sessions based on self-assessment, Supervisor and manager's guides, different ways to deliver training...	-	26.67% (4)	11.67% (2)	-
Mental Supports Family care, encouragement, think positive, optimistic,....	38.33% (23)	-	11.67% (2)	28.12% (9)
Total responses	60	15	17	32
Total respondents	60	15	17	32

Figure 7: The summary of results collected from open-ended question.

Conclusion

There are conceptual and managerial implications emerging from the findings of this study.

On conceptual level, individualism/collectivism representing cultural differences, can affect the exercise of emotional labour.

On the managerial level, this research's findings support the usefulness of putting cultural differences into human resources training so service workers can perform more sincere Emotional Labour then replace negative consequences.

Hospitality managers should customise their procedures to attract and retain talented employees who have ability in understanding and exceeding customer expectation to bring positive outcomes to not only workers and customers but also the hotels.

Recommendations for future research

- Expand study scope by conducting the research in more countries.
- Investigate in different aspects of Hofstede's theory of national culture differences such as power distance, masculinity/ femininity, long-term orientation, and uncertainty avoidance.
- Research more on positive consequences of Emotional Labour on individual and organisational performances.
- Collect more qualitative data along with current quantitative data to increase the reliability and credibility of the research.

Thank You For
Your Attention
Any Questions?

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