EMOTIONAL LABOUR IN LUXURY HOSPITALITY:

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

Dr. Charalampos (Babis) Giousmpasoglou
Thi My Hanh Hoang
Bournemouth University

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SUMMARY

• INTRODUCTION
• THEORETICAL BACKGROUND
• METHODOLOGY
• FINDINGS
• CONCLUSION
• REFERENCES
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

Overall Online Guest Satisfaction
- Top 25 Small Luxury Brands: 93.7% Average GRI™
- Top 25 Large Luxury Brands: 90.1% Average GRI™

Most Improved
- Large Luxury Brand: Pentahotels (84.0% GRI™ (+2.7% YoY))
- Small Luxury Brand: SIXTY Hotels (83.1% GRI™ (+6.1% YoY))
- Individual Luxury Hotel: Nautilus, a SIXTY Hotel (94.0% GRI™ (+4.6 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
- TripAdvisor
- Booking.com
- Expedia
- Otter.com
- Hotels.com

Top 5 Most Positive Concepts
1. Staff
2. Location
3. Beach
4. Hotel
5. Ambience

Link between GRI™ & Management Response Rate
- The Top 10 Hotels had an average GRI™ of 97.7% and a Management Response Rate of 60%
- The Bottom 10 Hotels had an average GRI™ of 66.1% and a Management Response Rate of 19%

To download the full report, please visit www.reviewpro.com/lux2015
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.

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.

**Surface Acting vs Deep Acting**

- Hiding Ones inner feelings
- A mask

• Surface acting leads to conflicting emotions.
• This leads to higher levels of stress

- Trying to modify true inner feeling
  ✓ Deep Acting
# Emotional Labour

## Antecedent of Emotional Labour

<table>
<thead>
<tr>
<th>Individual factors:</th>
<th>Emotional Labour strategies</th>
<th>Emotional Labour consequences</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Demographic characteristics</td>
<td>- Surface Acting (SA)</td>
<td>- Individual well-being:</td>
</tr>
<tr>
<td>- Emotional Intelligence (EQ)</td>
<td>- Deep Acting (DA)</td>
<td>- Job burn out: Emotional</td>
</tr>
<tr>
<td>- Cultural background</td>
<td></td>
<td>Exhaustion (EE),</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Depersonalisation (DP).</td>
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<table>
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<th>Situational demands:</th>
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<td>- Negative events</td>
<td></td>
</tr>
<tr>
<td>- Positive events</td>
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<table>
<thead>
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<th>Organisational factors:</th>
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<tr>
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<tr>
<td>- Working hours</td>
<td></td>
</tr>
<tr>
<td>- Management supports</td>
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</tr>
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</table>

**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

Color code based on themes
Data Analysis And Findings

The relationship between cultural differences and EL strategies:

<table>
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<th></th>
<th>SA and DA</th>
<th>Total</th>
<th>p</th>
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<td>SA</td>
<td>DA</td>
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<tr>
<td>IND and COL</td>
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<tr>
<td>IND</td>
<td>41</td>
<td>24</td>
<td>65</td>
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<td></td>
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<tr>
<td>COL</td>
<td>27</td>
<td>29</td>
<td>56</td>
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<tr>
<td></td>
<td>48.2%</td>
<td>51.8%</td>
<td>100%</td>
</tr>
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</table>

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:

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

<table>
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<tr>
<td>COL</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>73.8%</td>
<td>26.2%</td>
</tr>
<tr>
<td>IND</td>
<td></td>
<td>31</td>
<td>56</td>
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<tr>
<td>COL</td>
<td></td>
<td>55.4%</td>
<td>44.6%</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>100%</td>
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</table>

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

<table>
<thead>
<tr>
<th></th>
<th>DP</th>
<th>Total</th>
<th>p</th>
</tr>
</thead>
<tbody>
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<td>IND</td>
<td>High level (M&gt;=3)</td>
<td>47</td>
<td>65</td>
</tr>
<tr>
<td>COL</td>
<td>Low level (M&lt;3)</td>
<td>18</td>
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<tr>
<td></td>
<td></td>
<td>72.3%</td>
<td>27.7%</td>
</tr>
<tr>
<td>IND</td>
<td></td>
<td>30</td>
<td>56</td>
</tr>
<tr>
<td>COL</td>
<td></td>
<td>53.6%</td>
<td>46.4%</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>100%</td>
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</table>

Hypothesis 3 is supported

Hypothesis 4 is supported
Data Analysis And Findings

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

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.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Family/Friends</th>
<th>Managers/Supervisors</th>
<th>Co-workers</th>
<th>Yourself</th>
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</thead>
<tbody>
<tr>
<td>Entertainment/Hobbies</td>
<td>11.67% (7)</td>
<td>-</td>
<td>5.9% (1)</td>
<td>43.75% (14)</td>
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<tr>
<td>Communication</td>
<td>41.67% (25)</td>
<td>13.33% (2)</td>
<td>41.17% (7)</td>
<td>12.5% (4)</td>
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<tr>
<td>Working Environment</td>
<td>1.67% (1)</td>
<td>6.67% (1)</td>
<td>29.41% (5)</td>
<td>12.5% (4)</td>
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<tr>
<td>Motivation</td>
<td>6.66% (4)</td>
<td>53.33% (8)</td>
<td>-</td>
<td>3.13% (1)</td>
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<tr>
<td>Training</td>
<td>-</td>
<td>26.67% (4)</td>
<td>11.67% (2)</td>
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<tr>
<td>Mental Support</td>
<td>38.33% (23)</td>
<td>-</td>
<td>11.67% (2)</td>
<td>28.12% (9)</td>
</tr>
</tbody>
</table>

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/feminity, 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?
REFERENCES


