An Examination of The Relationship Between Emotional Labour And Organisational Commitment: The Moderating Role of Leader-Member Exchange (LMX)

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Table of Contents

List of figures

List of tables

Attestation of authorship

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning.

Signed _____

Date _____13th July 2017_____

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Abstract

In the hospitality workplace, the frontline employees of a customer-contact work team are placed in the most stressful work environments. Given the demand for top-rated service performance expected from frontline employees, the success of achieving service excellence hinges upon their abilities to comprehend and manage considerable emotional challenges during service encounters.

Although the extant literature on emotional labour has primarily highlighted its detrimental consequences, a substantial number of recent studies report that exerting emotional labour is often related to positive work outcomes. Although researchers agree that emotional labour has a mixed effect (both positive and negative), only a few studies have scrutinised the positive aspects of emotional labour. Positive emotions may be generated when employee makes a conscious effort to control their actual emotions and instead display the emotions that meet the expectations of both the customer and the organisation. Such effort can send positive signals indicating how much the employees are prepared to commit themselves to the organisation.

Based on broaden-and-build theory, this study investigates the positive association of emotional labour with organisational commitment, which is a prominent employee outcome that indicates the level of an employee's devotion to the organisation. This study further examines Leader-Member Exchange (LMX) as a moderator between emotional labour and organisational commitment based on a social interaction model of emotion regulation and social exchange theory.

The study adopted a quantitative survey research method to measure study variables and examine the relationships between them. The final sample contained 248

frontline food and beverage employees in seven different hotels in Seoul, South Korea, and a series of hierarchical regression analyses were used to test research hypotheses.

The key findings of this study are as follows. First, both emotional effort and emotional dissonance had a significant impact on the organisational commitment of employees. Second, LMX moderated the relationship of the subordinates' emotional dissonance, which is a dimension of emotional labour with organisational commitment, whereas the relationship of emotional effort, the other dimension of emotional labour with organisational commitment, was not moderated by LMX.

This study is among the first attempts to empirically examine the relationship between emotional labour and organisational commitment, where LMX is thought to act as a moderator in the hotel context. The implications of the findings are discussed for both researchers and practitioners.

Chapter 1. Introduction

1.1 Background and problem statement

A common belief held in the hotel industry is that frontline employees' displays of positive emotions enhance the immediate service quality perceived by customers, which results in increased sales (Parasuraman, Zeithaml, & Berry, 1985; Rafaeli & Sutton, 1987). Therefore, managing frontline employees' emotions is a crucial issue for the hotel industry (Zapf, 2002) to establish positive interactions with customers at frontline (Tepeci & Pala, 2016). Through the exchanges of emotions between employees and customers, the interaction with customers may be intensified where employees are required to perform more rigorous emotional labour (Wong & Wang, 2009). The effort of demonstrating required emotions in the workplace is termed "emotional labour" (Hochschild, 1983). It is known that hospitality employees are particularly vulnerable to demands for emotional labour (Pizam, 2004). The emotional gap between required and genuine emotions is denoted as "emotional dissonance", and the effort to shape inner feeling and outward appearance is termed "emotional effort" (Grandey, 2003).

The intense focus of previous studies on the negative characteristics of emotional labour has overshadowed its potential for its positive consequences. Zapf and Holz (2006) argued that the effort put into displaying positive emotions generates steady self-esteem, individual accomplishment and higher ownership of the job itself. Likewise, Johnson and Spector (2007) suggested that emotional labour itself may be detrimental to the employees, but the choice of emotional labour strategies used by the employees may convert the situation from negative to positive. Sun, Lam, Hu, Huo, and Zhong

(2012) also argued that exhibiting positive emotions through conscious and active thinking processes could develop genuine positive emotions.

Whereas a significant amount of emotional labour research addresses the negative aspect of emotional labour, there have been only a few attempts to examine the positive impact of emotional labour and consequent organisational outcomes.

Furthermore, emotional labour has two extreme positive and negative aspects, which are often referred as to a double-edged sword (Ashforth & Humphrey, 1993). However, a few efforts have been made to investigate whether there is a moderator that increases or decreases the strength of the relationship between emotional labour and employees' organisational outcomes.

1.2 Research objectives

To address the gaps identified in the previous section, this research empirically examines a conceptual model of the positive impact of emotional labour by encompassing the broaden-and-build theory of positive emotions (Fredrickson, 1998), and examining how it affects employees' levels of organisational commitment. Specifically, research hypotheses are developed to examine the relationships of two dimensions of emotional labour, namely emotional dissonance and emotional effort with organisational commitment.

In addition, the study examines a leadership-related moderator, Leader-Member Exchange (LMX), between emotional labour and organisational commitment, given that a manager can help employees cope with different forms of emotional stress (Kelloway et al., 2005). LMX theory proposes that subordinates develop unique exchange relationships with their leaders. In turn, the quality of this relationship stimulates the

work attitudes and behaviours of subordinates. Evolving from social exchange-based theory (Emerson, 1976), LMX theory has often been investigated as a moderator in the management literature. In this study, the moderating role of LMX between emotional labour and organisational commitment is explained by conservation of resources theory (Hobfoll, 1989), which suggests that resource loss necessitates the introduction of supportive resources. As resource-depleted subordinates obtain greater desired resources from their immediate supervisors, the subordinates spend their resources to meet job demands, and achieve positive outcomes in the workplace. In short, this research is driven by the following research questions:

Research Question 1: What is the nature of the relationship between emotional labour and organisational commitment?

Research Question 2: Does LMX moderate the relationship between emotional labour and organisational commitment?

1.3 Significance of the study

Among the empirical studies of emotional labour, only a few have investigated if the display of positive emotions leads to positive organisational consequences. The need for research on the positive aspect of employees' emotion in the hospitality industry is significant because the positive emotion displayed by employees would directly influence the perception of service quality from guests, increased individual performance and sales (Staw, Sutton, & Pelled, 1994). Also, employees with positive emotions are highly likely to have control over emotional obstacles. Given the growing

recognition of the importance of positive aspects of emotional labour in the hospitality sector, this phenomenon requires further theoretical attention in relation to its organisational consequences.

When encountering customers, service employees are to display organisationally required emotions. Whether it is positive or negative emotions involved, the employees need support from their superiors through a relationship based on effective communication (Botero & Van Dyne, 2009). Researchers who studied emotions at work have called for additional studies on the leader's role in managing employees' emotions (Harris, Wheeler, & Kacmar, 2011; Pizam & Shani, 2009). LMX theory has enhanced the understanding of the leadership communication process between supervisors and subordinates. In particular, earlier research explicated how the quality of LMX affects people's desire to overcome emotional issues at work (Mueller & Lee, 2002). However, few research findings have yet suggested any factor that necessitates the moderation of the relationship between positive emotional factors and attitudinal reactions. Previous emotional labour and organisational behaviour-related studies used such moderators as: co-worker support (Hwa, 2012), identification with role performance (Ashforth & Humphrey, 1993) and job resources (Karatepe & Kilic, 2007). In this study, LMX is examined as a moderator in the relationship between emotional labour and organisational commitment.

Therefore, this study contributes meaningfully to the field of social science research, where no such examination has previously taken place. This study would also be of interest to human resource management scholars, offering empirical evidence for such conceptual reasoning. The research would also benefit practitioners who may find it useful for comprehending the importance of the consequences of emotional dissonance and emotional effort, and their impact on an employee's level of

commitment to the organisation. The research also suggests that LMX moderates the relationships of two dimensions of emotional labour and organisational commitment.

1.4 Definition of key terms

This study adopts the following definitions of the key terms below, unless otherwise stated.

Emotional Labour

The act of displaying the appropriate and desired workplace emotions (Ashforth & Humphrey, 1993)

Emotional Effort

One's mood state and the ability to manage the effort of processing emotions (Ellis, Thomas, & Rodriguez, 1984)

Emotional Dissonance

Emotions expressed to conform to organisational norms, in contrast to true feelings (Rafaeli & Sutton, 1987)

Organisational Commitment

The strength of an individual's identification and involvement with an organisation (Mowday, Steers, & Porter, 1979)

Leader-Member Exchange (LMX)

The quality of communication exchange between subordinates and superiors in areas

such as discourse patterns, upward influence, communication of expectations, cooperative communication, perceived organisational justice, and decision-making practices (Mueller & Lee, 2002).

1.5 Dissertation preview

This dissertation consists of five chapters. Chapter 1 introduces the research background. The chapter also outlines the research objectives, the significance of the work and a preview of the study. Chapter 2 is a review of the literature that underpins the current study. This chapter is presented in five sections: (1) the concept and structure of emotional labour; (2) the two-dimensional nature of emotional labour, namely emotional dissonance and emotional effort; (3) a general overview of organisational commitment, and its relationship to emotional dissonance and emotional effort; (4) details about LMX and the moderating role of LMX in previous research; and finally, (5) the proposed research model and hypotheses.

In Chapter 3, the research methodology is explained in terms of the research paradigm, measures, data collection and data analysis. Chapter 4 presents the findings of the research in relation to hypotheses tested. Chapter 5 summarises the key findings and discusses these outcomes in the light of previous literature. This chapter also discusses key limitations of this research along with recommendation for future research as well as major practical and theoretical implications of the study.

Chapter 2. Literature Review and Hypotheses

2.1 Emotional labour

Definition and history of emotional labour

The term emotional labour customarily refers to an expression of emotions and feelings by employees within the context of employer expectations that employees will manage and regulate their display of emotions to benefit the organisation (Hochschild,1983). The concept of emotional labour originated from a study of Hochschild (1983) that defined emotional labour as the process of controlling inner feelings and expressions to create a public display of commitment to organisational norms.

Traditionally, emotional labour has been cited in relation to service-oriented professions, where ongoing face-to-face customer interactions are present all the time. Common expectations for employees in hospitality organisations include performing and regulating appropriate emotional expressions during all service transactions. These are termed "feeling rules" (Hochschild, 1983) or "display rules" (Ashforth & Humphrey, 1993; Morris & Feldman, 1996). Thus, recent hospitality management researchers (Bujisic, Wu, Mattila, & Bilgihan, 2014) have focused on employees performing display rules in service delivery processes.

Service management researchers have suggested that the concept of emotional labour has a particular application to service encounters in hospitality organisations (e.g., Bowen, Chase, & Cummings, 1990). Frontline employees representing the organisation as the first contacts for customers are often considered to embody the organisation's brand. As businesses become increasingly more customer-oriented,

frontline employees are expected to enchant guests while welcoming them and delivering services (Korczynski, 2003). Typically, frontline employees are required to show pleasantness and enthusiasm, even though they might be experiencing an emotional discrepancy inside whereby they battle to manage their feelings (Hofmann & Stokburger-Sauer, 2017). Given the uncertainty brought about by interactions with customers during service encounters, such encounters often challenge the frontline employees emotionally to maintain their positive display, regardless unexpected situations may occur (Tepeci & Pala, 2016).

Seymour (2000) suggests that frontline employees are paid not only for their technical and physical skills, but also for their emotional work, which has an exchange significance to meet the organizational compliance (Li, Wong, & Kim, 2017). In other words, frontline employees are required to devote a certain amount of emotional labour to the benefit of customers (Shani, Uriely, Reichel, & Ginsburg, 2014). In exchange for wages, the immediate supervisor or manager is legitimately entitled to intervene in workers' expressions, words and attitudes. This is unlike other industries, where the direct involvement of the immediate superior with subordinates' emotional presentation is rare. In the latter industries, superiors directly guide frontline employees to a satisfactory level of interactive presentation. These characteristics of frontline work fit with the general conceptions of the hospitality industry held by many of its practitioners, a situation which is considerably different from other industries.

From the smile that a frontline employee presents to a customer, it can be assumed that the employee is experiencing positive emotions. Research suggests that frontline employees learn norms about which emotions are appropriate to express, but the expressed emotion does not necessarily match their inner emotions (Rafaeli & Sutton, 1987).

Dimensions of emotional labour — emotional dissonance

The regulation of the expression of emotions by feeling rules requires a compulsory practice of accepting the suppression of emotions, which may lead to a conflict with genuinely experienced emotions. This gap between experienced and required emotions is at the core of emotional labour and is termed emotional dissonance (Zapf, Seifert, Schmutte, Mertini, & Holz, 2001).

Frontline employees often experience emotional dissonance when feeling rules clash with true inner feelings. These inauthentic displays can produce a range of negative emotional outcomes. Similarly, Wharton (1993) has argued that the regulation of emotional display among service providers can cause complications. Organisational rules determining the scripting of behaviour, such as smiling, eye contact and tone of voice, prevent natural interaction. Research shows that frontline employees in these situations are vulnerable to emotional dissonance. Frontline employees often battle with continuous emotional exhaustion and depletion of emotional resources. Adelmann (1995) stressed that the emotional conflict during interpersonal transactions becomes evident as emotional labour becomes more intensive. Consequently, employees are required to build an emotional control skill-set and regulate actions accordingly (Kowalski & Leary, 1990).

Traditionally, emotional dissonance has been shown to lead hospitality employees to feel negative about themselves, reduce their sense of personal accomplishment and decrease job commitment (Cordes & Dougherty, 1993). Other research has also consistently presented ideas that suggest frequent exposure to emotional dissonance is related to burnout (Brotheridge & Grandey, 2002), job dissatisfaction (Pugliesi, 1999) and a poor sense of well-being (Diefendorff & Richard, 2003; Lee, Kim, Shin, & Oh, 2012). Moreover, Mobley's (1977) employee turnover decision process model suggests

that emotional dissonance leads employees to job dissatisfaction, which eventually leads then to consider voluntary job termination.

Abraham (1998b) has demonstrated that emotional dissonance relates to emotional exhaustion, largely because it requires significant attention and effort to modify inner feelings. To cope with the resulting tiredness, employees may lose their concentration and detach from customers during the service encounter. In summary, emotional dissonance is significantly associated with psychological damages, such as stress and depression (Hu, Hu, & King, 2017). Thus, as workers attempt to align with the required level of emotion, they lose their confidence, which results in lower job performance and less commitment to the organisation.

Dimensions of emotional labour — emotional effort

Emotional effort involves an attempt by an employee to align feelings and emotions to the appropriate level of display when interacting with guests. Emotional effort is a similar concept of deep acting (Hameed, 2016), where an employee deliberately modifies his or her emotions to follow organisational display requirements (Igbojekwe, 2017). Emotional effort also implies that employees not only attempt to align their emotions but also make an effort to experience the emotions they are required to exhibit. While Grandey, Rupp, and Brice (2015) argue that the divergence between perceived emotion and required emotions can be condensed by deep acting, emotional effort further helps to minimise unnecessary subjective expressions and responses to customers (Hameed, 2016).

The outcomes from emotional effort are evident in several studies. However, those studies that report roles of emotional labour rarely provide any theoretical explanation. Wharton (1993) found a positive association between emotional effort and job

satisfaction. In a longitudinal study, Côté and Morgan (2002) demonstrated the effect of conveying positive emotions on job satisfaction. Moreover, employees would have a sense of personal accomplishment if the service successfully met the demands of guests (Zapf & Holz, 2006). Lastly, positive expression was related to job engagement (Zopiatis, Theocharous, Constanti, & Tjiapouras, 2016) and positive overall job attitudes (Ashforth & Humphrey, 1993). These outcomes suggest that employees displaying positive emotion are actively engaged with job satisfaction and job involvement (Nadiri & Tanova, 2010). Satisfied employees are expected to make greater efforts in the job, which has a direct impact on their commitment to the organisation. In other words, those employees who value their jobs and their organisations are likely to retain their positions.

2.2 Relationship between emotional labour and organisational commitment

Organisational commitment

Organisational commitment is an important component for hospitality sector businesses because an employee's behaviour based on his or her level of organisational commitment plays a key role in customer service and satisfaction (Casal, 1996). Highly committed employees are more likely to increase work efforts and go beyond their job requirements to build stronger customer relations. Therefore, an employee's organisational commitment has value for the successful operation of the business.

The concept of organisational commitment has been of significant interest to business owners and academic researchers because it predicts an employee's attitudinal dedication to work, and can be a key to increasing employee retention and performance.

The degree of employee commitment is important because it represents an employee's beliefs, loyalty to the organisation, acceptance of the organisation's values, and a desire to maintain membership in the organisation (Porter, Crampon, & Smith, 1976). Therefore, employees who recognise a high value and beliefs and who generate high internal motives and high psychological adaptability in of an organisation are considered to have a high level of organisational commitment (Jung & Yoon, 2016).

In previous literature, organisational commitment has been classified in various ways. The most referenced classification is the three components of organisational commitment (Meyer & Allen,1991): normative, affective and continuous commitment. Morrow, Suzuki, Crum, Ruben and Pautsch (2005) describe characteristics of three dimensions of organisational commitment, namely: (1) a strong affection, loyalty and a high degree of emotional attachment to the organisation's values, (2) a moral and ethical obligation towards the organisation for financial return, and (3) a desire to avoid the costs of changing employers and losing personal contacts.

Relationship between emotional dissonance and organisational commitment

With the inevitable presence of job dissatisfaction and emotional exhaustion through emotional dissonance, organisations confront issues of emotional separation and alienation from their frontline employees. Research on emotional dissonance has demonstrated that emotion-depleting experiences were particularly uncomfortable for frontline employees. This negative impact encouraged employees to retreat from circumstances that caused emotional dissonance (Abraham, 1999a; Sagie, 1998). argued that emotional dissonance consequently leads employees to doubt their ability to relate to people and perform at the required level. Therefore, the emotional exhaustion of employees produces several negative outcomes for organizations, such as lower

commitment and lower productivity, and even employees leaving their job (Rathi &

Lee, 2016). Several theoretical models have been proposed to examine the relationship

between emotional management and job outcomes (Brotheridge & Lee, 2002;

Gosserand & Diefendorff, 2005). For instance, the discrepancy theory in human

resources (Higgins, Klein, & Strauman, 1985) offers the theoretical basis for a

relationship between emotional dissonance, organisational commitment, job satisfaction

and high turnover (Abraham, 1999a). According to discrepancy theory (Higgins et al.,

1985), most employees have a comparison level for the quality of employment. Job

dissatisfaction caused by emotional conflict is an instant consequence of this

discrepancy.

The role stress model (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964) specifies

how emotional dissonance develops when an employee rejects the organisational

requirements of displaying certain emotions that are synonymous with organisational

commitment. As job pressure increases, the employee's physical and mental vitality is

depleted in the process of complying with organisational requirements.

Conservation of resources (COR) theory (Hobfoll, 1989) is typically applied in

emotion and burn-out research. However, the present study applies COR theory

(Hobfoll, 1989) to better understand employees' responses to emotional stress and their

commitment to the organisation. When applying Hobfoll's (1989) COR model to the

emotional dissonance of frontline work settings, we are required to identify whether

employees invest extra energy (or resources) in meeting display requirements and

whether the consequent job stress is a source of emotional dissonance. To reduce the

strain, employees must motivate themselves to conserve their work resources to prevent

emotional damage. To balance the effort required, if this conservation of resource does

not successfully generate desired results, employees often choose to conserve their

remaining resources by lowering their commitment and performance (Wright &

Hobfoll, 2004).

Based on COR theory, this study proposes that, as employees experiencing

emotional dissonance reduce their investment in their work, they correspondingly

diminish their organisational commitment. To conserve the resources for emotional

dissonance challenges, employees would give up other outside resources. Consequently,

this emotional process may lead to overall depersonalization, such as negative

affectivity, weakened personal accomplishment and turnover intentions (Kenworthy,

Fay, Frame, & Petree, 2014). Hence, this study predicts that emotional dissonance is

negatively related to organisational commitment. Therefore, the following hypothesis is

proposed:

Hypothesis 1a (H1a): Emotional dissonance has a negative relationship with

organisational commitment. The bigger the discrepancy between genuine emotion and

required emotion of display that employees experience, the lower the level of

organisational commitment made by the employees.

Relationship between emotional effort and organisational commitment

Emotional effort is an important construct in the hospitality industry as the perception of

an employee's effort is linked to service quality and the employee's job attitude

(Bryman, 2004; Zapf, 2002). The intense focus of previous studies on the negative

characteristics of emotional labour has overshadowed its potential beneficial

consequences. To address this gap, this study proposes to highlight the positive side of

emotional labour because the effortful emotion regulation strategies that the employees

pursue can be beneficial for both employees and organisations. However, a number of

studies on positive emotions have achieved some statistical significance in their study

results without apparently applying any theories behind their hypotheses as demonstrated in Table 1. This study attempts to encompass Fredrickson's broaden-and-build theory of positive emotions (Fredrickson, 1998).

Table 1. Previous research on positive emotions and theories applied

Research Title	Author(s)	Variables	Hypotheses and theory
Employee positive emotion and favorable outcomes at the work place	(Staw et al., 1994)	Positive emotion and various job outcomes	None applied
How to increase and sustain positive emotion: The effects of expressing gratitude and visualizing best possible selves	(Sheldon & Lyubomirsky, 2006)	Role clarity, empathetic concern, and job satisfaction	None applied
Positive Emotions: The Connection between Customer Quality Evaluations and Loyalty	(Gracia, Bakker, & Grau, 2011)	Perceptions of service quality and customer loyalty	None applied
Antecedents and effects of engaged frontline employees: A study from the hospitality industry	(Slåtten & Mehmetoglu, 2011)	Autonomy, strategic attention, role benefit, and job engagement	None applied

The theory states that individuals who experience positive emotions are more likely to develop and achieve long-term organisational plans. The positive emotions that are exercised by employees in the workplace exist alongside a higher organisational commitment to individual growth and development within the organisation (Lam & Zhang, 2003; Walsh & Taylor, 2007). Furthermore, the broaden-and-build model highlights the relationship between positive emotions and individual growth and development, because positive emotions lead to these individual achievements by broadening an individual's habitual modes of positive thinking and positive action.

In summary, previous research on the broaden-and-build theory of positive emotions (Fredrickson, 1998) has revealed that positive emotions affect job engagement. However, as this study investigates organisational commitment as a construct, not a job engagement from broaden-and-build theory, it would be crucial to find the relationship between organisational commitment and job engagement to prove that the theory fits the hypothesis development. Some researchers have investigated the relationship between work engagement and organisational commitment (Chalofsky & Krishna, 2009) and a positive relationship has been revealed. Studies demonstrated that the two concepts are highly correlated in a job attitude context that involves a commitment to organisations. Based on previous findings and the relevant literature, this study expects to find a positive relationship between emotional effort and organisational commitment. Hence, the following hypothesis is proposed:

Hypothesis 1b (H1b): Emotional effort has a positive relationship to organisational commitment. Employees' efforts to change their genuine emotions to demonstrate organisationally required emotions can increase their level of commitment to the organisation.

2.3 The moderating role of Leader-Member Exchange (LMX)

Leader–Member Exchange (LMX)

Management researchers have long acknowledged the prominence of quality exchange relationships affecting subordinates' attitudes towards the organisation, and the consequent impact on job outcomes (Gerstner & Day, 1997). In most hotel organisations, the relationship between supervisors and their subordinates is often recognised as the most important aspect of an organisation's front-of-house operation

(Park, Kang, Lee, & Kim, 2017). In the hotel context, LMX theory is applied so that subordinates can fulfil the role expectations of their supervisors, about how they are to be treated and rewarded for meeting expectations (Wang, Law, Hackett, Wang, & Chen, 2005).

LMX theory has then been developed to view LMX from different perspectives where subordinate and supervisor pairings are treated as dynamic individuals forming reciprocal relationships to benefit from each other, thus aligning with social exchange theory (Blau, 1964). In other words, the behaviour of subordinates and their supervisors may positively influence their exchange relationship if both view the relationship positively (Cropanzano, Dasborough, & Weiss, 2017). The essential aspect of social exchange theory in the LMX context is that supervisors and their subordinates can control their behaviour to influence each other.

For the high-pressured frontline employees who ensure high service efficiency and high service quality to customers, positive support by the supervisor can elicit motivation to overcome pressures (Klein & Kim, 1998). Especially in the hotel food and beverage industry, frontline employees tend to have an intense interactions in their daily roles with their supervisors and customers (Cha & Borchgrevink, 2017). While frontline employees frequently interact with their immediate supervisors, LMX is considered an important leadership style because LMX interaction is a supportive and interactive leader–subordinate relationship, rather than a dictatorial relationship. The supportive supervisors provide feedback and coaching that assist their subordinates to be more confident in undertaking their work.

The moderating role of LMX

Social science researchers have conceptualised the quality exchange model between supervisors and their subordinates in workplaces. In particular, organisational attitude research has frequently applied LMX as a moderator to examine various organisational attitudes (e.g., Garg and Dhar (2014); Kim and George (2005)).

Despite an increasing stream of research on both emotion and leadership, little systemic research has examined how leadership influences emotion regulation and employee work attitudes. In particular, this study examines the presence of LMX on the job, the relationship between emotional effort and organisational commitment, and the relationship between emotional dissonance and organisational commitment.

Building on COR theory (Hobfoll, 1989), LMX could be considered a key resource support gain (i.e., social support mechanism). Subordinates receive much-needed interpersonal and organisational resources from their supervisors. In turn, subordinates expend their acquired valuable emotional and physical resources to meet job demands, perform their duties, and achieve outcomes in the workplace (Cropanzano & Mitchell, 2005). Therefore, this study argues that LMX could buffer the cognitive consequences of emotional labour where the resource drain occurs (Podsakoff, MacKenzie, Paine, & Bachrach, 2000) and subordinates' organisational attitude responds to the acquired resources that their supervisors provide to them. If subordinates feel that they obtained more resources than they contributed, they commit more to the organisation, and it can be predicted that LMX is positively associated with organisational commitment. Therefore, LMX is expected to moderate the relationship between emotional labour and organisational commitment.

The moderating role of LMX between emotional dissonance and organisational commitment

Recently, social science study findings have suggested that LMX is a pivotal variable when explaining emotional work (Kim, Gazzoli, Qu, & Kim, 2016). Lu and Sun (2016) also reported that LMX is significantly and negatively related to emotional exhaustion, which suggests that a quality LMX relationship will produce less emotional exhaustion. In this respect, employees engaged in quality LMX with a supervisor may feel that support from a supervisor enhances the employees ability to display their positive emotions and expected business manners (Gerstner & Day, 1997).

The social interaction model of emotion regulation (Côté, 2005) highlights the interpersonal perspective on emotion regulation. In a hotel context, this theory implies that quality LMX relationship between subordinates and their supervisors influences their trust and respect for each other. For example, positive responses from the supervisor may encourage the subordinate to perform better and to overcome emotional exhaustion without severe difficulty. Thus, with its roots in social exchange theory (Blau, 1964), LMX may support the supervisor's attempts to ease the subordinate's emotional dissonance. For instance, when a supervisor approaches a subordinate to examine what is causing the subordinate's negative emotion in the work place, the supervisor may be able to reframe the situation by advising that the emotion experienced is temporary and will improve. Consequently, the positive attributions received by the subordinate will increase loyalty and a sense of obligation based on met expectations (Little, Gooty, & Williams, 2016). Therefore, the moderating role of leader–member exchange is a perfect fit for complex emotion-based work places.

Moreover, the COR theory (Hobfoll, 1989) that supported hypothesis 1a suggests that employees seek socially supportive resources when they experience resource loss.

LMX exchanges provide resources to subordinates, so that LMX may help decrease the emotional discrepancy. Therefore, building LMX relationships between frontline employees and their supervisors is crucial for reducing emotional stress. Within this reciprocal trust-based and respectful relationship, the subordinates will obtain the much-needed resources they seek from the supervisor; consequently, the subordinates become more reliable and committed (Liden & Graen, 1980).

Therefore, this study assumes that LMX serves as an interpersonal moderator for those employees in experiencing emotional dissonance and their level of commitment to the organisation. Based on the theories discussed above, the study proposes the following further hypothesis:

Hypothesis 2 (H2a): LMX plays a moderating role in the relationship between emotional dissonance and organisational commitment. The higher-quality relationship between supervisor and subordinates can lessen subordinates' emotional gap between suppressed authentic emotions and feigned emotions, and can influence the employees' level of commitment to the organisation.

The moderating role of LMX between emotional effort and organisational commitment

Minsky (2002) has addressed the extent to which LMX supports both supervisors and subordinates to reach a level of agreement whereby a quality relationship results in successful interpersonal outcomes and organisational commitment. In keeping with Hypothesis 1b, this study proposes consistent support for LMX as a predictor of positive relationships between emotional effort and organisational commitment based on a broaden-and-build theory of positive emotions (Fredrickson, 1998). According to van Dierendonck, Haynes, Borrill, and Stride (2004), broaden-and-build theory (Fredrickson, 1998) refers to the way that positive emotions build social resources. In

other words, subordinates who express positive emotion by putting emotional effort into their jobs produce social resources that can support LMX development with the supervisor. Thus, according to Gerstner and Day (1997), LMX results in positive attitudinal outcomes that include stronger organisational commitment. A study by Lee (2005) also found a significant positive relationship between organisational commitment and LMX, which sheds light on LMX as potential moderator of organisational commitment-related research. Therefore, the following hypothesis is proposed:

Hypothesis 2 (H2b): LMX is a moderator between emotional effort and organisational commitment. More attention and support from the supervisor strengthen the positive emotional effort make a higher level of organisational commitment.

The figure 1 demonstrates all four hypotheses and their relationships. The present study intends to examine the relationships between two dimensions of emotional labour with organisational commitment. Then, LMX will added to investigate how it moderates such relationships.
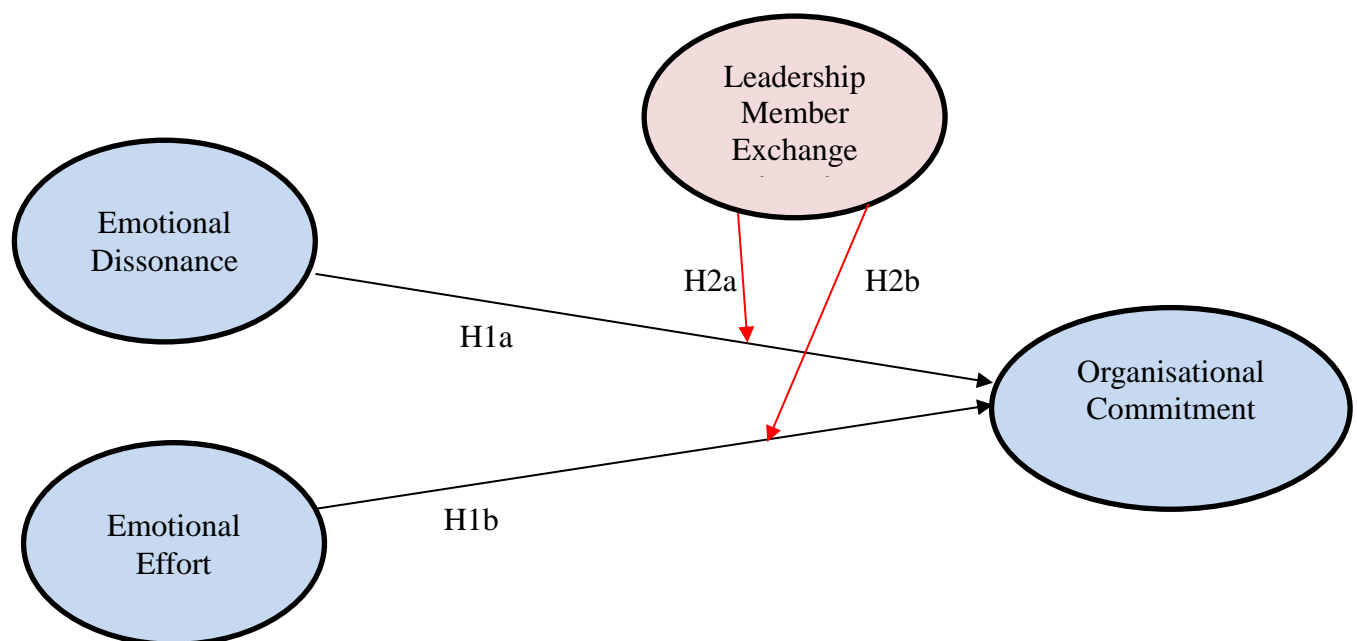
Figure 1. The conceptual model of the study

Chapter 3. Methodology

This chapter addresses the methodology implemented in the study. The research paradigm is first discussed to acknowledge that this research measures observed sociological or psychological human behaviour as data based on the post-positivism paradigm. Then measurement, sample and data collection process are explained, followed by a brief introduction to the statistical methods applied in the data analysis.

3.1 Research paradigm

In studying the phenomena in the hospitality industry, this research seeks to identify human behaviours that lie within an objective reality. The theoretical approach for this research is post-positivism, where it is assumed that objects can be studied resulting in facts that can be established through scientific laws. Given that the purpose of this study is to examine how the emotional labour of frontline employees is related to their organisational commitment, and how LMX acts as moderator in the relationship, the theoretical focus of the study is to find facts.

This study employed a quantitative methodology to measure the research outcome through facts because the research depends on quantifiable and controllable observations of human behaviour that can be translated using statistical analysis. A quantitative survey research methodology typically uses a structured survey questionnaire method gather systemic information from respondents. A deductive approach was adopted to test the research model, and a questionnaire was used to

collect data from participants (Bell & Bryman, 2007).

Likewise, most previous studies in LMX have employed quantitative research methods to examine the statistical relationships of supervisor–subordinates exchange qualities (e.g. Harris et al., 2011; Hui Wang et al., 2005; Mueller & Lee, 2002). As previous studies on emotional labour and LMX have suggested, it is logical to implement the same paradigm as earlier studies to achieve objectivity and generalisability.

3.2 Measurement

Measures that previous empirical studies developed were used for this study to ensure validity and reliability of variables of interest. To understand demographic information, the respondents were asked to indicate gender, age, tenure, employment status, education and hospitality industry career in the hospitality industry.

Emotional dissonance and emotional effort

The independent variables of emotional dissonance and emotional effort were systemically positioned in the questionnaires to measure the relationships between the independent variables of emotional labour and the dependent variables organisational commitment. This decision was based on an emotional labour index established by Adelmann (1995), systemically designed instruments by Kruml and Geddes (2000), and measurements of surface acting and deep acting (Brotheridge & Lee, 2002).

Table 2 demonstrates the emotional labour scale that was used in the study by Kruml and Geddes (2000). In that study, internal consistencies were acceptable for both emotional dissonance and emotional effort ($\alpha = .72$ and $\alpha = .76$ respectively).

Table 2. Six-item scale of emotional labour (Kruml & Geddes, 2000)

Emotive Dissonance
1. I show the same feelings to customers that I feel inside (R).
2. The emotions I show the customer match what I truly feel (R).

Emotive Effort
1. I try to talk myself out of feeling that I really feel when helping customers.
2. I work at conjuring up the feelings I need to show to customers.
3. I try to change my actual feelings to match those that I must express to customers.
4. When working with customers, I attempt to create certain emotions in myself that present the image my company desires.

Note: R = reverse-coded item.

Emotional labour is measured on a seven-point Likert scale ranging from (1) = "not at all" to (7) = "almost always," with no verbal labels for scale points 2 through 6.

Organisational commitment

This research examines each frontline subordinate's organisational commitment as an outcome variable. The study referred to the Organisational Commitment Questionnaire (OCQ), the most frequently used measurement instrument which transmits the measurement of affective commitment (Mathieu, Heffner, Goodwin, Salas, & Cannon-Bowers, 2000). Table 3 represents three-item item of organisational commitment questions used.

Table 3. Three-item scale of organisational commitment (Allen & Meyer, 1990)

Organisational commitment – 3 items

1. I feel a strong sense of belonging to this organisation.
2. The people I work for do care about what happens to me.
3. I feel like part of the family at this organization.

Note: Organisational commitment is measured on a seven-point Likert scale ranging from (1) = "not at all" to (7) = "almost always," with no verbal labels for scale points 2 through 6.

To measure LMX quality, a seven-item LMX scale was employed to measure the effectiveness of working relationships, acknowledge the physical work environment, support career growth, and understand job-related issues and needs. The scale included a measurement of the willingness to provide back-up when required, the subordinate's trust in their supervisor and the supervisor's satisfaction with subordinates (Graen & Uhl-Bien, 1995).

Previous research (Hooper & Martin, 2008) has proved the validity of measurement where results have shown that the variability of LMX as a moderator was significantly related to the experiences of team conflict and job satisfaction. Table 4 represents seven-item item of LMX questions used.

Table 4. Seven-item scale of LMX (Graen & Uhl-Bien, 1995)

LMX-7 items
1. Do you usually know how satisfied your leader is with what you do?
2. How well does your leader understand your job problems and needs?
3. How well does your leader recognise your potential?
4. Regardless of how much formal authority he/she has built into his/her position, what are the chances that your leader would use his/her power to help you solve problems in your work?
5. Again, regardless of the amount of formal authority your leader has, what are the chances that he/she would "bail you out" at his/her expense?
6. I have enough confidence in my leader that I would defend and justify his/her decision.
7. How would you characterise your working relationship with your leader?

Note: LMX is measured on a seven-point Likert scale ranging from (1) = "not at all" to (7) = "almost always," with no verbal labels for scale points 2 through 6.

3.3 Sample and data collection

The target population of this study was food and beverage employees from seven different four- and five-star hotel properties in Seoul, South Korea. All seven hotels have developed training aids to help in areas critical to the success of front-of-house operation: guest satisfaction, employee relations and operational efficiency.

Data was collected over a three-month period. Thirty-five hotels were initially contacted via email and phone to explain the purpose and the nature of the studies. Human resources managers from seven hotels were willing to participate. Then introductory letters were provided in person to the human resource departments of the seven hotels before data collection. The introductory letters stated the purpose of the study and included a request for the participation of frontline employees and supervisors in food and beverage outlets.

A self-report questionnaire was administered to frontline food and beverage members of the seven hotels located in Seoul, South Korea. Human resource coordinators for each property were asked to distribute the questionnaire to the targeted samples, along with a letter outlining the intent of the research and confidentiality. Each hotel had approximately 40-50 employees complete the questionnaire and hand the completed questionnaires directly back to human resources. All respondents took around 10 minutes to fill out the survey during their break time. The researcher collected the completed questionnaires after two months.

It is crucial to note that the survey questions as set out in Korean, and the returned questionnaires being translated accurately from Korean to English. Therefore, a professional translator who is familiar with both Korean and English cultures was used to translate the questionnaire into the English language (Adler, 1983).

3.4 Data analysis

Descriptive, reliability, confirmatory and collinearity factor analysis were executed using Statistical Packages for the Social Sciences version 23.0 (SPSS 23.0) and LISREL 8.80. In this study, SPSS 23.0 was used to analyse the survey. It comprises frequency distribution analysis, and hierarchical multiple linear regression analysis. The frequency distribution analysis was employed to provide participants' demographic profiles and their career summaries. Using LISREL, the properties of measurement were assessed to investigate the study variables' reliability and validity. Hierarchical multiple linear regression was applied to three stages with organisational commitment. Demographic variables were tested at the first step. Two emotional labour predictors and the moderating variable, LMX, were entered at the second step of the regression. Before constructing the interaction variables, mean-centring was performed with two independent variables and the moderator, i.e. ED x LMX and EE x LMX. Therefore, two interaction variables of ED_LMX and EE_LMX were entered at stage three to test the regression weight and the difference in R^2 between steps 2 and 3.

Chapter 4. Results

This chapter provides the key statistical findings from data analysis using chosen samples from hotels in Seoul, South Korea. The results of the research analysis are presented in an organised manner. The observations from data sets are explained in this chapter and a detailed discussion of research implications is explained in the next chapter.

Demographic characteristics are presented at the beginning, including gender, age, tenure, employment status, education and career in the hospitality industry.

4.1 Profile of sample

From the 1,400 questionnaires distributed, 250 responses were returned. Of the 250 questionnaires collected, two answered questionnaires became invalid because they were not fully completed. Therefore, 248 frontline and supervisory level employees from seven different hotels provided data that could be used for analysis, at a response rate of 17.71%. Of seven different hotels, none were in the same chain.

Table 2 demonstrates profile of respondents. Of 248 respondents, 57.7% were females, and 42.3% were males with a mean age of 24.8 years. More than half of the 248 participants (56.9%) had less than 12 months tenure in their organisations. Only 18.1% of all respondents had permanent full-time contracts, and the remaining 81.9% were part-time contracted employees. Overall, 53.6% of respondents graduated with a two-year degree. Most interestingly, 46% of participants had less than two years working in the organisation, which may affect the quality of LMX relationship in the team. Table 5 demonstrate the demographic profile of respondents.

Table 5. Profile of respondents (N=248)

		Frequency	Percent
Gender	Female	143	57.7
	Male	105	42.3
Age group	Under 20	30	12.1
	21-25	68	27.4
	26-30	83	33.5
	31-35	33	13.3
	36-40	25	10.1
	41 and Over	9	3.6
Organisational tenure	12 months or less	141	56.9
	1 to 2 years	40	16.1
	3 to 5 Years	28	11.3
	6 to 10 years	24	9.7
	10 years or longer	15	6
Employment status	Regular	127	51.2
	Regular contract	45	18.1
	Temp Contract	25	10.1
	Part-time	38	15.3
	Intern	11	4.4
Education	High school	19	7.7
	2 years college	133	53.6
	4 years university	76	30.6
	Postgraduate	19	7.7
Hospitality industry career	12 months or less	172	69.4
	1 to 2 years	46	18.5
	3 to 5 Years	20	8.1
	6 to 10 years	8	3.2
	10 years or longer	2	0.8

4.2 Description of the study variables

Confirmatory factor analysis

Confirmatory factor analysis was employed to inspect the factor structure of each

variable in the four hypotheses. To assess the proposed measurement model fit, Chi-

squared statistics ($\chi 2$), chi-squared statistics adjusted by the degrees of freedom ($\chi 2/df$),

root mean square error of approximation (RMSEA), comparative fit index (CFI), the normed-fit index (NFI), and the non-normed fit index (NNFI) were employed (L. Hu & Bentler, 1998, 1999). According to Browne and Cudeck (1993), a model with an RMSEA value at or below .08 is considered a good one, and NFI, NNFI and CFI values at .90 or higher indicate an acceptable level of good fit.

The results of the confirmatory factor analysis for a four-factor model demonstrated an overall high degree of good fit to the data ($\chi 2 = 205.34$ (P = 0.00), df = 98; RMSEA = 0.067; NFI = 0.93; NNFI = 0.95; CFI = 0.9).

Table 6. Internal consistency and properties of the measurement model (N = 248)

Constructs and indicators	Completely standardized loading	*t*-value	Cronbach's alpha	Composite reliability	Average variance extracted
Leader–Member Exchange			0.87	0.87	0.49
LMX1	0.65	-			
LMX2	0.75	9.87			
LMX3	0.72	9.61			
LMX4	0.55	7.66			
LMX5	0.73	9.64			
LMX6	0.69	9.25			
LMX7	0.76	9.94			
Emotional Effort			0.87	0.85	0.58
EE_1	0.77	-			
EE_2	0.76	11.41			
EE_3	0.79	11.77			
EE_4	0.72	10.85			
Emotional Dissonance			0.83	0.83	0.72
ED_1	0.68	-			
ED_2	0.99	5.64			
Organisational Commitment			0.82	0.83	0.62
OC 1	0.73	-			
OC 2	0.75	10.74			
OC 3	0.87	11.39			

Note:

Descriptive statistics and correlations among study variables

As shown in Table 6, all measurement items loaded significantly on their corresponding constructs. Cronbach's alpha test is the most common measure of internal consistency when the surveys consist of multiple Likert questions. The alpha coefficients for each item are as follows: LMX, 0.87; emotional effort, 0.87; emotional dissonance, 0.83; and organisational commitment, 0.82. All coefficient alphas are above the accepted cut-off level of 0.70, suggesting that all four variables have relatively high internal consistency, as shown in Table 6. Discriminant validity was also assured as the average variance extracted (AVE) of all constructs scored higher than the squared correlation of constructs. The AVE surpassed the minimum criterion of 0.50. Composite reliability was measured to assess the internal consistency if the outcome value is greater than the scale of 0.7 to be considered acceptable. For this study, composite reliability is 0.87, which ensures its unidimensionality.

Means, standard deviations and correlations are illustrated in Table 7. A significant and negative relationship of organisational commitment with emotional dissonance ($r = -.28, p < .01$) was found, while emotional effort was found to have a significant and positive relationship with organisational commitment ($r = .39, p < .01$). This indicates that two dimensions of emotional labour that frontline employees experience have significant relationship with their level of organisational commitment. The bigger the gap of emotional dissonance, the lower the level of organisational commitment that the employee possess. Thus, the bigger the effort of emotional adjustment, the higher the level of organisational commitment that the employee gains.

From the correlation model, demographic control variables such as age, gender and organisational tenure exhibited no significant relationships with emotional dissonance, emotional effort and organisational commitment. However, LMX scored significant

relationships with emotional dissonance ($r = -.19$, $p < .01$), emotional effort ($r = -.38$, $p < .01$) and organisational commitment ($r = .36$, $p < .01$). Furthermore, other notable correlations were also found. The positive relationship between emotional effort and organisational tenure ($r = .26$, $p < .01$) indicates that employees who stayed in the organisation longer put more emotional effort in their role. Moreover, organisational tenure was found significant and positive relationship with LMX ($r = .29$, $p < .01$) where employees with longer tenure are more influenced by LMX.

Table 7. Means, standard deviations, reliabilities and study variables correlations

Correlations								
	Mean	S.D.	1	2	3	4	5	6
1. Emo_Effort[a]	4.96	0.91						
2. Emo_Disso[b]	3.69	1.28	-0.29**					
3. Org_Commit[c]	4.41	1.13	0.39**	-0.28**				
4. LMX	3.22	20.47	0.38**	-0.19**	0.36**			
5. Age	29.40	1.29	0.7	-0.1	0.07	0.06		
6. Gender[d]	0.43	0.50	0.33	-0.07	-0.15	0.13*	0.15*	
7. Org_ Tenure	3.09	3.49	0.26**	-0.16	-0.12	0.29**	0.07	0.03

Note:
**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).
a. Emotional effort; b. Emotional dissonance; c. Organisational commitment; d. Gender 0=male / 1=female

Hypotheses testing

A series of hierarchical multiple linear regression analyses were employed to see if the impacts of emotional dissonance and emotional effort on organisational commitment are significant after controlling for demographic variables. Table 8 provides the results of hierarchical regression analyses for moderating the role of LMX between emotional dissonance and organisational commitment. In table 8, step 1 of the regression model shows that demographic characteristics were not significant predictors of organisational

commitment. However, step 2 of the regression demonstrates that emotional dissonance was found to be a significant predictor of organisational commitment (b = -0.24, p < .01), and the step 3 of the regression (b = -0.25, p < .01). This statistical result explains why frontline subordinates who experience the gap between true feeling and required display feeling reduce their organisational commitment. Therefore, hypothesis 1a was supported.

Moreover, when the interaction variable (LMX_ED) was entered into step 3 after control variables were abridged, the interaction variable had a significant relationship with organisational commitment (β = .27, p < .01). This statistical result explains why frontline subordinates who struggled to transmit their emotions to customers in a service encounter require supervisors' mentoring or various other kinds of support to build strong organisational commitment. Therefore, hypothesis 2a was also supported.

Table 8. Hierarchical regression analysis for moderating role of LMX between emotional dissonance and organisational commitment

	Step		
	1	**2**	**3**
Age	0.10	0.08	0.06
Tenure	-0.02	-0.01	-0.01
Gender	-0.03	-0.05	-0.08
Emotional dissonance		-0.24[**]	-0.25[**]
LMX			0.60[**]
LMX_ED			0.27[**]
R^2	0.006	0.207[**]	0.254[**]
ΔR^2		0.201[**]	0.047[**]
df	1, 248	1, 248	1, 248

Note: Dependent variable = Organisational Commitment
Statistical significance: **p < .01

In table 9, step 1 of the emotional effort regression model revealed that demographic control variables were not significant predictors of organisational

commitment. However, step 2 of the regression demonstrates that emotional effort was found to be a significant and positive predictor of organisational commitment ($b = .53$, $p < .01$) and the same result held for step 3 of the regression ($b = .54$, $p < .01$). Therefore, hypothesis 1b was supported.

The moderator role of LMX (LMX_EF) between emotional effort and organisational commitment after step 3 was found to be insignificant ($b = -.16$, $p > .05$). This result also may indicate that LMX does not have a strong impact on the relationship between emotional effort and organisational commitment in cases where frontline subordinates who put in more emotional effort required no LMX support for their levels of organisational commitment. Therefore, hypothesis 2b was not supported. The overall findings of the hypotheses test are shown in Figure 2 and Table 9.

Table 9. Hierarchical regression analysis for moderating role of LMX between emotional effort and organisational commitment

	Step		
	1	**2**	**3**
Age	0.10	0.12	0.13
Tenure	-0.17	-0.48	-0.46
Gender	-0.03	-0.05	-0.05
Emotional effort		0.53^{**}	0.54^{**}
LMX			0.51^{**}
LMX_EF			-0.16
R^2	0.006	0.242^{**}	0.250^{**}
ΔR^2		0.236^{**}	0.008
df	1, 248	1, 248	4.00

Note: Dependent variable = Organisational Commitment
Statistical significance: **$p < .01$
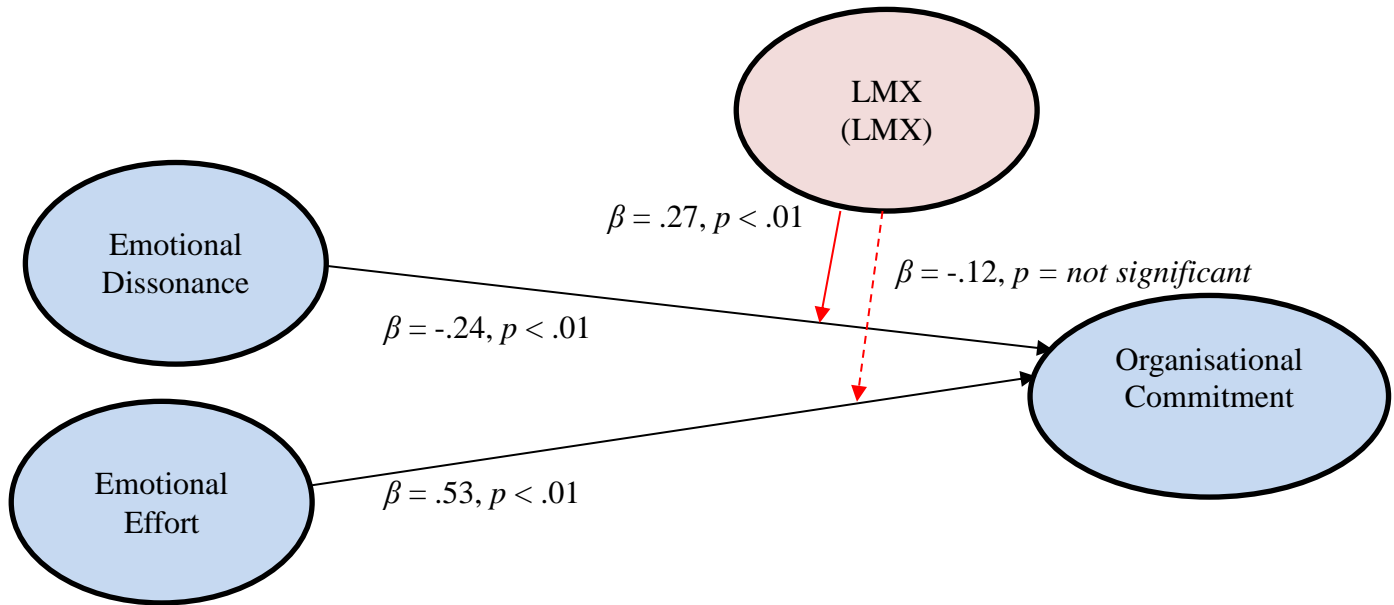
Figure 2. Research model with regression coefficients

Table 10. Summary of hypotheses tests

Hypothesis	Results	
H1a: Emotional dissonance → organisational commitment	Negative	Supported
H1b:Emotional effort → organisational commitment	Positive	Supported
H2a: LMX_ emotional dissonance → organisational commitment	Negative	Supported
H2b: LMX_ emotional effort → organisational commitment	No	Not Supported

Chapter 5. Discussion

This chapter discusses the implications of the findings presented in the previous chapter for researchers and practitioners alike. In particular, the results of hypotheses testing are discussed by comparing with corresponding previous studies. Then major limitations are addressed along with recommendations for future research.

5.1 Research implications

This research examined the moderating role of LMX on the relationship between subordinates' two dimensions of emotional labour and their level of organisational commitment. Although previous research has studied the separate association of these variables (e.g., Mueller & Lee , 2002), there has been no critical effort made to assess the relationship between these theories simultaneously.

Relationship between emotional dissonance and organisational commitment

The findings of this study indicate that emotional dissonance experienced by frontline employees of food and beverage outlets was significantly negatively related to their level of organisational commitment. In other words, the employees who undergo emotional conflict between experienced emotions and emotions expressed according to the organisational requirements tend to have higher stress levels and lower commitment to the organisation. The empirical evidence from studies by Abraham (1999b) and Zapf, Vogt, Seifert, Mertini, and Isic (1999) also stated that emotional dissonance would end in emotional exhaustion and would influence negatively the level of commitment to the organisation.

The study findings align with the role stress model (Kahn et al., 1964), which states that role stress increases when an employee struggles to display organisationally required emotions leading consequences with a variety of dysfunctional outcomes, such as anxiety, tension and high turnover. The results are also in harmony with the COR theory (Hobfoll, 1989) that was set forth earlier in the study. As high emotional work pressure leading frontline employees to use up their emotional resources continues, employees choose to safeguard their remaining resources by lowering the effort expended on organisational commitment.

In parallel with findings from studies of Brotheridge and Grandey (2002) and Zapf (2002), emotional dissonance was associated with negative job outcomes and multiple job-related factors. Seery and Corrigall (2009) reported that when employees expend their resources to fulfil expectations and override emotions, it is unlikely that they well develop a high personal commitment to the organisation. The consequences of emotional dissonance contribute to emotional exhaustion, reduce personal accomplishment and reduced any sense of commitment to the organisation (Cordes & Dougherty, 1993). Grandey's argument (Grandey, 2000) also is also supported by the outcome of this study that employees who repeatedly experience emotional dissonance over a long period are highly likely to leave the organisation because of physiological discomfort.

Relationship between emotional effort and organisational commitment

The effort from frontline employees to regulate emotions was positively associated with a commitment to their organisation of as frontline employees found that they dedicated considerable effort to adjust their inner feelings to align with requirements. This result indicated that the broaden-and-build theory of positive emotions (Fredrickson, 1998)

successfully proved that positive emotional effort results in higher levels of engagement. Typical positive emotions such as enjoyment and satisfaction help the employees to gain self-esteem and motivation to perform better at work and to increase their level of commitment to the organisation.

Findings similar to this study's regarding the linear relationship of emotional effort and organisational commitment were found in other studies. The studies by Bryman (2004), Zapf (2002), and Zhang (2006) supported the assertion that employees who successfully controlled their emotions might attain high job satisfaction, reduced stress and higher work engagement. Interestingly, this particular finding bears a similarity to the qualitative research findings of Pizam and Shani (2009). Their research reported that employees who not only concealed their sincere emotions but also performed in ways that complied with the organisation's emotion display rules sustained a feeling of professionalism and higher loyalty to the organisation. The results of this study are also consistent with COR theory (Hobfoll, 1989) which have shown that emotional effort is related positively to job satisfaction because effort transforms conflicting inner emotions into encouraging and positive states of mind.

Moderating role of LMX between emotional dissonance and organisational commitment

The study results reveal that building a quality exchange relationship between frontline subordinates and their supervisors is the key to overcoming emotional challenges derived from front-of-house operations, and that such decent relationships certainly help to produce positive organisational outcomes. In other words, frontline subordinates who experience emotional dissonance at work exhibit stronger feelings of organisational commitment when supervisors attempt to identify and assist with the emotional issues experienced by these subordinates.

This significant outcome aligns with social exchange theory (Blau, 1964), where LMX encourages supervisors to adjust subordinates' negative emotional job outcome to positive to increase loyalty and a sense of commitment to the organisation. The COR theory (Hobfoll, 1989) that supported hypothesis 1A also suggested that the subordinate who loses resources seeks support, and resource depletion leads to a lowering of other resources, such as their organisational commitment. Therefore, the findings add to emergent literature about the relationship between LMX, subordinates' emotional regulation and organisational outcomes.

Moreover, the result aligns with findings from the study by Lee (2005) that LMX quality moderated the relationship between emotional dissonance and organisational commitment. The study result has several important implications that align with previous studies. Prior research indicates that LMX positively supports the relationship between supervisors and subordinates to be more successful in interpersonal and successful job-related outcomes (Minsky, 2002). Moreover, several studies have resulted in statistically significant correlations between a supervisor's support and care of their subordinates and the relationship between a subordinate's emotional dissonance and their organisational commitment (e.g., Green, Anderson, & Shivers, 1996; Settoon, Bennett, & Liden, 1996).

Moderating role of LMX between emotional effort and organisational commitment

The data analyses reveal that LMX moderation does not always have positive significance. Contrary to expectations, the study revealed that LMX did not significantly influence the emotional efforts of frontline subordinates and their level of organisational commitment. The employees who receive notable support, they tend to develop an emotional bond and obligation toward their supervisor and organization

(Dhar, 2016). However, the employee who proactively generate high levels of motivation and who is engaged in deep acting more likely feel a sense of personal accomplishment (Humphrey, Ashforth, & Diefendorff, 2015). Therefore, supervisory support would not significantly influence for those who enable to occupy themselves with extra role and innovative behavior under self-emotion regulation (Glasø & Einarsen, 2008). In practical terms, those who display their true emotions to customers do not necessarily require extra support or care from their supervisor to increase their commitment to the organisation, as Chu, Baker, and Murrmann (2012) addressed the point that emotional effort delivers positive work outcomes.

The social interaction model of emotion regulation theory (Coté, 2005) also did not match the study result. The study found no significance in the moderating effect of LMX between frontline subordinates who exercise genuine emotional effort and their organisational commitment. The reason for obtaining a result contradicting what was expected at the beginning is that subordinates who pursue emotional effort in the job intensively can motivate themselves whereas LMX would not be so effective (Turgut et al., 2016).

Lastly, it is believed that this study is the one of the first to examine a direct relationship between supervisors' LMX and subordinates' emotional labour and organisational commitment. Although a large number of studies of LMX and its work consequences for outcomes have taken place (e.g., Lee, 2001; Lee, 2005; Sonnentag & Pundt, 2015; Walumbwa & Schaubroeck, 2009), no study has directly reviewed the relationship between emotional labour and organisational commitment. The uniqueness of the study results for to a wider body of South Korean research has opened up opportunities for further research explorations of the positive impacts of emotional labour.

In the context of South Korea, these study results are consistent with the outcomes of previous studies that took place in South Korea. Kim, O'Neill, and Cho's (2010) study took place among 269 participants in ten luxury hotels in Seoul, South Korea. The study illustrated that leaders might raise subordinates' organisational commitment and might reduce absenteeism when they increase their interpersonal relationships with subordinates through support, attention and time. The other research was based on international casual dining restaurants in Seoul with a sample of 328 participants indicating that higher organisational commitment in this highly pressured working environment is achieved through support from the organisation (Kim, Leong, & Lee, 2005). In summary, the quality of LMX appears to have a strong and positive effect on the relationship between emotional dissonance and organisational commitment experienced by frontline subordinates among seven top-rated hotels in Seoul.

5.2 Practical implications

The results of the study have practical applications for managers in hospitality organisations. The study revealed that emotional dissonance that frontline employees experience affects their level of organisational commitment inversely. On the other hand, employees who put in effort to align with required displays increase their level of commitment simultaneously. These results suggest that managers should employ effective recruitment selection criteria to hire new employees who have the potentials to initiate his or her effort to manage the emotional challenges. Therefore, it is crucial that managers should judge the personality traits of candidates and their capability to manage their felt emotions in service encounters. This recruitment exercise would help frontline employees manage issues associated with emotional dissonance better.

Furthermore, it is a manager's responsibility to include frontline employees in training sessions to learn how to cope with emotional issues that may stem from emotional dissonance.

The other findings highlight the importance of psychological bonds and support from supervisors, because a healthy relationship yields favourable outcomes for work attitude, even though subordinates experience emotional dissonance (Holtom, Mitchell, & Lee, 2006). Therefore, supervisors can play a key role in helping their subordinates to deal with difficult emotional challenges that can occur in the front-of-house context. At the same time, organisations can increase the capability of supervisors to affect subordinates' confidence in handling emotional challenges and to enhance their performance (Masterson, Lewis, Goldman, & Taylor, 2000) and rewarding their LMX performance with promotions or salary increases (Rhoades, Eisenberger, & Armeli, 2001).

Thus, as Knight and Salter (1985) have suggested, both a trainer and trainees should set specific and measurable training goals, and the supervisor should identify what learning would be beneficial to frontline subordinates to avoid any mental or physical breakdown (Graen, Novak, & Sommerkamp, 1982). Moreover, managers should be cautious about assigning subordinates to specific supervisors who may have issues forming high-quality relationships. Some thought should be given to reallocating low-quality LMX subordinates to a different supervisor with whom they could develop a high-quality LMX relationship.

Next, one indicator for high-quality LMX is the supervisor's level of aptitude for communication and feedback. It is worth mentioning that supervisors value open communication and immediate feedback from their subordinates so that they can build mutual understanding. Superior–subordinate communication is important for the

development of LMX in both formal and informal environments because work and non-work conversations have a positive impact on LMX development. Organisations interested in improving LMX could institute programmes that are designed to increase communication between supervisors and subordinates (Borchgrevink & Boster, 1997). This practice reinforces common logic in any organisation's hierarchical system regarding the sustenance of good communication in the supervisor–subordinate relationship (Minsky, 2002).

5.3 Limitations and future research

This study has some limitations that can be addressed by future research. First, the major limitation of this study is associated with the study sample. Generalisability is regarded as a major criterion for evaluating the quality of quantitative research (Polit & Beck, 2010). In this research, the target sample was limited to those employed in the food and beverage department in hotels in Seoul, South Korea. This was a relatively small sample size (N=248). As the study results may not be generalisable to other industries and other countries, future studies related to the objectives of this study could be replicated with a bigger sample in other industries in other countries. On the other hand, the outcomes of this research provide unique and critical contributions to further research in South Korea. Thus, the significant research outcomes of this study can be benchmarked for future similar research in South Korea, as few empirical studies had been conducted on emotional labour in the hospitality context in South Korea.

In addition, the data collection method was self-reported surveys, which may potentially raise concerns about common method bias (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). The result might not have reflected the true perception of participants given the danger of social desirability. However, a confirmatory factor analysis was

performed to provide a recognised statistical fit to test hypotheses while minimising the risk of refutation, and to correct misfit information (Lahey et al., 2012).

Last, the data employed in the study was secondary data obtained from a professor in a university in South Korea. Therefore, it should be noted that there was a lack of control over data collection.

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