

A Study on the Moderating Role of Hotel Employees' Emotional Labor in the Causal Relationships among Emotional Dissonance, Burnout, and Job Satisfaction

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호텔 직원의 감정 부조화, 소진 및 직무만족도의 인과관계에서 감정노동 조절효과 연구

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Abstract

The purpose of this study is to consider the moderating effects of employees' emotional labor on the relationships among hotel employees' emotional dissonance, burnout and job satisfaction. The survey was administered to 377 employees working for deluxe hotels in Korea. The results indicated that the proposed model fit to the data well($\chi^2=307.888$, $df=51$, $p<.001$, GFI .890, AFGI .833, NFI .931, IFI .942, CFI .942). The finding showed that employees' emotional dissonance had a significantly positive effect on their burnout ($\beta=.194$; $t=3.533$; $p<.001$) and a significantly negative effect on job satisfaction($\beta=-.352$; $t=-6.906$; $p<.001$). In addition, employees' burnout had a significantly negative effect on their job satisfaction($\beta=-.267$; $t=-5.261$; $p<.001$). For the moderating effects of employees' emotional labor on the relationship between emotional dissonance and job satisfaction, the results indicated that significant relationships varied to employees' surface acting whereas deep acting did not. Limitations and future research directions are also discussed.

Key words: Emotional dissonance, Burnout, Job satisfaction, Emotional labor, Hotel employees

I. Introduction

The terminology called emotional labor began to be quoted with being published 「The Managed Heart: Commercialization of Human Feeling」 in 1983 that is a book of Hochschild A(1983), who is a professor at UC Berkeley in U.S.A. This book was expressed emotional labor as a context of

needing to have different face and gesture in light of job with hiding the original emotion, through a case of flight attendants. Employees' proper performance of emotional labor in the process of performing task delivers favorable feeling to customer. Therefore, not only playing a significant role in reinforcing competitive edge of organization and increasing performance, but also com-

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ing to cause employees to have positive organizational behavior(Brotheridge C & Grandey A 2002). Accordingly, the value of emotional labor in the past was a problem in the individual dimension. However, employees' emotion management is being emerged now as an important element that will need to be managed in the organizational dimension(Brotheridge C & Lee RT 2002).

Especially, most of the stress that hotel employees come to face in job context is made considerably by emotional labor, thereby being regarded as needing to be accepted more importantly(Kim KJ 2011). According to a survey by Korea Research Institute for Vocational Education & Training(Korea Research Institute for Vocational Education & Training 2013), the food service-related job(4.13 points/5-point perfection) possessed the 1st place in job category of performing emotional labor much by medium division in job. This showed the outcome that is consistent with what the emotional labor level was shown to be very high in employees of hotel and fast food store, even in a survey of the actual condition for emotional labor by major job category in domestically service industry(Korea Labor Institute 2012). Especially, hotel enterprise is being made service mostly by face-to-face contact between employee and customer at service encounter, thereby being very important in ability of a employee, who is in charge of human service during the process of performing task unlike general enterprise(Chow IH *et al.* 2006). In addition, as customers' expectation level for employee's service in a consumption situation gets higher, the service employees are suffering from gradually more serious emotional labor(Chu KH *et al.* 2012). In the dimension of hotel, the proper management and prevention of employees' emotional labor are judged to be essential

task. However, most researches, which have been performed in the meantime, did set limits of emotional labor only to independent variable, thereby having been formed the mainstream of researches of being biased only to a role as influencing variable (Gursoy D *et al.* 2011; Lam W & Chen Z 2012; Lee HR *et al.* 2012; Lee GH *et al.* 2012; Lee JH & Ok CH 2012). It was a situation of being not existed a research at all with application of emotional labor as a moderator.

This study aimed to suggest that the relationship between emotional dissonance, job burnout, and how these influence employees' positive behavior, and that different influence is shown depending on employees' emotional labor level in this causality. Through this outcome, the aim was to foster competence available for coping with emotional labor in the corporate dimension and to utilize it as significant internal marketing data in the manager's position by suggesting the moderating effect according to emotional labor.

II. Background and hypotheses

1. Relationship between emotional dissonance and job burnout

Employees' emotional dissonance implies a conflict between the positive emotional expression, which is a role of having been given in order to be performed job by oneself, and the emotion, which is actually experienced by oneself(Middleton DR 1989). Also, *job burnout* implies emotional exhaustion that organizational member experiences in job context(Maslach C 1982). Abraham R(1998) said that emotional labor and emotional dissonance have a positive effect on job burnout, Abraham R(1999) looked into the significantly relationship between emotional dis-

sonance and their burnout. Also, Grandey A(2000) noted that employees' emotional dissonance is closely related to their burnout, Bakker AB & Ellen H(2006) assumed that emotional dissonance would adversely affect their burnout. Hwang SY & Kwon TI(2008) noted that emotional dissonance of the two sub-factors of emotional labor(emotional dissonance and emotional effort) significantly affect employees' burnout. Lee JE(2010) suggested that hotel employees with greater emotional dissonance are more likely to get negative psychological responses(e.g., higher burnout, emotional exhaustion, turnover intent), while Song KJ(2011) noted that employees' emotional dissonance have a significant effect on job burnout. Kim YS(2012) also argued that employees' emotional dissonance are due to employees' high burnout. Given these findings, the following hypothesis was proposed

Hypothesis 1: Employees' emotional dissonance are positively related to their job burnout

2. Relationship between emotional dissonance and job satisfaction

Job satisfaction is defined as feeling or emotional response that organizational member has on own job(Smith PC *et al.* 1969). Lewing KA & Dollard MF(2003) observed that the employees' emotional dissonance, which was stirred by negative attitude, has significant influence upon job satisfaction, even Wegge J *et al.*(2010) mentioned that the employees' emotional exhaustion or psychological dissonance leads to a rise even in job dissatisfaction. Lee YR & Hong SH(2010) explained that employees' emotional dissonance was reflected in employees psychological attitudes, as a result, causing decreased job satisfaction. Also,

Ahn HM(2011) said that employees' emotional dissonance could bring about job dissatisfaction, Kwon HG & Park BG(2011) mentioned that service employees' emotional dissonance has significant upon employees' perceived performance such as job satisfaction. Lee HR *et al.*(2012) noted that resort employees' emotional dissonance through exhaustion of feelings at workplace, their job satisfaction decreased. In view of the empirical evidence, the following hypothesis was formulated:

Hypothesis 2: Employees' emotional dissonance are negatively related to their job satisfaction

3. Relationship between job burnout and job satisfaction

Brewer EW & Clippard LF(2002) mentioned that negative perspective or psychological experience such as burnout in a working situation has significant influence upon employees' satisfaction. Ha DH(2011) also noted indicated in their study of employees that higher burnout decreases job satisfaction, Kim YJ *et al.*(2011). asserted that hotel employees' job burnout negatively affected their satisfaction. Kim IH & Kim DJ(2012) argued that employees' job dissatisfaction are due to employees' high burnout. Also, Yook PR & Cho TY(2012) indicated that the employees' burnout have significant effects on employees' job satisfaction. Accordingly, an abundance of research shows that employees' job burnout has important implications for employees' job satisfaction(Locke EA 1976; Nikoloas K & Athannasios G 2004; Zembyals M 2005). These arguments led to the establishment of the following hypothesis :

Hypothesis 3: Employees' job burnout are negatively related to their job satisfaction

4. Moderating effects of emotional labor

Emotional labor implies an effort to control own emotion in job context or to express emotion necessary for organization(Hochschild A 1983; Morris JA & Feldman DC 1996). Based on Diefendorff JM *et al.*(2005)'s study, the current study divides traits of emotional labor into surface acting and deep acting. Surface acting is the personal effort to suppress one's own emotions and observe emotional expressions required by the organization. Deep acting means a more active effort to change one's own emotions into the norm of emotional expressions of the organization. Based on Chu KH *et al.*(2012)'s study, this study divides traits of emotional labor into surface acting and deep acting. As mentioned previously, almost few study verified the moderating effects of the employees' emotional labor, on the causal relationships between employees' emotional dissonance, burnout, and job satisfaction. Accordingly, inferring the moderating effects of emotional labor with a prior research that considered general causality, they are as follows. Lee YR & Hong SH(2010) closely examined significant causality between burnout and satisfaction by dividing hotel employees' emotional labor into emotional dissonance, emotional effort, and emotional-expression diversity, and emphasized that there is significant difference between burnout and satisfaction according to emotional labor. Also, Ahn HM(2011) mentioned that casino employees' emotional labor had influence upon job satisfaction through emotional dissonance, and especially that the deep acting rather than the surface acting has greater influence upon emotional dissonance. Even Kim KJ(2011) mentioned that

hotel employees' emotional labor had influence upon burnout, and especially that the deep acting has negative relationship with burnout, and discovered sub-factors of emotional labor, which may have negative influence upon burnout. As a research in a little different context, there is a research that verified the moderating effect of emotional labor in the influence of employees' emotional intelligence upon organizational effectiveness(Lee DH *et al.* 2010; Nam BW & Suh ID 2010). These researches considered the moderating effect according to emotional labor exists in the influence of employees' emotional intelligence upon organizational effectiveness(satisfaction, achievement). It was mentioned that employees' emotional part is directly linked to organizational performance and that emotional labor has negative effect in this causality. Based on this outcome, this study established the following hypothesis with presuming that causality will be different among emotional dissonance, burnout, and job satisfaction according to deep acting and surface acting out of employees' emotional labor.

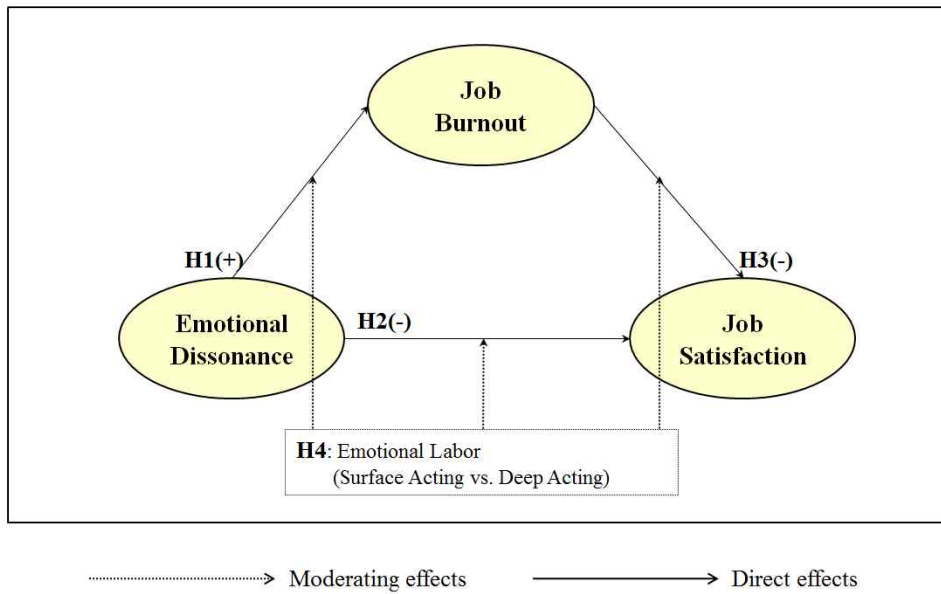
Hypothesis 4a: Employees' surface acting moderates in the relationship between emotional dissonance, job burnout, and job satisfaction.

Hypothesis 4b: Employees' deep acting moderates in the relationship between emotional dissonance, job burnout, and job satisfaction.

III. Methodology

1. Sample and data collection

The convenience sampling method was used to select subjects of this study. Self-administered questionnaires were distributed to 500 F & B employees at 5-stars deluxe hotels in Seoul(L, R, H,



<Fig. 1> A proposed model of the employees' emotional dissonance, job burnout, and job satisfaction

S, O, C, W, I, G, M Hotel) the capital of Korea (10 hotels). In order to comply with our objectives and test our research hypotheses, we designed a study based on a personal survey of deluxe hotel employees. The Korean-language questionnaire was piloted before being sent out, and several modifications were made based on feedback from the pilot test. The data collection was carried out over the period from 10~30 January, 2013. When the human resources manager gave permission, employees were provided with a voluntary survey and were asked by the researcher to complete the self-administered questionnaires. A total of 500 questionnaires were distributed to employees of deluxe hotels. By the cut-off date for data collection, 377 usable surveys were personally retrieved from the respondents for a response rate of 75.4%.

2. Measurement development

Emotional dissonances were measured by 4 items on a 7-point scale(1: strongly disagree to 7: strongly agree), based on Morris JA & Feldman

DC(1996), and Glomb TM & Tews MJ(2004). Job burnout were measured by 4 items, adopted on Maslach C & Jackson S(1981), and Cordes CL & Dougherty TW(1993). Job satisfaction were measured by 4 items, based on Spector PE(1985), and Netemeyer RG *et al.*(1997). Employees' emotional labor were measured by eight items, based on Diefendorff JM *et al.*(2005), and Mikolajczak M *et al.*(2007). The dimensions were surface acting and deep acting(See Appendix A). To ensure that there was sufficient construct validity among the constructs, confirmatory factor analysis(CFA) was performed on emotional dissonance, job burnout, job satisfaction, and emotional labor. Once the measure was validated, a structural equation model(SEM) was conducted to test the validity of the proposed model and hypotheses. The moderating effect tests indicated that the fit of all the nested models were significantly less than that of the baseline model.

IV. Results

1. Descriptive statistics of sample

The profiles of the respondents are given in <Table 1>. Male employees represented 77.1%, with female employees representing 22.9%. Surveys have been carried out at random, the distribution of the sample was male biased. The majority of respondents(59.1%) belonged to the age group between 20 and 39. Respondents who worked more than 11 years at a current hotel accounted for approximately 49.1%, followed by less than 5 years of experience (42.7%), and 6 and 10 years of experience (8.2%). Approximately one-half of respondents had college degree (52.8%). A total of 35.9% reported that they held ordinary employee, 41.6% were deputy employees, 16.4% belonged to section chief, while 6.1% were head chief. Also, regular employees comprised 76.3%; 19.6% were contract employees. Among those who reported income in this study, 36.6% of the respondents earned a monthly wage 101~200 (₩10,000).

2. Measurement Model

Overall measurement quality was assessed using

confirmatory factor analysis and reliability analysis(Anderson JC & Gerbing DW 1988). As shown in <Table 2>, the overall cronbach's alpha for the scale was .857~.923, which is greater than the value of 0.7 suggested by Nunnally JC(1978). Also, the average variance extracted(AVE) for these scales were .670~.751, and composite construct reliability(CCR) for these scales were .766~.899, respectively. Also, confirmatory measurement models demonstrated the soundness of measurement properties($\chi^2=836.107$, $df=160$, $p<0.001$; $GFI=.829$; $NFI=.893$; $IFI=.911$; $CFI=.911$). Also, <Table 3> presented the correlations and descriptive statistics for the variables. The items (emotional dissonance, job burnout, emotional labor) used to assess job satisfaction were also negatively related to the items associated with behavioral intent.

3. Structural equation models and hypothesis test

1) Overall model test

The overall structural equation models then test using AMOS program. The path coefficients suggested that of the three hypothesized paths tested.

<Table 1> General characteristics of the samples (n=377)

Demographic information				Job-related information			
Classification		N	%	Classification		N	%
Gender	Male	291	77.1	Job position	Ordinary employee	135	35.9
	Female	86	22.9		Deputy employee	157	41.6
Age (yr)	20~29	97	25.7		Section chief	62	16.4
	30~39	122	32.4		Head chief	23	6.1
	40~	158	41.9	Job status	Regular employee	288	76.3
Tenure	~5	161	42.7		Contract employee	74	19.6
	6~10	31	8.2		Part-time	15	4.4
	11~	185	49.1	Monthly wage (₩10,000)	~100	20	5.3
Education level	High school	33	8.8		101~200	138	36.6
	College	199	52.8		201~300	68	18.0
	University	98	26.0		301~400	87	23.1
	Graduate School	47	12.5	401~	64	17.0	

<Table 2> Confirmatory factor analysis and reliability analysis

Items	Estimate	Standardized estimate	t value	Cronbach's α	CCR	AVE
• Emotional dissonance (Independent variable)						
ED ₁	1.000	.882	fixed			
ED ₂	1.069	.911	26.126	.857	.841	.670
ED ₃	1.010	.892	24.975			
ED ₄	1.063	.880	24.290			
• Job burnout (Mediate variable)						
JB ₁	1.000	.893	fixed			
JB ₂	1.019	.867	23.170	.872	.766	.708
JB ₃	.951	.880	23.830			
JB ₄	.841	.764	18.501			
• Job satisfaction (Dependent variable)						
JS ₁	1.000	.867	fixed			
JS ₂	1.076	.953	28.634	.923	.899	.750
JS ₃	1.084	.951	28.479			
JS ₄	.994	.900	25.163			
• Emotional labor: Surface acting (Moderate variable)						
SA ₁	1.000	.823	fixed			
SA ₂	1.097	.876	19.798	.923	.899	.751
SA ₃	.936	.830	18.460			
SA ₄	.907	.827	17.663			
• Emotional labor: Deep acting (Moderate variable)						
SA ₁	1.000	.891	fixed			
SA ₂	1.035	.928	28.817	.916	.852	.733
SA ₃	.968	.918	27.992			
SA ₄	.959	.827	28.682			

Note : CCR=composite construct reliability; AVE=average variance extracted; $\chi^2=836.107(df=160)$; $p<0.001$; GFI=.829; NFI=.893; IFI=.911; CFI=.911; *** $p<0.001$

The results indicated in <Table 4> present the proposed model fit to the data well($\chi^2=307.888$, $df=51$, $p<.001$). Other goodness-of-fit indices proved that the structural model reasonably fit the data. The CFI was .942(>.900), the NFI was .931(>.900), the IFI was .942(>.900), and RMSEA was .078 with confidence interval between .000

and .080. These statistics show that the model was a good fit to the data. Hypothesis 1, which hypothesized a positive relationship between employees' emotional dissonance and job burnout($\beta=.194$; $t=3.533$; $p<.001$) was supported. Moreover, as proposed by Hypothesis 2, employees' emotional dissonance had a significant negative effect on job

<Table 3> Correlation analysis

Items	M±SD	1	2	3	4	5
1. Emotional dissonance	4.65±1.17	1				
2. Job burnout	3.32±1.46	.185***	1			
3. Job satisfaction	4.39±1.64	-.341***	-.376***	1		
4. Surface acting	4.15±1.21	.233***	.573***	-.472***	1	
5. Deep acting	3.26±1.57	.304***	.184***	-.248***	.358***	1

Note: Pearson correlation coefficient, *** $p<.001(2-tailed)$

<Table 4> Results of structural equation modeling

	Hypothesized relationship	Standardized estimate	t-value	Results
H1	Emotional dissonance → Job burnout	.194	3.533***	Supported
H2	Emotional dissonance → Job satisfaction	-.352	-6.906***	Supported
H3	Job burnout → Job satisfaction	-.267	-5.261***	Supported

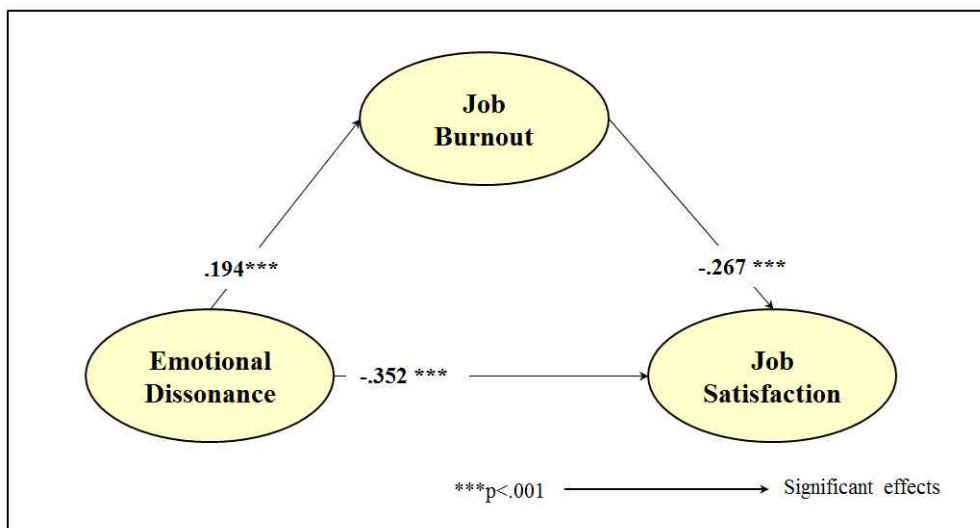
Note : $\chi^2=307.888(df=51)$ $p<.001$; GFI .890; AFGI .833; NFI .931; IFI .942; CFI .942; *** $p<.001$

satisfaction($\beta=-.352$; $t=-6.906$; $p<.001$). Therefore hypothesis 2 was supported. Also, hypothesis 3 that employees' job burnout would have significant negative effect on job satisfaction($\beta=-.267$; $t=-5.261$; $p<.001$) was supported(See Fig. 2).

2) Moderating test

In order to investigate the moderating effects of emotional labor, the multiple-group approach was used. For analysis, it elicited the mean value in the surface acting and the deep acting and divided it into high group and low group, respectively, based on the mean value, thereby having progressed analysis. The results of the moderating effect of the employees' surface acting are shown in <Table 5>. The baseline model showed a good fit to the data ($\chi^2=417.284$; $df=102$; GFI .851; NFI .904;

CFI .925; RMSEA .091). As for the link between employees' emotional dissonance and job satisfaction, statistically significant group differences were detected based on the χ^2 between the baseline model and nested model($\Delta\chi^2=4.279>\chi^2_{(df=1)}=3.84$). This implies that the influence of hotel employees' emotional dissonance upon job satisfaction was significantly higher in a group with high surface acting than a group with low surface acting. Also, the results of the moderating effect of the employees' deep acting are shown in <Table 6>($\chi^2=474.226$; $df=102$; GFI .834; NFI .898; CFI .918; RMSEA .060). The link between employees' emotional dissonance, job burnout and job satisfaction, the difference in χ^2 between the baseline model and nested model, was not significant. Hypotheses 4b was not supported. In conclusion, hotel employ-



<Fig. 2> Structural equation model with parameter estimates

〈Table 5〉 Moderating effect of emotional labor (surface acting)

	Level of surface acting				Baseline model χ^2 (df=102)	Nested model χ^2 (df=103)	$\Delta\chi^2$ (df=1)
	Low-level		High-level				
	Standardized estimate	t-value	Standardized estimate	t-value			
H1	.056	.685	.150	1.956*	417.284	418.711	1.427
H2	-.150	-1.960*	-.414	-5.882***	417.284	421.563	4.279*
H3	-.297	-3.871***	-.215	-3.117**	417.284	417.324	.040

Note : GFI .851; NFI .904; CFI .925; RMSEA .091; *** p<.001, *p<.05

〈Table 6〉 Moderating effect of emotional labor (deep acting)

	Level of deep acting				Baseline model χ^2 (df=102)	Nested model χ^2 (df=103)	$\Delta\chi^2$ (df=1)
	Low-level		High-level				
	Standardized estimate	t-value	Standardized estimate	t-value			
H1	.103	1.187	.301	4.296***	474.226	477.690	3.464
H2	-.285	-3.458***	-.377	-5.688***	474.226	474.478	.252
H3	-.284	-3.411***	-.248	-3.782***	474.226	477.395	3.169

Note : GFI .834; NFI .898; CFI .918; RMSEA .060; *** p<.001

ees' deep acting out of emotional labor was indicated not to have moderating role in causality among emotional dissonance, job burnout, and job satisfaction.

V. Conclusion and Limitation

This study was to examined the effects of the employees' emotional dissonance, job burnout, and job satisfaction in the deluxe hotel, and to investigate the moderating effects of employees' emotional labor(surface acting and deep acting). The major findings are as follows.

First, the employees' emotional dissonance($\beta = .194$) have positive effect on job burnout. This implies that the higher emotional dissonance of being experienced in job context by hotel employees leads to coming to experience burnout, which is psychological exhaustion. This showed the result that is consistent with a preceding research(Abraham R 1998; Grandey A 2000; Hwang

SY & Kwon TI 2007; Song KJ 2011; Kim YS 2012), which verified positive causality with emotional dissonance and burnout. Second, the employees' emotional dissonance($\beta = -.352$) and burnout($\beta = -.267$) have positive effect on job satisfaction. This can be said that psychological insecurity ultimately has direct relationship with job satisfaction because the higher in emotional dissonance and burnout of hotel employees leads to coming to mean to be dissatisfied with job. Our result was in fact same as what had been found in Brewer EW & Clippard LF(2002), Lewing KA & Dollard MF(2003), Wegge J *et al.*(2009), Kim YJ *et al.*(2011), Kwon HG & Park BG(2011), Yook PR & Cho TY(2012). Third, in the causal relationships among the employees' emotional dissonance, job burnout, and job satisfaction, and to examine the moderating effects of emotional labor. As a result of research, the influence of emotional dissonance upon job satisfaction was indicated to be significantly greater in a case of employees

with high surface acting than employees with low surface acting. This suggests that job dissatisfaction caused by emotional dissonance comes to be experienced in the bigger surface acting of striving to have emotional expression of being demanded in organization with inhibiting own emotion in a context of performing job.

Based on these results, the following implications could be inferred. This study empirically analyzed organic causality among emotional dissonance, burnout, and job satisfaction of hotel employees and closely examined moderating effects of emotional labor. Emotional labor, which is demanded to employees, was naturally accepted from the position of customers or enterprise in the past. However, what excessively demands employees' emotional labor is beginning to be addressed as a wrong problem these days even in the aspect of human rights as socially underprivileged people. In the meantime, the researches have been formed the mainstream of researches that addressed by having emotional labor as independent variable and performance as consequent. A research didn't exist at all that closely examined moderating effect by dividing emotional labor into surface acting and deep acting. At this point of time, this study examined the influence of this emotional dissonance upon job burnout(negative behavior), and upon job satisfaction(positive behavior), thereby being considered to possibly suggest an efficiently internal marketing strategic plan. Also, this study considered moderating effect in emotional labor, which has not been performed in the meantime, thereby being likely able to be utilized as significant data as initial research. As a result of this study, job burnout was increased given failing to be harmonized the positive emotional expression, which is

performed in job context of hotel employees, and the emotion of being internally experienced actually by oneself. This led to reduction even in job satisfaction. Also, it was indicated that the higher surface acting out of emotional labor leads to the greater influence of emotional dissonance upon job satisfaction. Through this outcome, a specific plan is considered to be likely to be necessarily sought for reducing employees' emotional dissonance in the dimension of hotel. In detail, it is judged that there will be a need of activating a counseling program for developing educational program available for offering sincere service, not formal education of being biased merely to external part, for forming the given conditions available for communicating amid free atmosphere between coworker and superior, and for solving emotional problem of coming to be experienced in job context. Especially, even employees, who well perform emotional labor realistically and seem not to suffer emotional dissonance, are guessed to be likely feeling difficulty substantially caused by emotional labor. Thus, it is considered to be likely imminent to introduce a program of effective prevention and management for these employees. In addition, the surface acting in emotional labor was indicated to have negative influence upon employees and organization, compared to the deep acting. Thus, there will be a need of arranging a support and education in the dimension of organization, which can utilize emotional labor as a means of deep acting. This is the point of time that hotel enterprise needs to change the existing organization to the direction of implementing powerful internal and external relationship just with being customer-oriented. In order to efficiently cope with a rapidly environmental change caused by diverse customers' needs and deepening competition. This

study, which was planned with the focus on seeking a plan available for reducing employees' emotional labor, is expected to be likely able to be an opportunity of promoting managers' interest for enhancing employees' job satisfaction. That is because of being possibly devised a specific countermeasure in which the improvement in employees' satisfaction leads to a rise in customer satisfaction and loyalty, resulting in possibly expediting management performance.

The limit of this study and future work are as follows.: The residential area of the targeted employees were limited to Seoul in Korea. As the results of the study show, the number of female employees' sample was substantially smaller than the

male employees' sample. Also, this study went through modification and verification process through pilot test, but it is estimated that there are still some measurement errors. In addition, a measurement method was used data based on employees' perception, thereby being existed a problem related to CMB based on self-report. Also, even what the pre-verification wasn't made enough on hypothesis 4 due to being very short of prior researches, which closely examined moderating effect of emotional labor, can function as limitation. Furthermore, this study did set limits of final dependent variable only to job satisfaction. However, a follow-up research will be desirable to analyze by adding more specific performance variables such as commitment and enthusiasm. Also, if a fu-

Appendix A. Descriptive statistics of variables

Items	M±SD
Emotional dissonance	
ED ₁ When I work with customers, the way I act and speak often doesn't match what I really feel	4.65±1.29
ED ₂ Pretend to have emotions that you don't really feel	4.69±1.27
ED ₃ When I work with customers, I realize I'm not in the best mood to deal with him/her.	4.70±1.38
ED ₄ When I work with customers, I feel emotions I have to control in some way.	4.54±1.32
Job burnout	
JB ₁ I feel burned out from my work	3.23±1.54
JB ₂ I have become more cynical about whether my work contributes anything	3.44±1.55
JB ₃ Working with people directly puts too much stress on me	3.33±1.60
JB ₄ I feel emotionally drained from my work	3.36±1.65
Job satisfaction	
JS ₁ My job is enjoyable	4.20±1.78
JS ₂ I like doing the things I do at work	4.55±1.74
JS ₃ I sometimes feel my job is meaning	4.51±1.76
JS ₄ I feel a sense of pride in doing my job	4.29±1.70
Emotional labor: Surface acting	
SA ₁ I put on a mask in order to express the right emotions for my job	4.40±1.32
SA ₂ I fake a good mood when interacting with customers	4.41±1.33
SA ₃ I show feelings to customers that are different from what I feel inside	3.89±1.46
SA ₄ I resist expressing my true feelings	3.94±1.42
Emotional labor: Deep acting	
SA ₁ I work hard to feel the emotions that I need to show to customers	3.37±1.60
SA ₂ I try to actually experience the emotions that I must show to customers	3.28±1.63
SA ₃ I make an effort to actually feel the emotions that I need to display to others	3.16±1.73
SA ₄ I work at developing the feelings inside of me that I need to show to customers	3.26±1.74

ture research carries out comparative analysis with other service companies, not a research of being limited to hotel enterprise, the more realistic implications will be able to be arranged.

국문 초록

본 연구는 국내 특급호텔 종사원의 감정부조화가 직무소진 및 직무만족도에 미치는 영향을 고찰하고 이러한 인과관계에서 종사원의 감정노동(표면행위, 내면행위)에 따른 조절효과를 검증하고자 하였다. 서울지역에 위치한 특급호텔 종사원 377명의 표본을 바탕으로, 구조방정식을 사용하여 가설을 검증하였다. 최종 연구 모형의 적합도는 $\chi^2=307.888$, $df=51$, GFI .890, AFGI .833, NFI .931, IFI .942, CFI .942 등으로 나타나 비교적 우수한 것으로 조사되었다. 연구 결과, 특급 호텔 종사원의 감정 부조화는 직무소진에 유의한 정(+)의 영향을 주었으며($\beta=.194$; $t=3.533$; $p<.001$), 직무만족도에는 유의한 부(-)의 영향을 주었고($\beta=-.352$; $t=-6.906$; $p<.001$), 직무소진은 직무만족도에 유의한 부(-)의 영향을 주는 것으로 나타났다($\beta=-.267$; $t=-5.261$; $p<.001$). 감정노동의 조절효과를 검증한 결과, 표면행위는 감정부조화가 직무만족에 미치는 영향에서 조절효과를 보였는데, 호텔 종사원의 감정부조화가 직무만족에 미치는 영향력은 표면행위가 낮은 집단보다, 표면행위가 높은 집단에서 유의적으로 높았다.

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2013년 09월 15일 논문게재확정