

Effect of Five Star Hotel Restaurant Cook's Emotional labor on Job Satisfaction and Customer Orientation

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Abstract

Purpose – The current study analyzes effects of hotel restaurant cook's emotional labor on job satisfaction and customer orientation.

Research design and methodology – In order to achieve the current study's goal, sample was extracted targeting cooks working in 5-stars hotels located in Seoul considering spatial and time limitation. Method of research was direct research method with survey. Survey was conducted from April 1st, 2018 to April 20, 2018 (approximately 20 days). Total of 300 surveys were distributed to cooks working in 5-stars hotels located in Seoul, and among those 250 surveys were returned. Among returned 250 surveys, 246 surveys.

Results – First, in order to test H1, effect of hotel restaurant cook's emotional labor on job satisfaction (satisfaction on superior and coworker) was analyzed. Second, in order to test H2, effect on hotel restaurant cook's emotional labor on job satisfaction (satisfaction on compensation and promotion) was analyzed. Third, satisfaction on superior and coworker had statistically significantly positive effect on customer orientation, while satisfaction on compensation and promotion did not have statistically significant effect.

Conclusions – First, deep acting had statistically significantly positive effect on job satisfaction (satisfaction on superior and coworker), while surface acting did not have statistically significant effect. Second, both deep and surface acting had statistically significantly positive effect on job satisfaction (satisfaction on compensation and promotion). Third, satisfaction on superior and coworker had statistically significantly positive effect on customer orientation, while satisfaction on compensation and promotion did not have statistically significant effect.

Keywords: Customer Orientation, Emotional labor, Job Satisfaction.

JEL Classification Code: C12, F81, J21, J23

1. Introduction

The In these days, it is generally understood that competence of workers associated to hotel's performance is not limited to hospitality technique or professionalism. It can be deemed in this way with the fact that hotel worker's emotion or attitude acts as an important factor on their interrelationship with customers. As the importance of service utilizing hotel worker's emotion emerges recently, it has been perceived as a crucial method in securing service organization's competitive advantage.

To maximize profit of hotels, they must focus on foodservices which can produce profit, rather than relying on hotel room sales which is limited (Kim & Choi, 2017). Also, as cost of beverages and food is relatively high resulting in small gross profit, quantitative goal is necessary for the maximized profit which connotes cost management factors (Woo, Seo, & Cho, 2012).

In turn, it is needed to optimize the production efficiency by faithfully carrying out job of cooking department to maximize the profit of food services and hotel's management efficiency. To do so, cook's competence is essential along with an ability to look ahead. In other words, by providing foods produced with taste and nutrition through innovative competence to customers, amplified profit can be anticipated.

Service agreement with cook and customer brings place of mutual communication, which in turn forms relationship that affects cook's emotional labor, which then affects cook's job satisfaction and customer orientation. If there is no job satisfaction or weakened customer orientation, quality of cook's customer service deteriorates that deepens negative emotional labor, that further forms vicious cycle of aggravated job satisfaction and customer service. Lowered job satisfaction of extraordinary cook cheapens reputation of cooking department or hotel itself.

With change of environment of hotel cooks, role of cooking department to enhance hotel's foodservices can be viewed vital. Food produced in hotel restaurant has high limitation of mechanization and automation, and most of the works are done by hands resulting in higher dependency on human resources compared to other occupations (Kim & Chung, 2019). For enhanced quality of hotel's foodservices and superiority of hotel's competency, hotel cook's emotional labor, job satisfaction, and customer orientation are crucial to raise hotel's competitiveness.

Until now, there has been numerous researches on hotel worker's emotional labor; however, researches on hotel restaurant cook's emotional labor are lacking. Researches on emotional labor have been conducted on hotel, restaurants, flight attendant, call center customer representative, salesperson in department store, and clinical nurses. However, there is essentially no research on cook's emotional labor and customer orientation.

The current study analyzes effect of hotel restaurant cook's emotional labor on job satisfaction and effects of their job satisfaction on customer orientation. Based on the analysis, this study aims to suggest ways to manage hotel cook's human resources more efficiently and enhance their job satisfaction and customer orientation.

2. Theoretical Background

2.1. Emotional labor

Emotional labor was first studied by Hochschild (1983) and reconstructed by other researchers, and more focused researches on its leading variable and outcome variable have been conducted. As there are conflicting ideas on emotional labor, more diverse studies should be conducted (Ashforth & Humphrey, 1993; Wharton, 1993; Brotheridge & Grandey, 2002; Kim & Han, 2013; Ko, 2013).

Hochschild (1983) suggests surface acting and deep acting as emotional labor's components. Those two can be differentiated by provider's acting method. In the study done by Ashforth and Humphrey (1993), new way of emotion expression, genuine emotion through which emotion felt is expressed as is, was suggested in addition to surface acting and deep acting.

In a research done by Wharton (1993) which shows positive result of emotional labor, there was correlation between emotional labor and job satisfaction. It was analyzed that since occupation with emotional labor is popular to those with personal traits of being comfortable with encountering people, conformity between tendency and job can result in job satisfaction. Ashforth and Humphrey (1993) stated that salesperson seemed to restrict and control his emotions; however, he did not need to make a huge effort for emotional labor as he tactically responded to customers routinely in his everyday life. In other words, when workers get used to emotional labor, they start to psychologically distance themselves from unpleasant situation. Also, it was deemed in the study done by Rafeli and Sutton (1987) that emotional labor workers who tended to smile constantly had low stress and high job satisfaction in general, which led to a conclusion that deep acting had a positive effect.

On the other hand, studies on emotional labor commonly focus on negative effect of emotional labor. Hochschild (1983), through interviews and observations, viewed that flight attendants tended to reproach themselves and had difficulty in expressing their true emotions in their personal lives. Adelman (1989), by comparing emotional labor worker cluster and workers with no emotional labor cluster, stated that emotional labor worker cluster had low job satisfaction and self-esteem and bad health condition, as well as depression. In the study done by Brotheridge and Grandey (2002), it was turned out that emotional labor decreased job satisfaction while increased job stress.

The following are the reviews of previous researches done on emotional labor. In Kim (2001)'s study, it was said that workers with emotional labor expressed emotions standardized by organizations, not their actual emotions, and they could have adverse effect such as emotional disharmony or depression. Baik (2003) conducted a research targeting hairstylists, and she explained that workers' work environment was focused on customers which led to workers' emotional stress from relationship with customers; in addition, there was high emotional labor as workers thought that they had low job stability. Choi, Lim, and Jung (2008), in their study about predisposing factors of call center worker's emotional labor, stated that job autonomy – among job characteristics – had significantly positive relationship with frequency of emotion expression, and work emotion – along personal characteristics – had significantly positive relationship with two levels of emotional labor. In the same manner, emotional consideration had significantly positive relationship with frequency of emotion expression, and emotional influence had significantly positive relationship with cautiousness of emotion expression.

Kim and Han (2012) stated that among effects of emotional labor of police officers on job stress and job satisfaction, emotional disharmony had positive effect on job satisfaction, while social support and emotional effort with job autonomy had negative effect on job stress. Also, Ko (2013), in his study on social workers' emotional labor, viewed that social workers in social welfare organization were asked to follow standardized expression while providing satisfactory service to clients and put efforts in emotion control to induce receptive emotion when client feels angry, unfriendly, or pessimistic.

Based on previous researches done by Hochschild (1983), Ashforth and Humphrey (1993), Grandey (2000), and Zapf (2002), the current study utilizes surface acting and deep acting as measurements of emotional labor.

2.2. Job Satisfaction

Job satisfaction is extent of positive personal attitude toward one's job. In other words, job satisfaction refers to one's emotional pleasantness and satisfaction from evaluation of work environment and work itself based on personal attitude, value, belief, and desire which affects job performance (Kwak, 2003). There are distinctions on opinion about job satisfaction among scholars. Hoppock (1935) defined job satisfaction as product of worker's psychological, physiological, and environmental satisfaction from his work. Job satisfaction was viewed as an aspect of attitude and was defined as one's attitude toward his job (McCormick & Ilgen, 1980).

There is a common belief among scholars that job satisfaction is a way of emotional reaction. It turned out that job satisfaction was formed by consolidating opinions about job satisfaction factors – such as aptitude, skill, and value of the job – work environment, and compensation (Lee, 2004).

Job satisfaction can be said to be a difference between the quantity that one believes that he deserves and the quantity believed that he actually received. Thus, to enhance the extent of satisfaction, member's satisfaction of needs and motivation should be preceded. In terms of the extent of satisfaction, it can be defined as pleasant and positive emotion on job evaluation. It is a combined state of extent of satisfaction experienced by work, and member's psychological, physiological, and environmental situation. Also, it was defined as a member's state of achieving value of his job and accelerating it (Cho, Kim, & Chae, 2006).

In the service industry, as member's job satisfaction leads to direct motivation of customer satisfaction, motivation of worker's job satisfaction has been an interest of researches for a long time. As for factors which have direct influence, there are suitability of job to one's image, predictability of job relationship, duty and harmony of job, sense of accomplishment, responsibility, growth, promotion, stability, self-fulfillment through performance, opportunity to show capability, authority and responsibility of job, service orientation, relationship with coworkers, knowledge of job, execution of company rule, welfare, and education and training (Smith et al., 2005; Kim, 2006; Kong et al., 2007).

In case of hotel restaurant, in previous studies about job satisfaction, compensation, recruitment, kitchen environment, along with well-established human resource management brings about high satisfaction (Cho et al., 2006; Lee et al., 2008). It was also said that the satisfaction was more influenced by high interaction between members' title and duty than frequency of customer encounter.

Based on the results of previous studies, job satisfaction is a form of members' attitude which reveals their emotional preference toward their jobs. In other words, it is extent to which an individual feels and evaluates his

satisfaction with his work itself, satisfaction with compensation, opportunity to promote, supervision, satisfaction with coworkers, and working condition; and it has an important meaning on organization's productivity (Locke, 1976; Fisher, 2000; Jun, 2015; Megginson & Chung, 1981).

In the current study, based on previous researches done by Jung (2014), Yoo (2016), and Wendy et al. (2005), uses satisfaction on superior and coworker, and satisfaction on compensation and promotion as measurements of job satisfaction.

2.3. Customer Orientation

Customer orientation has been a popular issue as corporations competitively aim for customer orientation and recognize customer satisfaction as their performance. The concept of customer orientation starts off by understanding customer's overall value chain, and it also includes prediction of future (Day & Wensley, 1988). Customer orientation is a research focusing on immersion of subjects other than those covered earlier and signifies that research on immersion is being expanded to service domain (Kim, 2004).

Hoffman and Ingram (1992) defined customer orientation as corporation and worker's attitude to approach to customers in a manner that corresponds to customer's interest and explained it by differentiating with customer satisfaction. Brown et al. (2002) viewed customer orientation as one of individual variables which reflected service worker's tendency to satisfy customer's needs, which means that service worker putting himself in customer's shoes and executing corporation's effort. It was defined as tendency of corporation's general effort to enhance customer's profit. Allen et al. (2010) defined customer orientation as an act of corporation workers to heighten belief actions (deep acting) directly and to regulate negative belief actions (surface acting) and expression relationship.

If a service provider has a high customer orientation, he behaves to enhance customer satisfaction, and he can build a long-term relationship with customers. In turn, customer orientation can be used as a measurement variable to access customer satisfaction.

Before, previous studies constructed customer orientation as a single factor by approaching service provider's customer orientation to estimate customer satisfaction and understand corporation's outcome; however, studies now tend to construct customer orientation multi-dimensionally to measure workers psychological status in detail and service outcome.

Brown et al., (2002) defined customer orientation as worker's approach attitude and tendency to understand and tune himself to customer's need; and developed two measurements – enjoyment dimension and needs dimension – of customer orientation. In other words, enjoyment dimension is extent to which worker naturally enjoys interacting and supporting customers, and needs dimension means belief of a worker who has ability to satisfy customer's need. Donovan et al. (2004) supplemented Brown et al. (2002)'s customer orientation dimensions and reconstructed components of customer orientation into 4 dimensions – need to pamper dimension, need to read customer's need dimension, need to deliver dimension, and need for personal relationship dimension.

Periatt et al. (2007) classified subfactors of customer orientation into individual help for purchase decision, preoccupation to comprehend customer's need, explanation of product's benefits, and usage of pressure tactics. Lee and Lee (2010) composed customer orientation with fulfillment of customer's need and customer service dimensions. Lee (2012) summarized it into service worker's tendency and belief to satisfy customer's need and organized it into subfactors of voluntary customer orientation and business customer orientation. Kim (2010) divided customer orientation into voluntary customer orientation where a worker behaves in customer's position and does his best, and business customer orientation where a worker provides all the useful information to customer. Jung (2014) constructed customer orientation into two dimensions: voluntary customer orientation – carrying out his role and duty without being asked – and business customer orientation – providing useful information to customers, responding to customer's demand as honestly as possible, and delivering benefits of service clearly to customer.

The current study aims to measure hotel restaurant cook's customer orientation based on previous studies about hotel restaurant cook's customer orientation done by Periatt et al., (2007), Kim (2007), Lee (2012), Jung (2014), and Seo (2019) which reconstructed Brown et al. (2002)'s dimensions of customer orientation.

3. Research Method

3.1. Setting Study Model

This study analyzes effect of hotel restaurant cook's emotional labor on job satisfaction. It also analyzes effect of job satisfaction on customer orientation. Based on the analysis, the current study aims to suggest ways of managing hotel restaurant cook's human resources more efficiently and fundamental ways to enhance hotel restaurant cook's job satisfaction and customer orientation.

Research model set up based on contemplating preceding researches and references is as shown in Figure 1.

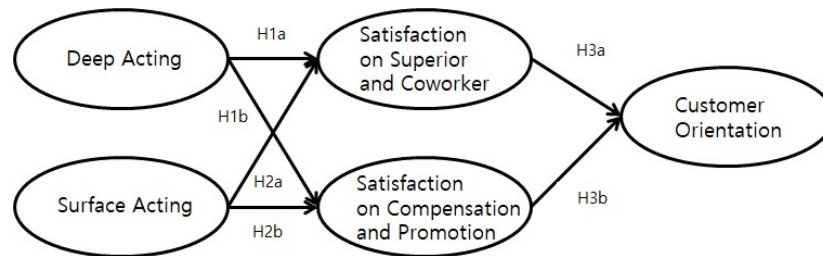


Figure 1: Research model

3.2. Research Hypothesis

3.2.1. Relationship between Hotel Restaurant Cook's Emotional labor and Job Satisfaction (H1, H2)

Based on preceding researches done by Hochschild (1983), Ashforth and Humphrey (1993), Hochschild (1979), Sager (1994), Spencer and Spencer (1993), Grandey (2000), Zapf (2002), Lee (2006), Sul and Choi (2007), Min (2007), Kwon (2010), Moon (2011), Seo and Yoo (2014), Cho (2014), Kwak (2015), and Yoo (2016), the current study was able to expect that hotel restaurant cook's emotional labor factor would have significant effect on job satisfaction. Therefore, the following hypotheses were established.

H1: Hotel restaurant cook's emotional labor will have effect on satisfaction on superior and coworker among job satisfaction

H1a: Hotel restaurant cook's deep acting will have effect on satisfaction on superior and coworker among job satisfaction

H1b: Hotel restaurant cook's surface acting will have effect on satisfaction on superior and coworker among job satisfaction

H2: Hotel restaurant cook's emotional labor will have effect on satisfaction on compensation and promotion among job satisfaction

H2a: Hotel restaurant cook's deep acting will have effect on satisfaction on compensation and promotion among job satisfaction

H2b: Hotel restaurant cook's surface acting will have effect on satisfaction on compensation and promotion among job satisfaction

3.2.2. Relationship between Hotel Restaurant Cook's Job Satisfaction and Customer Orientation

Based on preceding researches done by Brown et al. (2002), Wendy et al. (2005), Perriatt et al. (2007), Kim (2010), Lee (2012), Jung (2014), Jung (2014), and Yoo (2016), the current study was able to expect that hotel restaurant cook's job satisfaction would have significant effect on customer orientation. Therefore, the following hypotheses were established.

H3: Hotel restaurant cook's job satisfaction will have effect on customer orientation

H3a: Hotel restaurant cook's satisfaction on superior and coworker will have effect on customer orientation.

H3b: Hotel restaurant cook's satisfaction on compensation and promotion will have effect on customer orientation.

3.3. Constructive Definition of Variables

3.3.1. Constructive Definition of Hotel Restaurant Cook’s Emotional labor

Based on criteria used in studies done by Hochschild (1983), Ashforth and Humphrey (1993), Hochschild (1979), Grandey (2000), Zapf (2002), and Kwak (2015) to measure hotel restaurant cook’s emotional labor, their reliability and validity were tested. As mentioned in theoretical background earlier, hotel restaurant cook’s emotional labor was composed of two constructs, surface acting and deep acting, and each construct was measured with Likert 7-point scale.

3.3.2. Constructive Definition of Hotel Restaurant Cook’s Job Satisfaction

Based on criteria developed in studies done by Wendy et al. (2005), Jung (2014), and Yoo (2016) to measure hotel restaurant cook’s job satisfaction, their reliability and validity were tested. As mentioned in theoretical background earlier, hotel restaurant cook’s job satisfaction was composed of two constructs, satisfaction on superior and coworker and satisfaction on compensation and promotion, and each construct was measured with Likert 7-point scale.

3.3.3 Constructive Definition of Hotel Restaurant Cook’s Customer Orientation

Based on criteria developed in studies done by Perriatt et al. (2007), Kim (2010), Lee (2012), and Jung (2014) to measure hotel restaurant cook’s customer orientation, their reliability and validity were tested. As mentioned in theoretical background earlier, hotel restaurant cook’s customer orientation was a construct, and it was measured with Likert 7-point scale.

3.4. Composition of Survey

Table 1 shows measurement variable and composition of survey used in the current study.

Table 1: Composition of Survey

Measurement Variable		Measurements	Questions	Reference
Cook's Emotional labor	Deep Acting	I try for positive emotional expression during customer encounter, I try to keep positive emotion, I try to have emotion to help customers while working, I try to have positive impression and emotion as desired by company, I try to feel true emotion that needs to be expressed to customers	4	Hochschild (1979), Grandey(2000), Zapf(2002)
	Surface Acting	I treat customers while hiding my true emotion, I exaggerate emotion that differs from my true emotion, I express positive emotion on purpose when encountering customers, I try to smile even if it is different from my true emotion	5	Kwak (2015)
Job Satisfaction	Satisfaction on Superior and Coworker	My superior recognizes autonomy in terms of job performance, My superior helps with my work, My superior compliments me when I perform my work well, My coworkers are willing to help when there is difficulty, My coworkers in the same department work well together	5	Jung (2014), Yoo(2016), Wendyetal.(2006)

	Satisfaction on Compensation and Promotion	There is fair promotion in my hotel. Work evaluation which affects promotion is carried out fairly. I think my compensation is higher than that of a person working in the same department in different hotel. My compensation is reasonable compared to my efforts.	4	
	Customer Orientation	I try to provide service that would be helpful to the customers in their shoes, I explain to customers about a service as is, I try to have conversation with customers frequently, I act before customers ask for something, I answer as honestly as possible to customer's questions. I provide as much information as possible to customer's need, I try to respond to customer's need as fast as possible, I greet to customers with a cheerful look	8	Periatt et al. (2007), Kim(2010), Lee(2012), Jung(2014)
	Demographics	Gender, Age, Education, Income, Department, Form of Employment, Work experience, Position, Marital Status	9	Yoo (2016)

3.5. Sampling and Data Collection

In order to achieve the current study's goal, sample was extracted targeting cooks working in 5-start hotels located in Seoul considering spatial and time limitation. Method of research was direct research method with survey. Survey was conducted from April 1st, 2018 to April 20, 2018 (approximately 20 days). Total of 300 surveys were distributed to cooks working in 5-start hotels located in Seoul, and among those 250 surveys were returned. Among returned 250 surveys, 246 surveys (rate of surveys actually used: 82.00%) – excluding four surveys answered insincerely – were used in the analysis.

As for the method of analysis, SPSSWIN 19.0, which was designed to analyze social science data, was used to analyze collected data. Major method of analysis includes frequency analysis, validity analysis, reliability analysis, correlation analysis, and multiple regression analysis. To enhance statistical power of the test of social science hypotheses, this study utilized general significance level, $p \leq .05$.

4. Results of Analysis

4.1. Demographical Characteristics of the Sample

The result of frequency analysis on demographical characteristics of the sample is as shown in Table 2.

Table 2: Demographical Characteristics of the Sample

Classification		Frequency	Percentage
Gender	Male	185	75.2
	Female	61	24.8
Age	20s	80	32.5
	30s	111	45.1
	40s	49	19.9
	50s	6	2.4
Education	High School Diploma	8	3.3
	(Some) Associate Degree	85	34.6

	(Some) Bachelor's Degree	73	29.7
	(Some or Above) Master's degree	80	32.5
Income	Above 1 Million Won - Below 2 Million Won	74	30.1
	Above 2 Million Won - Below 3 Million Won	98	39.8
	Above 3 Million Won - Below 4 Million Won	49	19.9
	Above 4 Million Won - Below 5 Million Won	6	2.4
	Above 5 Million Won	19	7.7
Department	Korean Kitchen	47	19.1
	Chinese Kitchen	12	4.9
	American Kitchen	58	23.6
	Japanese Kitchen	34	13.8
	Bakery Kitchen	27	11
	Main Kitchen	29	11.8
	Buffet Kitchen	39	15.9
Form of Employment	Permanent Employment	176	71.5
	Contingent Employment	70	28.5
Work Experience	Below 1 Year	39	15.9
	1 - 5 Years	80	32.5
	6 - 10 Years	50	20.3
	11 -15 Years	42	17.1
	Above 15 Years	35	14.2
Position	Assistant Cook	29	11.8
	Cook	152	61.8
	Sous-Chef	45	18.3
	Main Chef	20	8.1
Marital Status	Single	150	61
	Married	96	39
Total		246	100

4.2. Reliability and Validity Test of Measurement Tool

As a result of factor analysis on nine categories of hotel restaurant cook's emotional labor, as shown in Table 3, there were two factors with eigenvalue higher than 1, and the total variation of all factors was 65.982%. In terms of subfactors, Factor 1 (37.597%) was named 'deep acting' while Factor 2 (28.384%) was named 'surface acting'. Also, factor load of the two factors was above .40 which verified constructs' validity, and reliability did not have any problem with its value of above .80.

Table 3: Validity and Reliability Test of Hotel Restaurant Cook's Emotional labor

Factor	Category	Factor Load	Eigenvalue	Variance (%)	Reliability
Factor 1: Deep Acting	I try for positive emotional expression during customer encounter.	0.830	4.695	37.597	.854
	I try to keep positive emotion.	0.784			
	I try to have emotion to help customers while working.	0.748			
	I try to have positive impression and emotion as desired by company.	0.739			

	I try to feel true emotion that needs to be expressed to customers.	0.676			
Factor 2: Surface Acting	I treat customers while hiding my true emotion.	0.866	1.243	28.384	.821
	I exaggerate emotion that differs from my true emotion.	0.844			
	I express positive emotion on purpose when encountering customers.	0.683			
	I try to smile even if it is different from my true emotion.	0.584			
KMO = .862, Bartlett's sphericity = 1059.767, p = .000					

*Factors with eigenvalue higher than 1 were extracted. Cumulative variance is 65.982%.

As a result of factor analysis on nine categories of hotel restaurant cook's job satisfaction, as shown in Table 4, there were two factors with eigenvalue higher than 1, and the total variation of all factors was 65.290%. In terms of subfactors, Factor 1 (32.861%) was named 'satisfaction on superior and coworker' while Factor 2 (32.429%) was named 'satisfaction on compensation and promotion'. Also, factor load of the two factors was above .40 which verified constructs' validity, and reliability did not have any problem with its value of above .80.

Table 4: Validity and Reliability Test of Hotel Restaurant Cook's Job Satisfaction

Factor	Category	Factor Load	Eigenvalue	Variance (%)	Reliability
Factor 1: Satisfaction on Superior and Coworker	My superior recognizes autonomy in terms of job performance.	0.806	4.465	32.861	.833
	My superior helps with my work.	0.802			
	My superior compliments me when I perform my work well.	0.747			
	My coworkers are willing to help when there is difficulty.	0.712			
	My coworkers in the same department work well together.	0.634			
Factor 2: Satisfaction on Compensation and Promotion	There is a fair promotion in my hotel.	0.864	1.411	32.429	.817
	Work evaluation which affects promotion is carried out fairly.	0.860			
	I think my compensation is higher than that of a person working in the same department in a different hotel.	0.759			
	My compensation is reasonable compared to my efforts.	0.757			
KMO = .824, Bartlett's sphericity = 1148.068, p = .000					

*Factors with eigenvalue higher than 1 were extracted. Cumulative variance is 65.290%.

As a result of factor analysis on eight categories of hotel restaurant cook's customer orientation, as shown in Table 5, there was one factor with eigenvalue higher than 1, and the total variation of all factors was 58.518%. Factor 1 (58.518%) was named 'customer orientation'. Also, factor load of the factor was above .40 which verified constructs' validity, and reliability did not have any problem with its value of above .80.

Table 5: Validity and Reliability Test of Hotel Restaurant Cook's Customer Orientation

Factor	Category	Factor Load	Eigenvalue	Variance (%)	Reliability
Factor 1: Customer Orientation	I try to provide service that would be helpful to the customers in their shoes.	0.805	4.681	58.518	.898
	I explain to customers about a service as is.	0.782			

I try to have conversation with customers frequently.	0.772		
I act before customers ask for something.	0.771		
I answer as honestly as possible to customer's questions.	0.771		
I provide as much information as possible to customer's need.	0.768		
I try to respond to customer's need as fast as possible.	0.736		
I greet to customers with a cheerful look.	0.710		
KMO = .897, Bartlett's sphericity = 987.630, p = .000			

* Factors with eigenvalue higher than 1 were extracted. Cumulative variance is 58.518%.

4.3. Result of Correlation Analysis among Constructs

Correlation analysis measures strength of primary relationship between two factors, and it represents primary direction and correlation between two variables. In general, Pearson correlation coefficient is used simply to refer to correlation coefficient. If there is a low correlation between two variables, they are mutually exclusive concepts which can be distinguished which verify their validity.

In this study, the result of correlation analysis of factors extracted from factor analysis is as shown in Table 6.

Table 6: Result of Correlation Analysis of the Constructs

Factor	Mean	Standard Deviation	(1)	(2)	(3)	(4)	(5)
Deep Acting (1)	4.01	.60	1				
Surface Acting (2)	3.73	.70	.59**	1			
Satisfaction on Superior and Coworker (3)	3.72	.70	.58**	.55**	1		
Satisfaction on Compensation and Promotion (4)	3.03	.97	.41**	.44**	.38**	1	
Customer Orientation (5)	3.92	.59	.59**	.66**	.62**	.50**	1

**Correlation coefficient is significant if above 0.01 (both directions)

4.4. Hypothesis Testing

4.4.1. Effect of Hotel Restaurant Cook's Emotional labor on Job Satisfaction (Satisfaction on Superior and Coworker) (H1)

The result of multiple regression analysis to test effect of hotel restaurant cook's emotional labor on job satisfaction (satisfaction on superior and coworker) is as shown in Table 7. As a result of analysis, explanation power of regression model was 38.0%, and regression equation turned out to be statistically significant ($F = 73.790$, $p < .001$). As for independent variable, deep acting ($\beta = .544$, $p < .01$) had statistically significantly positive effect on job satisfaction (satisfaction on superior and coworker). Surface acting did not have a significant effect. As a result, as deep acting – a subfactor of hotel restaurant cook's emotional labor – increases, job satisfaction (satisfaction on superior and coworker) increases.

Table 7: Effect of Hotel Restaurant Cook's Emotional labor on Job Satisfaction (Satisfaction on Superior and Coworker)

Classification	Unstandardized Coefficient		Standardized Coefficient		p-value	Collinearity	
	B	Standard Error	Beta	t		Tolerance	VIF
(constant)	.763	.248		3.076	.002**		
Deep Acting	.636	.074	.544	8.640	.000**	1.000	1.000
Surface Acting	.111	.063	.110	1.753	.081	1.000	1.000
R-squared = .380, Adjusted R-squared = .375, df1 = 2, df2 = 241, F-value = 73.790, p = .000							

**p < 0.01

4.4.2. Effect of Hotel Restaurant Cook’s Emotional labor on Job Satisfaction (Satisfaction on Compensation and Promotion) (H2)

The result of multiple regression analysis to test effect of hotel restaurant cook’s emotional labor on job satisfaction (satisfaction on compensation and promotion) is as shown in Table 8. As a result of analysis, explanation power of regression model was 14.5%, and regression equation turned out to be statistically significant (F = 20.398, p < .001). As for independent variable, deep acting ($\beta = .252$, p < .01) and surface acting ($\beta = .172$, p < .05) had statistically significantly positive effect on job satisfaction (satisfaction on compensation and promotion). As a result, as deep acting and surface acting – subfactors of hotel restaurant cook’s emotional labor – increase, job satisfaction (satisfaction on compensation and promotion) increases.

Table 8: Effect of Hotel Restaurant Cook’s Emotional labor on Job Satisfaction (Satisfaction on Compensation and Promotion)

Classification	Unstandardized Coefficient		Standardized Coefficient		p-value	Collinearity	
	B	Standard Error	Beta	t		Tolerance	VIF
(constant)	.556	.397		1.401	.162		
Deep Acting	.401	.118	.252	3.408	.001**	1.000	1.000
Surface Acting	.236	.101	.172	2.329	.021***	1.000	1.000
R-squared = .145, Adjusted R-squared = .138, df1 = 2, df2 = 241, F-value = 20.398, p = .000							

p < 0.01, *p < 0.05

4.4.3. Effect of Hotel Restaurant Cook’s Job Satisfaction on Customer Orientation (H3)

The result of multiple regression analysis to test effect of hotel restaurant cook’s job satisfaction on customer orientation is as shown in Table 9. As a result of analysis, explanation power of regression model was 33.3%, and regression equation turned out to be statistically significant (F = 59.561, p < .001). As for independent variable, satisfaction on superior and coworker ($\beta = .535$, p < .01) had statistically significantly positive effect on customer orientation. Satisfaction on compensation and promotion did not have a significant effect. As a result, as satisfaction on superior and coworker – a subfactor of hotel restaurant cook’s job satisfaction – increases, customer orientation increases.

Table 9: Effect of Hotel Restaurant Cook’s Job Satisfaction on Customer Orientation

Classification	Unstandardized Coefficient		Standardized Coefficient		p-value	Collinearity	
	B	Standard Error	Beta	t		Tolerance	VIF
(constant)	2.134	.166		12.829	.000		
Satisfaction on Superior and Coworker	.443	.052	.535	8.572	.000**	1.000	1.000
Satisfaction on Compensation and Promotion	.044	.038	.072	1.146	.253	1.000	1.000
R-squared = .333, Adjusted R-squared = .327, df1 = 2, df2 = 239, F-value = 59.561, p = .000							

**p < 0.01

5. Conclusion and Suggestion

This study analyzes effect of hotel restaurant cook’s emotional labor on job satisfaction. It also analyzes effect of job satisfaction on customer orientation. Based on the analysis, the current study aims to provide aid in enhancing hotel restaurant cook’s core competence and managing hotel restaurant cook’s human resources more efficiently. In order to achieve the current study’s goal, a direct research method with survey was selected. Survey was conducted from April 1st, 2018 to April 20, 2018 (approximately 20 days). Total of 300 surveys were distributed, and among those 246 surveys were returned and used in the analysis.

The following are the result of the analysis. First, in order to test H1, multiple regression analysis on effect of hotel restaurant cook's emotional labor on satisfaction on superior and coworker was performed. As a result, deep acting had significant effect while surface acting did not have significant effect. Second, in order to test H2, multiple regression analysis on effect of hotel restaurant cook's emotional labor on satisfaction on compensation and promotion was performed. As a result, all variables – deep acting and surface acting – had significant effect. Third, in order to test H3, simple regression analysis on effect of hotel restaurant cook's job satisfaction on customer orientation was performed. As a result, satisfaction on superior and coworker had significant effect while satisfaction on compensation and promotion did not have significant effect.

The following are theoretical implications of the current study.

First, according to preceding researches, there have been numerous researches targeting hotel restaurant cooks; however, it is hard to find one that analyzes causal relationship among hotel restaurant cook's emotional labor, job satisfaction, and customer orientation. In this point, the current study can be differentiated from the existing studies. Second, it is meaningful to discover that deep acting has the most effect on hotel restaurant cook's job satisfaction. In other words, to enhance hotel restaurant cook's job satisfaction, hotel restaurant cooks should make an effort to have positive feeling and emotion about each other. Also, they will have high job satisfaction if they try to have positive emotion and feel true emotion which will heighten their deep acting.

The following are practical implications of the current study.

First, to test H1, effect of hotel restaurant cook's emotional labor on job satisfaction (satisfaction on superior and coworker) was analyzed; as a result, while deep acting had a statistically significantly positive effect on job satisfaction (satisfaction on superior and coworker), surface acting did not have a statistically significant effect. This implies that hotel restaurant cooks try to express their positive emotion or maintain it. Also, they try to have positive impression and emotion themselves.

Second, to test H3, effect of hotel restaurant cook's emotional labor on job satisfaction (satisfaction on compensation and promotion) was analyzed; as a result, deep acting and surface acting had a statistically significantly positive effect on job satisfaction (satisfaction on compensation and promotion). This implies that cooks try to have an emotion of assisting customers and feel true emotion to customers. Cooks also encounter customers while hiding their true emotion and try to express positive feeling on purpose.

Third, to test H3, effect of hotel restaurant cook's job satisfaction on customer orientation was analyzed; as a result, while satisfaction on superior and coworker had a statistically significantly positive effect on customer orientation, satisfaction on compensation and promotion did not. This implies that satisfying internal customers – superior and coworker – is essential in satisfying external customers, rather than trying to satisfy external customers directly. In the end, in terms of customer satisfaction, satisfaction on superior and coworker is more important than satisfaction on compensation and promotion.

The following are the limitations and suggestions for future studies. First, as the current study targeted cooks working in 5-star hotels located in Seoul, there is limitation in generalizing the result. In the future it would be easier to generalize the result if researches are conducted targeting hotel restaurant cooks around the country.

Second, as the current study relies on survey, it is unavoidable that the result is dependent on survey respondent's answer. As hotel restaurant cooks are busy, there can be reluctance in answering surveys with a lot of questions. In order to overcome this difficulty, deeper analysis utilizing Delphi technique can be considered.

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