

What if it is too negative? Managing emotions in the organization

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ABSTRACT

Hospitality industry always looks for the exhibition of positive emotions from employees' side and employees display it through suppressing negative emotions (surface acting) or expressing positive emotions (deep acting). The aim of this study is to examine the impact of emotional labor strategies on emotional exhaustion of employees through moderating effect of perceived organizational support. The study uses a sample of 190 employees of chain hotels situated in Lahore, Pakistan. Results concludes that hotels in hospitality sector should value the emotions of frontline employees to prevent them from getting emotionally exhausted, so they could serve the customers' productively. Similarly, if organizations develop a mechanism and system that enhance the positive perception of organizational support among employees, it will decrease the adverse consequences of emotional labor. This research could be carried out in other service sectors like education, health, banking, airlines etc. where frontline employees matter a lot for organizational image.

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1. Introduction

Nearly half of the Gross Domestic Production (GDP) of developed economies is being contributed by service sector and now developing countries are acquiring this trend as well (Akhter, 2016). Employees of this sector always remain in contact with the customers so that their postures, gestures and emotions are critical factors to consider (Lu et al., 2020). While dealing with the customers, there is a pressure on service sector employees to manage their emotions and follow display rules (Aqqad, Obeidat, Tarhini, & Masa'deh, 2019). This unswerving interaction between employees and customers coins a term named as Emotional Labor (EL) (Gabriel, Daniels, Diefendorff, & Greguras, 2015). As human beings, employees may not always in a state of happiness or positivity but they have to manage their emotions by faking, enhancing or suppressing their emotions i.e. Emotional Labor (EL) (Burić, Slišković, & Penezic, 2019). Surface Acting (SA) and Deep Acting (DA) are two types of emotional labor (Grandey, 2003; Xanthopoulou, Bakker, Oerlemans, & Koszucka, 2018). Hochschild (Hochschild, 2012) developed the concept of EL and studied its impact on human psychology. She highlighted its negative impact on job satisfaction of employees and categorized SA and DA as types of emotional labor. Emotional labor has become an essential element and regular practice in most of the service-related jobs including hospitality industry (Chen et al., 2012; Chon, Park, & Zoltan, 2020; Lv, Xu, & Ji, 2012), lawyers (Harris, 2002), nurses (Kim & Jang, 2019), restaurant workers (Chung, Jung, Kim, & Cho, 2017; Kim, Han, & Kang, 2019), welfare workers (Cho & Song, 2017), service clerks and social work (Mancini & Lawson, 2009).

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Hospitality and fast-food industry is the second largest industry in Pakistan and it holds the eighth greatest market in the world with respect to drive-through food business (Memon, 2012). In hotels, face-to-face interactions create an impression on the customers (Graham, Ali, & Tajeddini, 2020) and they assess the manners and general behavior of employees which eventually plays a vital role in enhancing organizational performance therefore this interaction must be of high quality (Medler-Liraz & Yagil, 2013). While working at hospitality sector, the regulation of emotions is not only included in the job description of employees but they are also trained to do so, like to keep smiling and to greet cheerfully (Grandey, 2015; Kim, Shin, & Umbreit, 2007). So we can say that along with cognitive and physical labor, hospitality sector employees are expected to be engaged in emotional labor as well (Chang, 2011).

The frontline employees of hospitality industry have to deal with different kinds of customers including the demanding and the difficult ones, but they have to be polite & gentle and always deal them with a smile as it is the part of their job (Barry, Olekalns, & Rees, 2019; Chen et al., 2012). Therefore, employees of this industry have to display emotional labor strategies to maintain organizational quality. Emotional labor can act as a stressor especially surface acting can lead to emotional exhaustion, affect workers well-being and cause job dissatisfaction (Grady, 2016). Previously, extensive work has been done on the outcomes of emotional labor but there is blatant gap exists in the literature. This research aims to study the emotional exhaustion induced by emotional labor with the moderating role of Perceived Organizational Support (POS). The identification of this gap in the literature of emotional labor can be a game changer for hospitality sector. When organization provides formal assistance to employees in managing quality work this assistance helps to reduce stress-related outcomes of emotional labor. It also helps in building perception of employees that their organization supports them in handling stressful situations and helps them in performing their tasks effectively (Gok, Akgunduz, & Alkan, 2017; Hafidhah & Martono, 2019). So through moderating effect of POS, emotional exhaustion of employees can be controlled.

Hospitality industry always looks for the display of positive emotions from employees' side and employees displays it through suppressing negative emotions (surface acting) or expressing positive emotions (deep acting). The purpose of this study is to examine the impact of two components of emotional labor strategies, i.e. surface acting and deep acting on emotional exhaustion of employees through moderating effect of perceived organizational support. This study will likely to contribute in the field of service quality and human resource management (HRM) by helping managers in managing emotional labor and to prevent employees from being emotionally exhausted. This study has been conducted in contextual setting of Pakistan which can also be a guiding behavior for the hospitality industry of developing countries. Keeping in view the research gap, this research addresses the following research question: Does perceived organizational support has moderating effect over the relationship of emotional labor and emotional exhaustion?

2. Review of literature and hypotheses development

The workplace is drenched with emotions (Xiaoxiao & Junqi, 2015) and the control of emotional display is considered as a part of one's job (Grandey, Rupp & Brice, 2015). Therefore, employees must manipulate their emotions to fulfill the formal/informal demands of expressing emotions. In 2013, Gallup poll survey reported that approximately 72% of the US service workers are not interested in their work and their engagement level dropped from 32% in 2009 to 29% in 2012, it caused approximately US \$450- \$550 billion lost in productivity annually (Anaza, Nowlin, & Wu, 2016). These reports were alarming and convinced researchers to think that expressing positive emotions or suppressing negative emotions are considered to play vital role in satisfying clients or not, but most of the time employees do not feel positive from inside but they are bound to show fake positive emotions (surface acting) just to follow display rules. It may cause emotional exhaustion (Wang, Huang, Yin, & Ke, 2018) and may affect their job satisfaction (Hsieh, Hsieh, & Huang, 2016), job performance and their mental health (Park, Oh, & Boo, 2019; Wang, Wang, & Hou, 2016). The JD-R (job demands-resource) theory assists in explaining emotional labor in context of surface acting and deep acting as a job demand and how does it affect emotions directly and in the presence of perceived organizational support as moderator. Both emotions and perceived organizational support are considered as job resources. According to the JD-R theory (Demerouti, Bakker, De Jonge, Janssen, & Schaufeli, 2001), risk factors incorporated with job stress can be categorized into two groups'; JDs (Job Demands) and JRs (Job Resources). JDs are those psychosomatic, socially embedded, physical, or administrative features of the job that necessitates physical or psychosomatic efforts or abilities and are therefore related with certain physical and/or psychological costs. Whereas JRs are those physical, psychological, social or organizational characteristics of the job that are effective in achieving goals, minimize job demands and trigger personal growth, development and learning (Bakker & Demerouti, 2007, 2017; Tadić, Bakker, & Oerlemans, 2015).

The efforts to regulate and fine tune the emotions is known as emotional labor (Wessel & Steiner, 2015) and it is the process by which employees modify their emotions in order to fulfill organization's display rules or to give particular emotional reactions in specific conditions (Hochschild, 2012). In order to maintain the service quality, employees may adopt two strategies either surface acting in which they modify their outer expressions or deep acting in which they modify their inner feelings to match with their expressions (Grady, 2016). Hochschild (Hochschild, 2012) cautioned about the practice of surface acting because modulation of outward emotional display is harmful to the employees. The rules requiring such practices can be very detrimental and results in various negative outcomes like surface acting can cause psychological strain (Schaubroeck & Jones, 2000), emotional exhaustion (Hülshager & Schewe, 2011) and job dissatisfaction (Xiaoxiao & Junqi, 2015).

2.1. Relationship between emotional labor and emotional exhaustion

Emotional labor is the modulation of one's emotions at workplace. Workers may be engaged in surface or deep acting to reshape their sentiments according to display rules (Grady, 2016). Research suggest that positive expressions like putting a smile on your face or a friendly behavior helps in retaining customers and creating a good perception (Ladhari, Souiden, & Ladhari, 2011; Parasuraman, Zeithaml, & Berry, 1985). Service providers mostly have to do acting i.e. displaying fake positive emotions to satisfy customers as they do not always feel positive (Grandey, 2003; Russell, 1983). This effective delivery of positive emotions during interaction helps in satisfying customers but employees do not feel positive all the time, so they must act to follow job requirements through surface acting. In SA, employees modify their facial expressions without changing their feelings. It is about faking positive emotions and suppressing negative emotions (Grandey, 2003). Emotional labor is about suppressing feelings, faking a smile and show unfeelt feelings. It is considered that smiling is good for health so such employees with faking smiles should be happiest and healthiest, but the case is quite opposite. This emotional labor cause emotional exhaustion, job dissatisfaction and job burnout (Grandey et al., 2015). Surface acting as a requirement of one's job may cause emotional exhaustion due to two reasons (1) tension experienced from emotional discrepancy and (2) energy depletion due to putting a lot of effort in acting (Bhave & Glomb, 2016). Emotional dissonance is an outcome of surface acting due to the conflict among feelings and expressions (Pugh, Groth, & Hennig-Thurau, 2011). Research has shown that emotional dissonance is the cause of emotional exhaustion (Abraham, 1998; Fu, Shen & Wei, 2020; Pugh et al., 2011). So a positive relation may be expected between surface acting and emotional exhaustion (Brotheridge & Grandey, 2002). Therefore, it is hypothesized that:

Hypothesis 1: There will be a positive relationship between surface acting and emotional exhaustion.

Deep acting is about intentionally changing one's feelings to express the emotions that are desired (Allen, Diefendorff, & Ma, 2014). Rather than just faking an emotions employee may try to feel happy from inside and changing their feelings according to emotional display requirements. They interiorize the desired emotions. This is called deep acting (Grady, 2016) and it provides genuine emotional displays (Allen et al., 2014). Although both type of emotional labor strategies requires to display desired emotions but their nature is absolutely different, deep acting is about displaying desired emotions by changing inner emotions. Deep acting in-lines the feelings and expressions so it reduces the emotional dissonance (Grandey, 2003). The regulation of emotions via surface acting cause high amount of tension. Whereas the employees who practice deep acting may not have to face such problems, as they are managing the inner feelings and then expressing those feelings. Therefore deep acting doesn't cause much emotional exhaustion as surface acting does (Brotheridge & Grandey, 2002).

According to Hülshager et al. (Hülshager & Schewe, 2011), deep acting is a balanced emotional state that has a negative or null effects on emotional well-being of an employee. It prevents conflict between felt and exhibited emotions. Although there is an energy investment while doing deep acting, but the employees involved in deep acting do not have to put in a lot of energy to deal with the discrepancy between true emotions and the expressed emotions (Hoffmann, 2016). It helps in the preservation of the energy, restrain against resource drain and helps in gaining other psychological resources (Dahling & Perez, 2010). This supports its negative relation with emotional exhaustion (Xanthopoulou et al., 2018). So, a negative relationship is proposed between deep acting and emotional exhaustion.

Hypothesis 2: There will be a negative relationship between deep acting and emotional exhaustion.

2.2. Moderating role of perceived organizational support

One of the main dimensions of burnout is emotional exhaustion. Emotional exhaustion can be defined as "the draining or depletion of emotional resources" (Maslach & Jackson, 1984). It is psychological strain or a consequence of a stressor (Kickul & Posig, 2001). Perceived Organizational Support (POS) includes supportive policies established by organizations or supervisors (Alexander Hamwi, Rutherford, & Boles, 2011). It is the belief of an employee that his efforts and contributions to achieve organizational goals will be recognized and organization will consider his well-being (Ozyer, Berk & Polatci, 2016). POS includes all activities regarding the amount of value that an organization gives to happiness and contribution of employees. When employees receive support from their organization they feel happy and when they feel that they are not valued, then the signs of burnout appear (Ozyer et al., 2016). Since POS is the perception of employees that their organization supports them in handling stressful situations at work and helps them in performing their tasks effectively, this formal assistance by organizations help to reduce stress-related outcomes of emotional labor (Duke, Goodman, Treadway, & Breland, 2009). Baran et al. (Baran, Shanock, & Miller, 2012) found POS to be negatively related with stress. Hur et al. (Hur, Han, Yoo, & Moon, 2015) found that POS can reduce job dissatisfaction owing to the stress caused by emotional labor. Job resources (perceived organizational support) can minimize the effects of job demands (like EL) on emotional exhaustion (Hamwi et al., 2011). This is congruous with J-DR theory as job resources (like POS) moderates the relation between job demands (SA & DA) and strain (emotional exhaustion).

Hypothesis 3a: Perceived organizational support moderates the relationship between surface acting and emotional exhaustion and weakens this relationship.

Hypothesis 3b: Perceived organizational support moderates the relationship between deep acting and emotional exhaustion and strengthens this relationship.

On the basis of above review of literature, hypotheses development and conceptual framework have been framed out.

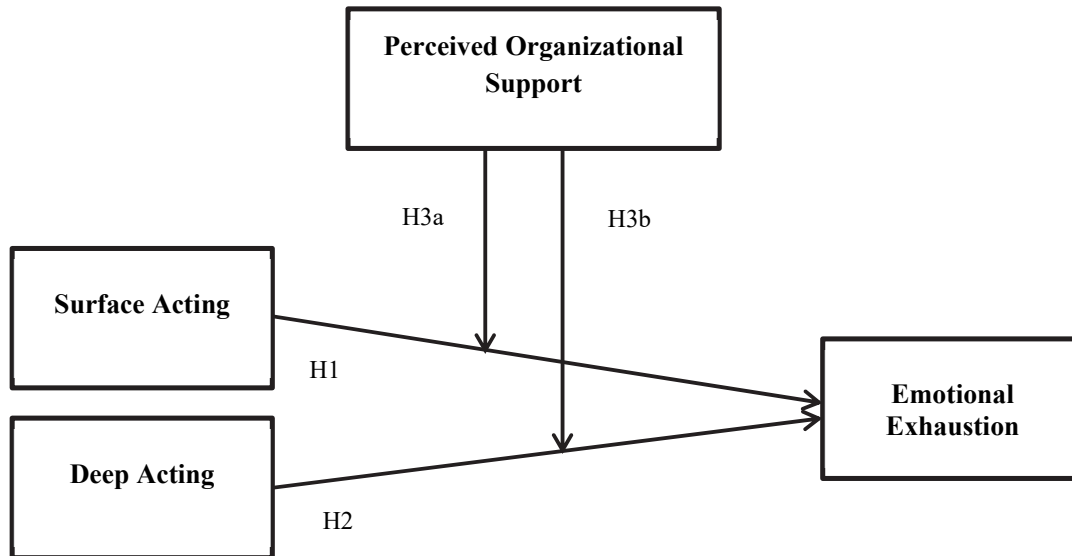


Fig. 1. Conceptual Framework.

3. Methodology

3.1. Procedures and participants

This study used quantitative research design. Survey questionnaires were used as a tool to gather data. The population for this research was the employees dealing directly with customers of different hotels located in Lahore, Pakistan. Convenient sampling was used for collecting data from respondents. Acceptance and goodness of sample size were checked by using G*Power (3.1.9.2) software which calculated sample size 187 with 99% power, multiple correlation (R) of 0.30 and at significance level of 0.05. For collecting data, 200 employees of top six hotels in Lahore (Avari, Hospitality Inn, Hotel One, Pearl Continental, Faletti's and Nishat) were approached by using simple random sampling. The cases in which responses were not given correctly were removed. So out of 200 questionnaires 10 were discarded and 190 were used for further data analysis. The respondents were provided with full assurance to keep their responses confidential. To reduce common method bias, a two-wave time-lag technique with a gap of 14 days was used for data collection (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). At Time 1, data of demographic variables and two components of emotional labor (Surface acting and deep acting) were collected. At Time 2, we acquired responses about emotional exhaustion and perceived organizational support. We assigned unique number against the name of each respondent so that relevant employee could be targeted at Time 2.

3.2. Measures

Already established scales were adopted. These scales were in English so they were translated into Urdu following the process recommended by (Brislin, 1970).

3.2.1. Surface Acting

The four items scale developed by Diefendorff *et al.* (Diefendorff, Croyle, & Gosserand, 2005) was used to measure surface acting. A sample item for surface acting included "I fake a good mood when interacting with customers". A five-point Likert scale was used varying from 1= strongly disagree to 5=strongly agree. A high score indicated that there was a higher level of surface acting.

3.2.2. Deep Acting

The four items scale developed by Diefendorff *et al.* (Diefendorff *et al.*, 2005) was used to measure deep acting. A sample item for deep acting included "I try to actually experience emotions that I must show to customers". A five-point Likert scale was used varying from 1= strongly disagree to 5=strongly agree. A high score indicated that there was a higher level of deep acting.

3.2.3. Emotional Exhaustion

The four items scale developed by Maslach and Jackson (Maslach & Jackson, 1981) was used to measure emotional exhaustion. A sample item for emotional exhaustion included “I feel emotionally drained from my work”. A five-point Likert scale was used varying from 1= strongly disagree to 5=strongly agree. A high score indicated that there was a higher level of emotional exhaustion.

3.2.4. Perceived Organizational Support

The four items scale developed by Eisenberger *et al.* (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001) was used to measure perceived organizational support. A sample item for perceived organizational support included “This organization is willing to help me if I need a special favor”. A five-point Likert scale was used varying from 1= strongly disagree to 5=strongly agree. A high score indicated that there was a higher level of perceived organizational support.

3.3. Data analysis

Data analysis was done through Statistical Package for Social Sciences (SPSS) and Analysis of Moment Structures (AMOS). Descriptive analysis, frequencies, reliabilities and correlations were analyzed through SPSS 20. Hierarchical Linear Modeling (HLM) analysis was done through AMOS 20. Demographic analysis (see Fig. 2) showed that out of all respondents 67% (n=127) were male and 33% (n=63) were females. The age of 37% respondents was under 30 years, 37% were between 31-40 years and 18% were between 41-50 years whereas 8% respondents belonged to the age group of above 50 years. 25% of respondents had a work experience of less than a year, 35% had work experience of 1-4 years, 27% had an experience of 5-9 years, 13% had an experience of greater than 9 years. Majority of respondents (about 45%) were under matric, 35% had done matriculation, 15% had passed inter and 5% were graduated. In descriptive analysis mean and standard deviation was checked which shows that the mean value ranges from 4.2 - 2.3 and standard deviation value ranges from 0.6 - 0.9 (see Table 1). Prior to further analysis of the data, the reliabilities of all scales were checked using Cronbach’s alpha. Alpha coefficients greater than 0.70 of all scales (see Table 2) indicate that the measures were reliable and can be used for making inferences about the study population. The correlation matrix (see Table 3) tells that emotional exhaustion has a significant and positive correlation with surface acting ($r = 0.564, p < 0.05$) and has negative correlation with deep acting ($r = -0.498, p < 0.05$). Emotional exhaustion has a negative correlation with perceived organizational support ($r = -0.303, p < 0.05$) as well which acts as a moderator in the study. Similarly, POS has a significant relationship positive correlation with deep acting ($r = 0.671, p < 0.01$) and negative correlation with surface acting ($r = -0.314, p < 0.01$), whereas surface acting and deep acting have positive correlation between them ($r = 0.105, p < 0.01$).

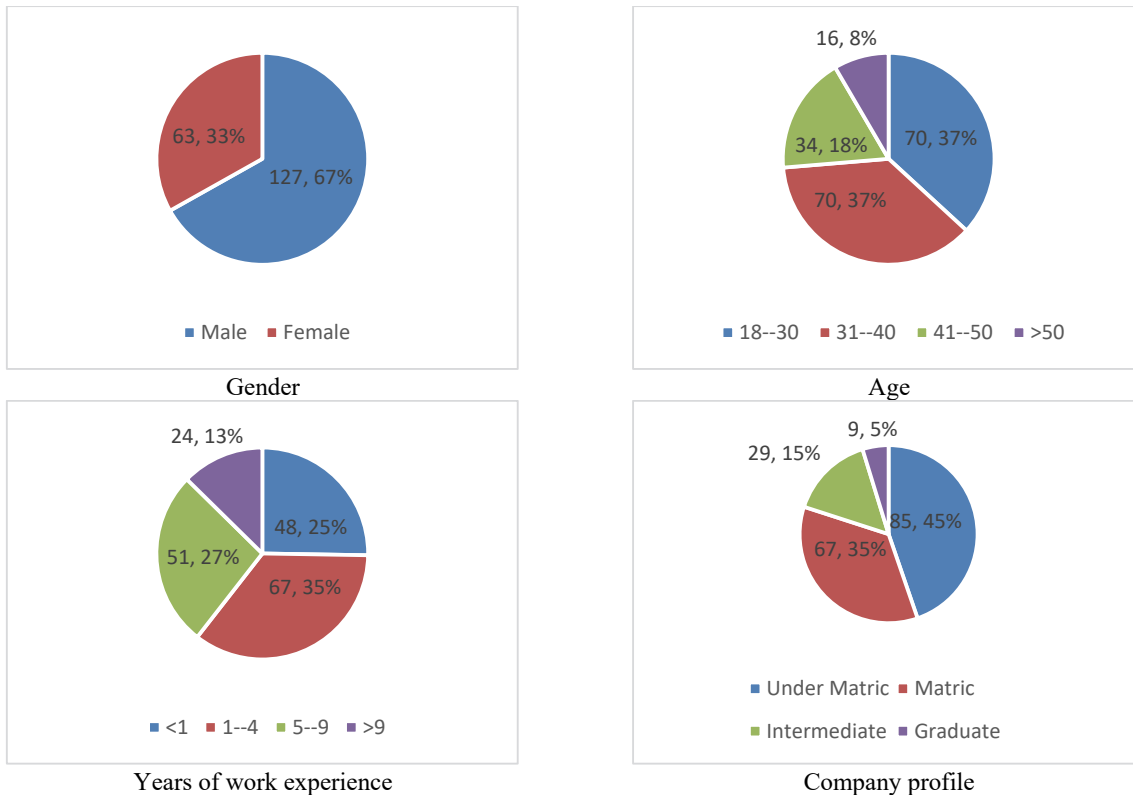


Fig. 2. Demographic data of the respondents

Table 1
Descriptive Statistics

Variables	Minimum	Maximum	Mean	Standard Deviation
Surface Acting	1.00	5.00	2.371	0.916
Deep Acting	1.00	5.00	3.922	0.732
Emotional Exhaustion	1.00	5.00	4.211	0.812
Perceived Organizational Support (POS)	1.00	5.00	3.823	0.624

Table 2
Reliability Analysis

Variables	Items	Cronbach's Alpha	Source
Surface Acting	4	0.930	Diefendorff <i>et al.</i> (2005)
Deep Acting	4	0.917	Diefendorff <i>et al.</i> (2005)
Emotional Exhaustion	4	0.919	Maslach and Jackson (1981)
Perceived Organizational Support (POS)	4	0.845	Eisenberger <i>et al.</i> (2001)

Table 3
Correlation Matrix

No.	Variables	1	2	3	4
1	Surface Acting	1			
2	Deep Acting	0.105**	1		
3	Emotional Exhaustion	0.564*	-0.498*	1	
4	Perceived Organizational Support (POS)	-0.314**	0.671**	-0.303*	1

* $p < 0.05$; ** $p < 0.01$.

4. Results

As our study is having multilevel model therefore hierarchical linear modeling (HLM) was employed to test the hypotheses. At step 1, we analyzed surface acting (SA) and emotional exhaustion (EE). At step 2, we tested deep acting (DA) and emotional exhaustion (EE). At step 3, we examined the moderating effect of perceived organizational support (POS). As employees are nested in the organizational setting therefore HLM was considered as an adequate testing method (Raudenbush & Bryk, 2002). Before finding the linear relationship among variables through liner regression modeling, we examined normality of data and multi-collinearity issues. All the data of variables were under normality curve patterns and multi-collinearity was not found because tolerance values were above the acceptable level of 0.10 (Tabachnick & Fidell, 2007). Thus, our dataset was suitable for HLM regression.

A positive relationship between surface acting and emotional exhaustion was proposed in the Hypothesis 1. Results of linear regression (see Table 4) show that surface acting causes a 18.9% change in emotional exhaustion of employees through a significant positive effect ($\beta = 0.456$, $p < 0.01$). This provides support for Hypothesis 1. A negative relationship between deep acting and emotional exhaustion was proposed in Hypothesis 2. The results reveal that deep acting causing an overall 19.3% of significant change in emotional exhaustion of employees ($\beta = -0.467$, $p < 0.01$). This gives support to Hypothesis 2.

Table 4
Linear regressions

No.	Variables	R ²	B	F	F-sig
1	Surface Acting	0.189	0.456*	42.164	0.000
2	Deep Acting	0.193	-0.467*	44.176	0.000

Dependent Variable: Emotional exhaustion, * $p < 0.05$.

Hypotheses 3a and Hypotheses 3b predict the moderating effect of perceived organizational support (POS) on the relationship between SA & EE and DA & EE. Table 5, exhibits that surface acting has a direct and significant impact on emotional exhaustion. Furthermore, POS moderates this relationship ($\beta = 0.097$, $p < 0.01$). An overall change of 9.5% in emotional exhaustion ($\Delta R^2 = 0.095$, F-sig = 0.000) is a moderation effect, thus provides support for Hypothesis 3a. Table 6 uncovers the results of moderation analysis which explains that POS moderates the relationship between deep acting and emotional exhaustion ($\beta = 0.087$, $p < 0.01$). The moderation effect brings about an overall change of 6.5% in emotional exhaustion ($\Delta R^2 = 0.065$, F-sig = 0.000) in emotional exhaustion, thus providing support for Hypothesis 3b.

Table 5

Moderation effect of perceived organizational support on surface acting and emotional exhaustion

Variables	Outcome			
	Emotional Exhaustion			
	B	R ²	F-sig	Δ R ²
<i>Independent</i>				
Surface acting	0.532*			
<i>Moderation</i>				
Perceived organizational support	0.254	0.281	0.000	0.095
<i>Interaction</i>				
Surface acting X perceived organization support	0.097*			

Table 6

Moderation effect of perceived organizational support on deep acting and emotional exhaustion

Variables	Outcome			
	Emotional Exhaustion			
	B	R ²	F-sig	Δ R ²
<i>Independent</i>				
Deep acting	0.069*			
<i>Moderation</i>				
Perceived organizational support	-0.044	0.261	0.000	0.065
<i>Interaction</i>				
Deep acting X perceived organization support	0.087*			

5. Discussion

Based on job demand-resource (JD-R) theory this investigation probed into relation between emotional labor: surface acting (SA) & deep acting (DA) and emotional exhaustion in presence of perceived organizational support as moderator. Previous researches have shown a positive relationship of SA and emotional exhaustion (Grandey et al., 2015; Abraham, 1998; Russell, 1983; Spencer & Rupp, 2009; Walsh & Bartikowski, 2013; Xanthopoulou et al., 2018) and this study identifies this relation consistent with the findings of previous researches. The result indicates that more the employees perform surface acting the more they are likely to get emotionally exhausted, that can lead to unfavorable outcomes like customer-oriented counterproductive behavior (Lavelle, Rupp, Herda, Pandey, & Lauck, 2019), de-personalization (Maslach, 1982), job dissatisfaction (Grandey et al., 2015) and poor job performance (Grandey, 2003) etc. The negative relationship of deep acting with emotional exhaustion is also found significant. DA makes employees feel more positive, creative and happy at work place (Geng, Li, Bi, Zheng, & Yang, 2018). Moreover, under JD-R theory an important resource, i.e., perceived organizational support (POS) is identified as an important variable that has an ability to significantly influence the association between SA and DA on emotional exhaustion. It was found that when employees are involved in SA, the POS plays a vital role in decreasing the positive relation between SA and emotional exhaustion. On the other hand, POS is found to strengthen the negative relation between DA and emotional exhaustion. Thus, study empirically testifies that organizational support is an important resource (Chon et al., 2020) and this resource can be used to curtail the negative consequences of emotional exhaustion, of job demand; surface acting & deep acting. Therefore, employees of hospitality sector must be trained to use deep acting strategy instead of surface acting strategy, and employers should design strategies to enrich the perception of organizational support among employees. By implementing the approaches designed to mitigate the consequences of emotional labor would also help employee to manage work and life (Khan, Butt, Abid, & Rehman, 2020).

This study remained successful in answering the research question: Does perceived organizational support has moderating effect over the relationship of emotional labor and emotional exhaustion? As, all the hypotheses have been proved true which were developed through literature review, which help in responding the research question. Therefore, we can comprehend that perceived organizational support has significant moderating impact over the relationship of SA & EE and DA & EE. Perceived organizational support strengthens the negative relationship of deep acting and emotional exhaustion, and weakens the positive relationship of surface acting and emotional exhaustion.

6. Limitations and future research directions

This study has some limitations as well. As study covers chain hotels in Lahore, Pakistan and convenient sampling is used. Future studies can use probability sampling technique for further generalizability. As deep acting causes less emotional exhaustion, therefore future studies can explore the mechanism, how to inculcate deep acting approaches in employees. A mixed method research approach can advance the output of the study. This research could be carried out in other service sectors like education, health services, banking, airlines etc. where frontline employees matter a lot for organizational image.

7. Conclusion

Use of job demand-resource theory for the purpose of empirical investigation, in the context of chain hotels in Pakistan, accounts for theoretical contribution. Considering managerial implications, the study can be utilized to mitigate the undesirable outcomes of emotional labor especially in hospitality sector. An emotionally exhausted employee can show counterproductive behavior (Ferreira, da Costa Ferreira, Cooper, & Oliveira, 2019; Lavelle et al., 2019), and in the hospitality sector the misbehavior of an employee cost a lot to organization. Thus, the current study empirically proves that, if organizations develop a mechanism and system that enhance the positive perception of organizational support among employees, it will decrease the adverse consequences of emotional labor; SA and DA. Doing so, will not only improve the quality of work performance rather improve the customer satisfaction in hospitality sector. To conclude, this paper shed light on the emotional labor practices in chain hotels and the role of perceived organizational support to minimize the negative effects of emotional labor on emotional exhaustion. Surface acting is very dangerous to employees' psychological and physical health, so they should be trained to use deep acting strategy while dealing with customers. Organizations in hospitality business should support and value the emotions of frontline employees to prevent them from getting emotionally exhausted, so they could serve the customers productively.

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