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MODERATING EFFECTS OF EMOTIONAL INTELLIGENCE IN THE RELATIONSHIP BETWEEN EMOTIONAL LABOR, EMOTIONAL EXHAUSTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR OF FIRST-LINE HOTEL SERVICE STAFF

The purpose of this study is to explore the influence of emotional labor, emotional exhaustion, and emotional intelligence over organizational citizenship behavior using first-line service staff of international tourist hotels as an example. The survey tool is a structured questionnaire used to collect necessary data for the analysis. The questionnaire has got the pre-test stage. The data are analyzed with statistical software, including descriptive statistics, factor analysis, reliability analysis, correlation analysis, hierarchical regression analysis, among other methods. From the empirical analysis, emotional exhaustion has significant negative influence over organizational citizenship behavior and emotional intelligence has significant moderating effect on the relationship between emotional labor, emotional exhaustion, and organizational citizenship behavior.

Keywords: service staff of international hotels; emotional labor; emotional exhaustion; emotional intelligence; organizational citizenship behavior (OCB).

I-Мінь Лі

ЗГЛАДЖУЮЧИЙ ЕФЕКТ ЕМОЦІЙНОГО ІНТЕЛЕКТУ У ВІДНОШЕННІ МІЖ ЕМОЦІЙНОЮ ПРАЦЕЮ, ЕМОЦІЙНИМ ВИСНАЖЕННЯМ І ГРОМАДЯНСЬКОЮ ОРГАНІЗАЦІЙНОЮ ПОВЕДІНКОЮ ГОТЕЛЬНИХ ПРАЦІВНИКІВ НИЖЧОЇ ЛАНКИ

У статті вивчено вплив емоційної праці, емоційного виснаження і емоційного інтелекту на громадянську організаційну поведінку на прикладі співробітників нижчої ланки в міжнародних готелях. Використано структуровану анкету для збору даних для подальшого аналізу. При складанні анкети було проведено пробне анкетування. Дані проаналізовано за допомогою статистичного програмного забезпечення, у тому числі описової статистики, факторного аналізу, аналізу надійності, кореляційного аналізу, аналізу ієрархічної регресії. Емпіричний аналіз показав, що емоційне виснаження має значний негативний вплив на громадянську організаційну поведінку, а емоційний інтелект має значний згладжуючий ефект у відношенні між емоційною працею, емоційним виснаженням і громадянською організаційною поведінкою.

Ключові слова: обслуговуючий персонал міжнародних готелів; емоційна праця; емоційне виснаження; емоційний інтелект; громадянська організаційна поведінка.

И-Минь Ли

СГЛАЖИВАЮЩИЙ ЭФФЕКТ ЭМОЦИОНАЛЬНОГО ИНТЕЛЛЕКТА В ОТНОШЕНИИ МЕЖДУ ЭМОЦИОНАЛЬНЫМ ТРУДОМ, ЭМОЦИОНАЛЬНЫМ ИСТОЩЕНИЕМ И ГРАЖДАНСКИМ ОРГАНИЗАЦИОННЫМ ПОВЕДЕНИЕМ ГОСТИНИЧНЫХ РАБОТНИКОВ НИЗШЕГО ЗВЕНА

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В статье изучено влияние эмоционального труда, эмоционального истощения и эмоционального интеллекта на гражданское организационное поведение на примере сотрудников низшего звена в международных отелях. В исследовании использована структурированная анкета для сбора данных для последующего анализа. При составлении анкеты было использовано пробное анкетирование. Данные проанализированы с помощью статистического программного обеспечения, в том числе описательной статистики, факторного анализа, анализа надежности, корреляционного анализа, анализа иерархической регрессии. Эмпирический анализ показал, что эмоциональное истощение имеет значительное негативное влияние на гражданское организационное поведение, а эмоциональный интеллект имеет значительный сглаживающий эффект в отношении между эмоциональным трудом, эмоциональным истощением и гражданским организационным поведением.

Ключевые слова: обслуживающий персонал международных отелей; эмоциональный труд; эмоциональное истощение; эмоциональный интеллект; гражданское организационное поведение.

I. Introduction. Customer services have always been given high priority for international tourist hotels, with special emphasis on its heterogeneity and variability in order to meet various customer demands. Many hotels emphasize the characteristics of flexible services in order to respond to customer needs and complaints swiftly, but this makes it difficult to set service standards. Hotel industry requires high emotional labor in customer servicing, and first-line hotel service personnel are often subject to emotional overload (Ayoun, Palakurthi, & Moreo, 2010). Such characteristics of the hotel service staff may lead to psychological stress or emotional conflicts between workers. In response to special needs and market demands, many hotels have set internal conformance rules for all workers in order to manage their outward expressions during customer servicing despite their internal emotions, which creates a kind of work pressure on individual workers. The realization of emotional labor by individual workers is not without psychological costs, such as internal energy depletion and emotional exhaustion. Many researchers (Morris & Feldman, 1997; Grandey, 2000) found that a lot of service personnel felt that their outward expressions at work were often inconsistent with their inner feelings. Such situation often caused them to suffer emotional breakdown resulting in the state of emotional disorder. Furthermore, if an individual is unaware of own feelings or unable to detect others' emotional state, it may lead to personal disorders with insurmountable costs or irreparable consequences (Taylor, Bagby, and Parker, 1997).

In the past, emotion had been considered as private business, so it was hard to be regulated under organization norms. Weiss and Cropanzano (1996) pointed out that the occurrence of any event at work may often arise emotional response, so such responses will affect the behavior and attitude to work of staff. However, other researchers (Gross, 1998a; Morris, and Feldman, 1997) believed that work staff burdened by emotional labor does not necessarily lead to emotional exhaustion, which means that the relationship between emotional labor and work outcome is not direct and apparent. This opens up new discussions that emotion may be affected by a wide range of personality traits, and emotional intelligence is one of many variables that may have causal relationship (Jordan, Ashkanasy, and Hartel, 2002). Organ (1988)

pointed out that, in the course of servicing customers, service staff needs to exercise emotional labor, and so if they take the initiative to assist customers in the ways beyond their expectations, customer satisfaction could be greatly enhanced. Thus, extra-role behavior can supplement existing organizational norms, and organizational performance can be enhanced (Organ, 1988). Robbins (2001) also believed that OCB will be helpful to enhance organizational performance. This study aims to find out whether "emotional intelligence" can help reduce the risk of job burnout if individual hotel staff is burdened with high emotional labor. Also, using emotional intelligence as a moderating variable, this study will try to investigate the influence of "emotional labor" and "emotional exhaustion" over OCB using hotel service staff as an example, provided that they are burdened with high emotional labor.

Literature review. *Emotional Labor:* The concept of emotional labor was first proposed by Hochschild (1983). Hochschild found that hotel workers in frequent contact with customers often exert self-control over or suppress their emotion during working hours in order to manifest the work mood expected by organizations. Flight attendants are a typical example of emotional labor workers. At work, they not only have to provide satisfactory services, but they also need to make passengers feel joyful and give them a warm welcome. Emotional labor workers often have to make self-adjustments and emotional moderation in order to finish their work satisfactorily (Hochschild, 1983). An important factor that influences organizational performance is self-adjustment of personal emotion for all workers. First-line service staff of hotels often needs to cope with all sorts of rapidly changing customer needs, so their work is characterized by mutual assistance and close cooperation. Through mutual assistance and cooperative spirit, a kind of gut feeling is created among colleagues, achieving high performance on OCB. Thus, the following hypothesis is made:

H1: Emotional labor has direct influence upon organizational citizenship behavior in the case of first-line hotel service staff.

Emotional Exhaustion. Emotional labor may produce several possible outcomes, such as emotional exhaustion (Brotheridge and Grandey, 2002; Hua and Cheng, 2010), job burnout (Grandey, 2000; Dormann and Zapf, 2004), and job satisfaction (Wharton, 1993; Morris and Feldman, 1997; Grandey, 2000). Emotional exhaustion refers to the occurrence of excessive emotional response in the interpersonal interaction process, which may lead to the state of internal energy exhaustion (Maslach, Schaufeli and Leiter, 2001). It is also one of the important indicators for monitoring the physical and mental health of individual workers. In this study, emotional labor and emotional exhaustion are included as independent variables in order to investigate the OCB of first-line hotel service staff. Since emotional exhaustion is also closely related to the quality of work, quality of life, and performance of organizational functions (Wright and Cropanzano, 1998), an assumption is made in this study. Once a service worker exhibits emotional exhaustion, performance on OCB will decrease. The a second hypothesis is:

H2: Emotional exhaustion has inverse influence upon organizational citizenship behavior in the case of first-line hotel service staff.

Emotional Intelligence. Salovey and Mayer (1990) first proposed that "emotional intelligence" and "intelligence quotient" are completely different concepts. They believed that emotional intelligence is related to the emotional awareness, and the

ability to monitor one's feelings and to detect the emotional state of others, and the power to use such emotional awareness to influence personal thinking and control one's behavior. Goleman (1995) also pointed out that it involves the ability to manage personal emotion. If emotional intelligence can be tapped for good use, individual workers can reduce the production of negative feelings and emotional interference, leading to increased productivity for individuals and enhanced organizational performance (Gross, 1998). Summarizing the theories of emotional intelligence by various scholars, emotional intelligence is awareness or competency comprising of 4 components: awareness of personal feelings, capacity to detect others' emotional state, emotion moderation, and emotional manipulation. This theory of emotional intelligence was first proposed by Salovey and Mayer (1990) and it is the predominant thinking. It is our main reference and the basic framework for our research on emotional intelligence. It is found that individuals with high emotional intelligence are more able to convert negative feelings and emotional disorders into positive emotions through psychological adjustment, so their performance is better when compared to those who fail to make personal adjustments (Salover and Mayer, 1997). Thus, the following hypothesis is made:

H3: Emotional intelligence is directly related to organizational citizenship behavior as in the case of first-line hotel service staff.

Gross (1998) believed that people with high emotional intelligence are able to produce positive performance and work attitude that leads to positive outcome. Also, he believed that people possessing high emotional intelligence are better able to handle their outward expression in such a way that is expected by organizations. Therefore, this study presumes that, as in the case of first-line hotel service staff, emotional intelligence has positive influence over the relationship between emotional labor and OCB. In addition, Hochschild (1983) believed that an individual showing emotional disorder at work, because of inconsistent feeling between outward expression and inner emotions, would produce emotional exhaustion. However, with high emotional intelligence, an individual will be better able to deal with emotional conflicts and inconsistency between internal and external emotions. This study therefore assumes that the relationship between emotional exhaustion and OCB can be considerably moderated using emotional intelligence in the case of first-line hotel service staff. Thus, the following hypotheses are made:

H4: The relationship between emotional labor and OCB is considerably influenced by the moderating effect of emotional intelligence, as in the case of first-line hotel service staff.

H5: The relationship between emotional exhaustion and organizational citizenship behavior is considerably influenced by the moderating effect of emotional intelligence, as in the case of first-line hotel service staff.

Organizational Citizenship Behavior (OCB). The concept of organizational citizenship behavior (OCB) was first proposed by Barnard (1938) in his work called "The Functions of the Executive." Barnard believed that an organization exists because all members are willing to chip in or cooperate with each other forming a cooperative group. The willingness to cooperate is considered beyond the level of organizational norms. It is a self-initiated behavior of individual members who want to make contribution to the organization. Organ (1988) believed the concept of willingness to coop-

erate is the origin of OCB and pointed out that OCB mainly consists of two components: due diligence and altruism. Williams and Anderson (1991) advocated OCB, for the reason that it can contribute to organizational development. This study therefore adopted their theory, thus constituting the theoretical basis for our research and inferences.

III. Methodology. Instrument Design. In this study, the emotional intelligence measurement scale developed by Kenneth and Wong (2000) was adopted for our research on emotional intelligence. Emotional intelligence was taken as a moderating variable to investigate the relationship between emotional labor, emotional exhaustion, and OCB, as in the case of first-line hotel service staff. To investigate the degree of emotional labor exhibited by subjects, the emotional labor measurement scale developed by Diefendorff et al. (2005) was used, basing on which 6 questions were prepared for a survey. To investigate the degree of emotional exhaustion exhibited by subjects, the emotional exhaustion measurement scale developed by Aik and Sloane (1997) was used, basing on which 9 questions were prepared. Finally, to investigate the level of OCB exhibited by subjects, the theory of Williams and Anderson (1991) was adopted, using three dimensions to measure the performance of OCB of subjects, including work duty, organization citizenship behavior toward altruism, and organization citizenship behavior toward organization. After that, several revisions were made in consideration of our research needs and the wording. 21 questions were formulated to test subjects' various aspects of OCB. The 5-point Likert scale was adopted in connection with all the measurements used in this study. Through several pre-tests, the final questionnaire format was produced.

The first part of the questionnaire included the basic personal information of hotel service staff, while the second part contained the measurement scales for 4 variables: emotional intelligence, emotional labor, emotional exhaustion, OCB. For the purpose of our sample survey, sufficient samples of first-line service staff from 105 Taiwan's international tourist hotels were selected as our test subjects, and the total of 5,000 copies of the formal questionnaire were mailed out to these test subjects. The questionnaire was formulated with good reliability, as evidenced by Cronbach's reliability analysis in Table 1, in which Cronbach's α values are all greater than 0.8. Table 1 exhibit the eigenvalue, cumulative explained variances, and Cronbach's α .

Sample Structural Analysis. From the 500 questionnaires sent out, 473 questionnaires returned with valid data, and after deducting 17 invalid or incomplete questionnaires, 456 questionnaires were good for use in our research, thus producing the recovery rate of 9.12%.

Hypothesis Testing.

Correlation analysis over various dimensions including emotional intelligence, emotional labor, and OCB. Table 2 gives the correlation analysis results for various factors including emotional intelligence, emotional labor, emotional exhaustion, and various aspects of OCB. From Table 2, the results of correlation analysis for factors such as emotional labor, emotional exhaustion, and awareness of personal feelings, capacity to detect others' emotional state, emotion moderation, emotional manipulation, emotion moderation, and OCB ranged from the lowest value of $-.273$ to the highest value of $.637$.

Table 1. Summary table of reliability and validity analysis over factor dimensions such as emotional intelligence, emotional labor, emotional exhaustion, and OCB

Dimensions	Factors	Eigenvalues	Cumulative explained variances (%)	Cronbach's α
Emotional intelligence KMO=0.861(p<.000)	Emotional manipulation	6.446	40.286	.9143
	awareness of personal feelings	2.193	13.782	.8656
	emotion moderation	1.708	10.295	.8394
	capacity to detect others' emotional state	1.349	8.417	.8427
Emotional labor KMO=0.836(p<.000)		3.292	54.623	.8280
Emotional exhaustion KMO=0.812(p<.000)		5.653	62.786	.9258
OCB KMO=0.873(p<.000)	organization citizenship behavior toward altruism	5.957	49.661	.8741
	in-role behavior	1.834	15.184	.8923

Table 2. Summary table of correlation analysis results for various variable dimensions (N=456)

	Means	standard deviations	1	2	3	4	5	6
1. Emotional labor	4.012	0.545						
2. Emotional exhaustion	3.296	0.852	-.273**					
3. Awareness of personal feelings	4.148	0.648	.318**	-.268**				
4. Capacity to detect others' emotional state	3.826	0.649	.328**	-.146*	.410**			
5. Emotion moderation	3.659	0.679	.409**	-.268**	.453**	.393**		
6. Emotional manipulation	3.198	0.853	.293**	-.318**	.367**	.318**	.526**	
7. OCB toward altruism	4.025	0.555	.637**	-.335**	.421**	.432**	.441**	.359**

Note: * p < .05; ** p < .01.

Influence of emotional labor on OCB. In this study, the hierarchical regression analysis was used to test the validity of various hypotheses. According to Williams and Anderson (1991), in-role behavior was considered as part of OCB, so it was included

in organization norms. For the purpose of our research this study it was treated as control variable. Demographic variables and in-role behavior were also taken as control variables to test if any significant explanatory power existed between independent variables and dependent variables, and so Model 1 was formed. Using emotional labor as independent variable and OCB toward altruism as dependent variable, Model 2 was established to validate Hypothesis 1.

Table 3. Summary table showing the results of regression analysis on the influence of emotional labor over OCB

Dependent variables	OCB toward altruism		
	β	R ²	ΔR^2
Model 1: control variables			
age group	.041	.312	.312**
educational level	.057		
marital status	.027		
nature of work	-.010		
service seniority	.002		
role behavior	.537**		
Model 2: independent variables			
emotional labor	.495**	.475	.183**

Note: * $p < .05$; ** $p < .01$.

Table 3 gives the results of the regression analysis. When the values of demographic variables and in-role behavior are fixed (Model 1), emotional labor allows R² to produce statistically significant increase ($\Delta R^2 = .182$, $p < .001$; $\beta = .495$, $p < .001$). It shows that emotional labor is positively correlated with OCB, so this outcome supports the Hypothesis 1 of this study: Emotional labor has positive influence over OCB.

Influence of emotional exhaustion over OCB. In this study, demographic variables and in-role behavior as part of OCB were taken as control variables to constitute model 1, and then emotional exhaustion as independent variable, and OCB toward altruism was taken as dependent variables, forming Model 2. From Table 4, it can be seen that, when the control variables are fixed under Model 1, emotional exhaustion allows R² to produce statistically significant increase ($\Delta R^2 = .023$, $p < .001$; $\beta = -.161$, $p < .001$). This confirms that emotional exhaustion has an inverse influence over OCB, so the outcome supports the Hypothesis 2 of this study: emotional exhaustion is inversely correlated with OCB using the case of the first-line hotel service staff.

Influence of emotional intelligence over OCB.

Using the same demographic variables and in-role behavior as control variables, then adding emotional intelligence as independent variable, and OCB toward altruism as dependent variable, Model 2 was created. From Table 5, it can be seen that when control variables are used as in Model 1, emotional intelligence allows R² to produce statistically significant increase in ΔR^2 ($\Delta R^2 = .121$, $p < .001$), due to the addition of awareness of personal feelings ($\beta = .160$, $p < .01$), and capacity to detect others' emotional state, ($\beta = .183$, $p < .01$), provided that emotion moderation ($\beta = .105$, $p = .079$) has reached marginally significant level, and emotional manipulation ($\beta = .068$, $p = .213$) has not reached statistically significant level. The outcome of this

study supports the hypothesis: Emotional intelligence has direct influence over organization citizenship behavior.

Table 4. Summary table showing the results of regression analysis on the influence of emotional exhaustion over OCB

Dependent variables	OCB toward altruism		
	β	R ²	Δ R ²
Model 1: control variables			
age group	.041	.312	.312**
education level	.057		
marital status;	.027		
nature of work	-.010		
service seniority	.002		
role behavior	.537*		
Model 2: independent variables			
emotional exhaustion	-.161*	.315	.023*

Note: * p < .05; ** p < .01.

Table 5. Regression analysis to study the influence of emotional intelligence over OCB

Dependent variables	OCB toward altruism		
	β	R ²	Δ R ²
Model 1: control variables			
age group	.041	.312	.312**
education level	.057		
marital status	.027		
nature of work	-.010		
service seniority	.002		
role behavior	.537**		
Model 2: independent variables			
awareness of personal feelings	.160*	.426	.121**
capacity to detect others' emotional state	.183*		
emotion moderation	.105		
emotional manipulation	.068		

Note: * p < .05; ** p < .01.

Moderating effects of emotional intelligence. According to the theory of Baron and Kenny (1986), hierarchical regression analysis was used to test the influence of independent variables over dependent variables, and the influence of moderating variables over dependent variables. With the preceding two items being fixed, the mutual influence of independent variables and moderating variables over dependent variables was tested. If the outcome is statistically significant, that means the moderating effect is validated. Therefore, OCB toward altruism was taken as dependent variable, and demographic variables and in-role behavior were taken as control variables, Model 1 was established to test Hypotheses 4 and 5. Then, emotional labor and emotional exhaustion were added as independent variables to form Model 2, and then, moderating variable emotional intelligence was added to form Model 3. Finally, the mutual influence of emotional labor, emotional exhaustion and emotional intelligence were included to Model 4.

Table 6. Regression analysis to test the influence of emotional intelligence over emotional labor, emotional exhaustion, and OCB

dependent variables	organizational citizenship behavior toward altruism		
	β	R ²	ΔR^2
Model 1: control variables			
age group	.041	.312	.312**
educational level	.057		
marital status	.027		
nature of work	-.010		
service seniority	.002		
In-role behavior	.537**		
Model 2: independent variables			
emotional labor	.495**	.475	.183**
emotional exhaustion	-.161**	.327	.023**
Model 3: moderating variables			
awareness of personal feelings	.126**	.519	.053**
capacity to detect others' emotional state	.131**		
emotion moderation	.032		
emotional manipulation	.063		
Awareness of personal feelings	.137**	.432	.105**
capacity to detect others' emotional state	.178**		
emotion moderation	.111		
emotional manipulation	.053		
Model 4: mutual influence			
awareness of personal feelings ↔ emotional labor	.471*	.521	.015*
capacity to detect others' emotional state ↔ emotional labor	-.353*		
emotion moderation ↔ emotional labor	-.489*		
emotional manipulation ↔ emotional labor	.723*		
awareness of personal feelings ↔ emotional exhaustion	-.373*	.467	.021*
capacity to detect others' emotional state ↔ emotional exhaustion	.142*		
emotion moderation ↔ emotional exhaustion	-.063*		
emotional manipulation ↔ emotional exhaustion	.224*		

Note: * stands for $p < .05$; ** stands for $p < .01$.

The outcomes of regression analysis are presented in Table 6. Emotional intelligence has a moderating effect ($\Delta R^2 = .015$, $p = .009$) over the relationship between emotional labor and OCB, and emotional intelligence also has a moderating effect ($\Delta R^2 = .021$, $p = .004$) over the relationship between emotional exhaustion and OCB. For the part of emotional labor, the mutual influence of emotional labor and awareness of personal feelings over OCB ($\beta = .471$, $p = .031$), and the mutual influence of emotional labor and capacity to detect others' emotion over OCB ($\beta = -.353$, $p = .017$), and the mutual influence of emotional labor and emotion moderation over OCB ($\beta = -.489$, $p = .353$), and the mutual influence of emotional labor and emotional manipulation over OCB ($\beta = .723$, $p = .025$) all reached a statistically significant level. The results of this analysis have verified Hypothesis 4 of this study, that emotional intelligence has significant moderating effect over emotional labor and OCB as in the case of first-line hotel service staff. For the part of emotional exhaustion, the mutual influence of emotional exhaustion and awareness of personal feelings over OCB ($\beta = -.373$, $p = .016$), the mutual influence of emotional exhaustion

and capacity to detect others' emotional state over OCBs ($\beta = .142, p = .043$), and the mutual influence of emotional exhaustion and emotion moderation over OCB ($\beta = -.063, p = .026$), and the mutual influence of emotional exhaustion and emotional manipulation over OCB ($\beta = .224, p = .047$) all reached a statistically significant level. Thus, the results of this analysis have verified Hypothesis 5 of the study: emotional intelligence has significant moderating effect over emotional exhaustion and OCB as in the case of first-line hotel service staff.

Conclusions and recommendations. This study was to investigate the influence of emotional labor, emotional exhaustion, and emotional intelligence over OCB using first-line service staff of international tourist hotels as an example. Another goal was to study the mutual influences among different variables. Besides, this study was to investigate the influence of emotional intelligence over emotional labor and emotional exhaustion and their mutual influence over OCB using the case of first-line hotel service staff. Most of the studies in the past were focused on the emotional labor aspect as proposed by Hochschild (1983), but discussions combining emotional labor and OCB were scanty. This study adopted the OCB theory of Williams and Anderson (1991) to explore the influence of emotional labor, emotional exhaustion, and emotional intelligence over OCB using first-line hotel service staff as an example. It is confirmed in this study that emotional labor and emotional intelligence have positive correlation with OCB, whereas the relationship between emotional exhaustion and OCB is a significant negative correlation. It is also confirmed that the relationship between emotional intelligence and organization citizenship behavior is mainly influenced by awareness of personal feelings and capacity to detect others' emotional state. When emotion moderation reaches a significant level, the influence of the above two factors exists over OCB. From the above results, it can be inferred that hotel staff with high emotional labor, high emotional intelligence, and low emotional exhaustion has better chance of enhancing OCB. Even though emotional intelligence cannot directly influence emotional labor and emotional exhaustion in relation to OCB, emotional intelligence can indeed moderate emotional labor so as to reduce the risk of emotional exhaustion.

First-line hotel service staff is considered as high emotional labor workers. If the performance on OCB can be boosted, service quality will be considerably improved, and this will have a huge impact on the overall interests of the tourist hotel. It suggests that the business management of tourist hotels should make an effort to assist first-line service staff in their handling of personal emotions to reduce the chance of emotional exhaustion. From the standpoint of human resource management, tourist hotels should organize pre-employment training and on-the-job education in the areas such as emotional labor, emotional exhaustion, and emotional intelligence, or establish support groups to provide other intervening measures such as group counseling to assist service staff when they are faced with emotional problems. The above measures will enhance the OCB of first-line hotel service staff.

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