



Research Article

Effect of emotional labor on customer satisfaction: the study of multiple moderators in hospitality industry of Pakistan

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ABSTRACT

Emotional labor is the foremost focus for both academicians and practitioners of human resource management from the last two decades. It has become mandatory job for service workers to create, sustain and construct progressive emotional state with customer throughout service encounter process. Different emotional labor strategies execute by service worker capitulate diverse outcomes, since customer may perceive them as fake, robotic or sincere. This study is discussing the relationship between emotional labor and customer satisfaction in the context of hospitality industry in Pakistan. The contemporary research portrays the effect of emotional labor on customer satisfaction by the role of three key moderators which are self-monitoring, co-worker support and customer satisfaction. The selected context is hotel industry of Pakistan which incorporates all five star hotels representing different provinces of country. Accumulated sample size comprises 185 respondents exemplifying front office department of all five star hotels of country. Multivariate data analysis techniques like exploratory factor analysis (EFA), cronbach's alpha and linear multiple regressions for moderators through Hayes process have been used to analyze the data. Data analysis postulates constructive set of findings. Results demonstrates that role of emotional labor is substantial in order to achieve customer satisfaction. Emotional labor is more effective due to deployment of three moderators which are self-monitoring, co-worker support and customer participation. Another noteworthy outcome of research is that, deep acting is more prone towards customer satisfaction in comparison with surface acting. Lastly, this study is dynamic for practitioners in hotel industry and provides valuable insight in this context. In the end limitations and future directions are made by researcher.

Keywords: *Emotional Labor; Customer Satisfaction; Multivariate; Factor Analysis and Moderator*

1. INTRODUCTION

The emergence of emotional labor take place during the mid of nineteenth century when Goffman (1959) notify that, people usually execute some regulations when they interact socially and during their face to face interaction with others. Goffman (1959) associated service workers performance with theatrical performance and extracted the gap between emotion expressed and felt. There are some ethical norms, clients expectation and some organization rule that give rise to precise behavior during interpersonal interaction of service worker with customer. Ekman (1973) termed these specific behavior as "display

rules” which are set standard of behavior that classify which emotions are appropriate in specific situation and how should it display.

The scholar who preliminary introduce the concept of emotional labor was (Hochschild, 1983). Prior to Hochschild research, emotions recognized as simple intrinsic feature of human being and socio cultural construct. Hochschild (1983) revealed that at work place employee need to perform like an actor and express their emotions related to various situations. Hochschild expresses emotional labor as “the management of feeling to create a publicly observable facial and bodily display” (Hochschild, 1983). Moreover emotion labor sold for wage with possessing monetary and exchange value (Hochschild, 1983). Hochschild (1983) exhibited three characteristics of emotional labor. Firstly, prime requirement of emotional labor is to make face to face interaction with public, client or customer. Secondly, employee must show emotional state of mind with client or customer. Lastly, they allow the employer to provide substantial training and supervision to employees in order to have certain level of control on employees emotions and fulfillment of organizational display rule (Hochschild, 1983). The concept of emotional labor is further demonstrated by James (1989) as “exclusive kind of labor involved in dealing and accommodating other people”. James (1989) acquainted that the emotion labor does not take place in isolation, in fact it is shaped by people, place, organization and situation.

Ashforth and Humphrey (1993) protracted the study of emotions labor, as they insert the role of social identity and incorporate it into the study of emotions. They elaborate emotional labor as “the act of displaying the appropriate emotions” (Ashforth & Humphrey, 1993). This concept differs from A. Hochschild (1983) in two perspectives. One is emotional labor limelight more on observable behavior not on feelings. Second they focus on task effectiveness rather than employee stress (Ashforth & Humphrey, 1993). Morris and Feldman (1996) re-conceptualized the concept of emotional labor and term emotional labor as “effort, planning and control needed to express organizationally desired emotion during interpersonal interaction”. Grandey (2000) further refined the theme of emotional labor and name as “the process of regulating both feelings and expressions for organizational goals”

Diefendorff and Richard (2003) auxiliary tagged emotional labor as “administration and management of emotions which are essential at work place”. The fundamental theme of emotional labor is encompassed by Johnson and Spector (2007) as “expression of organizationally desired emotions by service employees during service encounter”.

In preliminary studies researchers consider emotional labor as uni-dimensional structure which only include expression of intensity and frequency, but as the time passes emotional labor philosophy is taken as multidimensional construct (Y. Liu & Zhang, 2014; Yin, 2012). From above discussion of emotional labor concept all researchers contended that emotional labor predominantly comprise emotional management and adjustment of emotions at work place (Anderson, 1994; Ashforth & Humphrey, 1993; Diefendorff & Richard, 2003; Grandey, 2000; A. Hochschild, 1983; James, 1989; Morris & Feldman, 1996).

So, we refer emotional labor as chain of necessary management and adjustment of emotion to express organizations required emotions.

Services marketing have gained massive attention among practitioners and academicians during last couple of decades. The growing segment of services sector in developed and developing countries had founded new techniques of building competitive edge within the delivery of a high level quality service (Grant, Aziz, et al., 2019; Grant, Croteau, et al., 2019a). Therefore to meet and exceed the demand of service sector and to produce high quality stuff, there is strong need of trained and skillful service workers (Tews, Stafford, & Michel, 2014). In services sector, work cannot solitary be done by physical labor, but instead they require newly emerged concept known as “emotional labor” for the enhancement of quality work (Zapf, 2002). Now emotional labor is very operative and valuable tool used primarily for customer satisfaction especially in services industry (Zapf, 2002). In hospitality sector, managing emotions is prevalent part of employee job which eventually establish strong rapport with customer and develop positive word of mouth (Jung & Yoon, 2014). Old literature interprets that emotional labor leads towards customer satisfaction by the mediating role of job satisfaction (Hur, Moon, & Jung, 2015). Prior research demonstrates that customer satisfaction is positively influenced by deep acting and has negative impact in surface acting which are core strategies of emotional labor (Hochschild, 1983; Tang, Seal, & Naumann, 2013). Positive emotional labor specifically in the hospitality service industry is expected to have fruitful effects on the customer satisfaction, probability of their return and spreading positive word of mouth (Shani et al., 2014). Since they are performing numerous tasks which are observable by the guests/customers, hence they have to provide sincere emotional labor (Johanson & Woods, 2008)

The effect of emotional labor towards customer satisfaction is indirect and there are many variables which play the role of moderators. Some core variables are self-monitoring, co-worker support and customer participation (Grant, Croteau, et al., 2019b). According to research self-monitoring can exploit emotional labor more effectively and it leads to success in job, while low self-monitored individual face emotional exhaustion and job stress (Naqvi, 2013). Research also depicts that co-worker and line manager support plays the role of moderator between emotional labor and emotional exhaustion (Grant, Croteau, et al., 2019). An increase in co-worker support reduces emotional exhaustion and increases employee wellbeing which results in customer satisfaction (Munir et al., 2021). In the last customer co-operation refers as behavior at service encounter that includes, cooperating with employee request, proper answering employee questions and sharing desired information with service employee so that service worker may better facilitate customers (Tang et al., 2013). Organizations put demand on employees to preserve and sustain worthy relationship with customers by exercising emotional techniques (Mahoney, 2012). When employees are stipulated by organization to enact emotional states in front of customer, it signifies the need to execute emotional labor (Tucker, 2011).

According to Hochschild (1983) there are two strategies commonly employed while performing emotional labor. One is termed as “surface acting” while other is “deep acting”. These two different strategies represent how employees execute their internal and

external emotional display during service encounter (Tang et al., 2013). Surface acting strategy occurs when frontline worker display emotions which are quite differ from his actual emotions (Tucker, 2011). Surface acting strategy only provides visual aspect of employee that appeared on surface which can be noticed by interaction partner to bring them in line with organizations display rule without amending the inner feeling (Hochschild, 1983). It is also called “fake in bad faith”. In surface acting there exists a gap between actual and displayed feeling.

The second strategy is deep acting which involves complete manipulation of emotional states (Walsh & Bartikowski, 2013). In deep acting employees endeavor to feel the emotions they are required to express as part of their job requirement. For example when customer is getting problem in using his credit card at cash encounter, at that point of time cashier assist and help customer in card usage even though this is not the core responsibility of cashier to guide customer, but he might imagine himself in customer shoes to feel degree of courtesy and empathy. This strategy is also refers as exhorting feeling strategy and refers as “fake in good faith” (Hochschild, 2012).

There were some studies which display the art of detecting the employees emotional labor strategies from the perspectives of customers (Groth, Hennig-Thurau, & Walsh, 2009). Research depicts that during customer detection accuracy deep acting is the better tool and it creates good impression in the mind of customer (Groth et al., 2009). Secondly, there is not any harm in using surface acting unless customer is not able to deduct employees emotions (Groth et al., 2009). Previous researchers notify that “service with a smile” had gained massive attention and increased customer satisfaction along with loyalty in service firms (Schneider, 1994).

According to Brotheridge and Grandey (2002) there are two major dimensions of emotional labor. One category focuses on major characteristics of job are called “job focused emotional labor” (frequency, duration, variety and intensity of emotional labor and display rules) while other concentrate on employee emotional management and are called employee focused emotional labor. The core argument of Hochschild (1983) was the emotional laborer would face negative and stressful consequences i.e. burnout, psychological distress and job dissatisfaction due to persistent effort of emotional labor at work place. According to Kinman, Wray, and Strange (2011) there is positive relationship between emotional labor and its negative consequences. In his study of flight attendant and telesales agent these negative consequences can further transfer from employee work place to home environment. Some other researchers found positive or no relation between emotional labor and job satisfaction (Adelmann, 1995; Wharton, 1993). Different researcher explained the different impact of deep acting, surface acting and automatic regulations on job satisfaction of employee (Brotheridge & Grandey, 2002).

The major consequences of emotional labor are job burnout, emotional exhaustion and job dissatisfaction. Hur et al. (2015) exhibited the relationship between emotion labor, job satisfaction and customer satisfaction. He represented this relationship with the help of two theories which is widely used in services marketing research, one is service profit chain and other is emotional cognition. Emotional cognition refers as “the tendency of

two individual to emotionally converge” (Hatfield, Cacioppo, & Rapson, 1994). He demonstrated that during service encounter customer can read and observe service employee through the process of emotional contagion, which ultimately influence customers to evaluate service quality (Hatfield et al., 1994). When service worker is more satisfied they will communicate to customers in a nice way which ultimately results in better services quality through contagion mechanisms (Pugh, 2001).

During service encounter at emotional contagion process there is also element of non-verbal behavior which plays significant role (Kueh & Bagul, 2012). Research depicts that there are four categories of non-verbal communication which are kinesics, proxemics, paralanguage and physical appearance (Kueh & Bagul, 2012; Sundaram & Webster, 2000). “Kinesics consists of elements like body movement, hand shaking, nodding and body orientation”. “Proxemics” refers as “distance between speaker and listener during service encounter in communication process”. The next element paralanguage consist of verbal cues and vocal qualities. The last element is physical appearance such as decent clothing and physical attractiveness (Kueh & Bagul, 2012; Sundaram & Webster, 2000). According to research regular training programs must be carried out to improve non-verbal communication cues of service employees. Moreover, organization must arrange some reward to polish non-verbal communication among employees (Kueh & Bagul, 2012).

The other theory service profit chain refers that “high job satisfaction of employees results in better service which results in high customer satisfaction that increases financial performance of company” (Heskett, Jones, Loveman, Sasser, & Schlesinger, 2008). Thus employee with high level of job satisfaction perform better than those with low satisfaction and provide better service quality that results in good customer satisfaction (Whitman, Van Rooy, & Viswesvaran, 2010). So, according to the study of these theories we identify that job satisfaction is the factor that mediates the link between emotional labor and customer satisfaction (Hur et al., 2015). He also notified that employee surface acting has no direct negative impact on customer satisfaction i.e. might be customer do not always expect authentic emotions from employees and acknowledge that customer treat in a manner they paid for (Arshed et al., 2020; Aziz, 2019; Tara et al., 2020). He also contributed to literature that deep acting directly results in customer satisfaction both in high contact services and low contact services due to the element of authenticity (Hur et al., 2015).

Services firms expects to display positive emotions from service employees during encounter and pursue fundamental principal which is “serve with smile” while controlling all negative emotions (Rathi, 2012). Rathi (2012) established two emotional labor strategies which are surface acting and deep acting and have different effect on employee wellbeing and emotional exhaustion. Surface acting increases emotional exhaustion due to fake emotion display and diminishes employee comfort, while deep acting increases employee welfare and reduces emotional exhaustion due to presence of genuine emotional feelings.

Research depict that the tourism and hospitality is the largest industry across globe (Deepthi, n.d.). The performance of emotional labor is primarily depend upon the exhibit

of organizationally desired emotion such as friendliness, courtesy and high quality of customer services (Deepthi, n.d.). In addition to that personality of emotional laborer also affect the outcome in some extent (Deepthi, n.d.). In general element of people is the most significant factor in performing emotional labor.

Asif (2012) in his research on different hotels of Pakistan notified the impact of emotional labor on emotional exhaustion and job satisfaction. He revealed that by the help of social support (employee encouragement from co-workers, motivation from organization) frontline service workers are able to modify their emotion in positive manner and can meet organizational goals (Arshed et al., 2017; Aziz et al., 2020). The research also suggested that females are more flexible to males in implementing emotional labor and more effectively follow the standard and procedures of hospitality industry (Asif, 2012).

Hotel is defined as “home away from home” (LE, 2010). According to Sheela (2007) “hotel is a place where the tourist stops being the traveler and become a guest”. The major service which hotel offers are “accommodation, dining, banquet, board room and other entertainment facilities” (LE, 2010). Furthermore hotel can also generate revenue from housekeeping service, telephone call services, travel services, internet services, mini bar, recreational and entertainment activities in hotels (LE, 2010).

Hotels are one of the major element of tourism and probably the biggest industry of the world. The hotel industry has been cultivating its significance from economic and socio-cultural point of view. Some major reason of impact of tourism depends on some characteristics and traits of tourists like (length of stay, purpose of travelling and their major preferences etc.) along with the facilities of hotel like (amenities, cuisine, structure etc.) is utmost importance and reflect the strength of tourism sector (Khan, 2012). Some practitioners of hotel industry say that “the guest is always right”. Some professional may not agree with this statement, but it depicts the challenges and demand faced by most hospitality professional during the course of entire career. According to international standard and latest survey, hotel industry comprises of more than ten millions rooms across the globe (Khan, 2012). There are four characteristics of hotel industry by (Bhattacharjee, 2007).

Perishability: This means that if hotel is unable to utilize its full capacity, then it refers that services becomes perishable.

Variability: The qualities of services in hotel varies in a greater extent

Inseparability: It is one of the core element of hotel industry because we cannot separate it from provider.

Intangibility: Generally hospitality is intangible but hotel is tangible, we can touch, feel, taste the product.

Hotels can be classified in different categories according to their services, standards and number of amenities (Krakow Hotel Stars).

Customer satisfaction is most important constituent both for marketers and researchers. It is the prime component for all marketing activities which interlink with different stages

of customer buying behavior (Ishaq, 2011). For example if the customer is satisfied with services then there is a good likelihood that he would repurchase again and express positive word of mouth in his community. On the other hand dissatisfied customer will deploy negative word of mouth and will not come again (Ishaq, 2011).

Oliver, Rust, and Varki (1997) ascertained customer satisfaction as “pleasurable fulfillment such as the consumer views consumption as satisfying or fulfilling some need, goal or desire in which fulfillment is pleasurable”. In spite of demonstrating customer satisfaction in literature, common way to define customer satisfaction is to “adopting the approach of expectancy confirmation/disconfirmation paradigm” (Anderson, 1994; Anderson & Fornell, 1994; Bae, 2012). So, in view of literature customer satisfaction is defined as “customer evaluation about product or services in order to meet and exceed expectations” (Bae, 2012).

In the view point of expectancy confirmation/disconfirmation point of view customer satisfaction happens in case of a “buyer post evaluation process which are purchase experience, quality perception and discrepancy between expected and actual outcomes” (Bae, 2012; Yi & Zeithaml, 1990). Old literature describe two concepts of customer satisfaction one is transaction specific while other is overall cumulative approach (Bae, 2012). According to transaction specific concept “customer satisfaction is seen as post – consumption judgment of particular purchase (Bae, 2012; Cronin Jr & Taylor, 1992; Oliver, 1980). The pragmatic approach behind this concept is a variation of expectancy-confirmation/disconfirmation paradigm (Hanif et al., 2020). Nowadays most of the studies use cumulative satisfaction experience which is more relationship specific. In this scenario overall satisfaction can be viewed as customer overall satisfaction experience (Olsen, 2002). In general transaction-specific conceptualization is the outcome of only single transaction while cumulative satisfaction construct can better predict behavior and economic outcomes (Bae, 2012).

There is no doubt that the successful management of emotional labor leads towards customer satisfaction. As discussed earlier emotional labor leads towards customer satisfaction by the mediating effect of job satisfaction (Hur et al., 2015). It has been illuminated by two major theories which are emotional contagion (tendency of two individual to emotionally converge) and other is service profit chain (High employee satisfaction will satisfy customer in a better way, make customer loyal which leads towards high profitability). Overall job satisfaction is the mediating factor between emotional labor and customer satisfaction.

Prior researches have shown that customer satisfaction is positively affected by deep acting and have negative impact in surface acting (Tang et al., 2013). So in general there is need to avoid surface acting as it results job burnout. On the other side Tang et al. (2013) extracted that service employees need to provide proper training in deep acting from top management which will results in better customer corporation and satisfaction.

The research also indicated that deep acting is the value added tool used to improve employee creativity and customer service performance and satisfaction (Liu, Liu, & Geng, 2013). The organizations need to assign the duty to service worker to adjust their emotions

according to situation and follow the display rules (Liu et al., 2013). In this regard service organizations must provide training to their employees for the sake of better effectiveness.

Some studies portrays that emotional labor influence service performance, customer evaluation and customer satisfaction (Lee & Ok, 2012). Wu and Yuan (2012) Conducted research on bus driver's emotional labor strategy and concluded that successful emotional labor strategy results in customer satisfaction. In emotional labor strategy deep acting is more inclined towards customer satisfaction rather than surface acting (Leea, Aziz, Sidin, & Saleh; Wu & Yuan, 2012).

According to Naqvi (2013) Self-monitoring plays a vital role in delivering emotional labor and ultimately increases the likelihood of customer satisfaction. The research insinuate that those employees who are higher in self-monitoring can use emotional labor more effectively and progress towards customer satisfaction, while low self-monitored individual face emotional exhaustion and job stress.

It is stated that co-worker support and good working environment diminish the need to engage in emotional labor when display rules is positive (Schneider & Bowen, 1985). This depicts when employees are in good and positive mood under good working condition the minimum emotional effort is required to get desired results. Initial research by Hochschild (1983) due to strong social support in flight attendants enable them to headway towards customer satisfaction without violating the organizational set rules. So, social support by the co-worker cope the pressure and service worker perform more persistently. According to Naqvi (2013) co-worker and line manager support plays the role of moderator between emotional labor and emotional exhaustion.

Customer participation refers as "behavior at service encounter that includes, cooperating with employee request, proper answering employee questions and sharing desired information with service employee so that service worker may better facilitate them" (Tang et al., 2013). According to Wattanakamolchai (2013) "participation is the act of customer's active involvement with the service production and delivery process, either physically or by giving resources". This action is favorable to both customer and service provider. Old literature illustrates different concepts about customer participation, some suggest customer participation as "customer own ability to draw options which affect the substance and sequence of service delivery throughout the service experience" (Goodwin & Radford, 1993). "Customer participation demonstrates the behavior of customer towards specification and delivery of services" (Cermak, File, & Prince, 1994). Research portray that customer participation not only includes action but also some resources provided by customer during service encounter (Grove, Fisk, John, Swartz, & Iacobucci, 2000).

There are two types of customer participation which are voluntary participation and involuntary participation. Voluntary participation defines as "When organizations provide customers with options to choose from". In this scenario customer decide by their own option to choose". For Example many airlines and hotels provide multiple channels for reservations like online, agents telephone, direct contact etc. On the other hand involuntary participation refers as "Customers are forced to participate in service system

when required". For example when guest arrived at hotel for check In, reception staff ask from guest which type of room guest is requiring i.e. smoking-nonsmoking, small-large, parking side view-road side view and so on (Wattanakamolchai, 2013).

Customer participation includes customer citizenship behavior, customer voluntary performance and customer co-production behavior (Grandey, 2000). According to Tang et al. (2013) employee emotional labor strategy has major effect on customer satisfaction and buying decision by considering customer participation as a mediator.

1.1. RESEARCH OBJECTIVE

The key objective of this research is to understand the effect of key moderators (Self-Assessment, Co-worker Support and Customer Participation) in the relationship between emotional labor and customer satisfaction. According to Naqvi (2013) and Wattanakamolchai (2013) future research are required to examine the relationship between moderator (self-monitoring, co-worker support, customer participation) in relationship between emotional labor and end consequences. Current research is based on hotel industry of Pakistan and it includes all five star hotels of Pakistan.

2. CONCEPTUAL MODEL

After getting most of the intake from the study of (Naqvi, 2013; Wattanakamolchai, 2013) and going thorough literature on emotional labor and its moderators, we are able to construct research model which is shown below. Two of the moderators Self-Monitoring and Co-worker support is taken from the study of (Naqvi, 2013) and other moderator is developed from the study of (Wattanakamolchai, 2013). The research model is shown as follows.

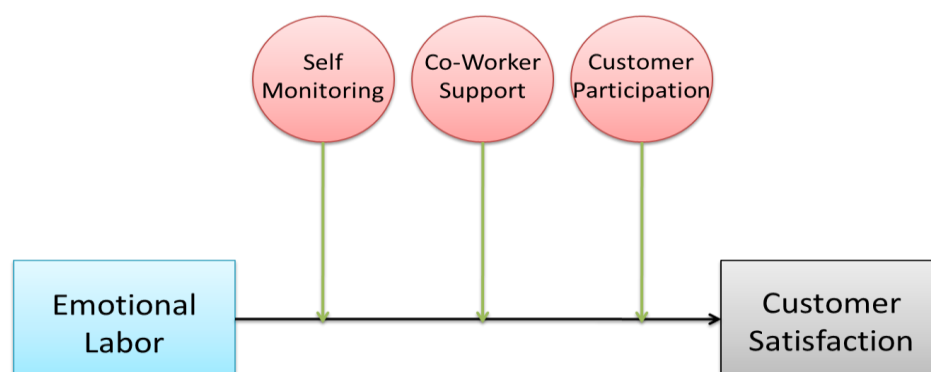


Fig. 1. Conceptual Model

The statistical diagram depicting the regression model for the above theoretical model is as follow:

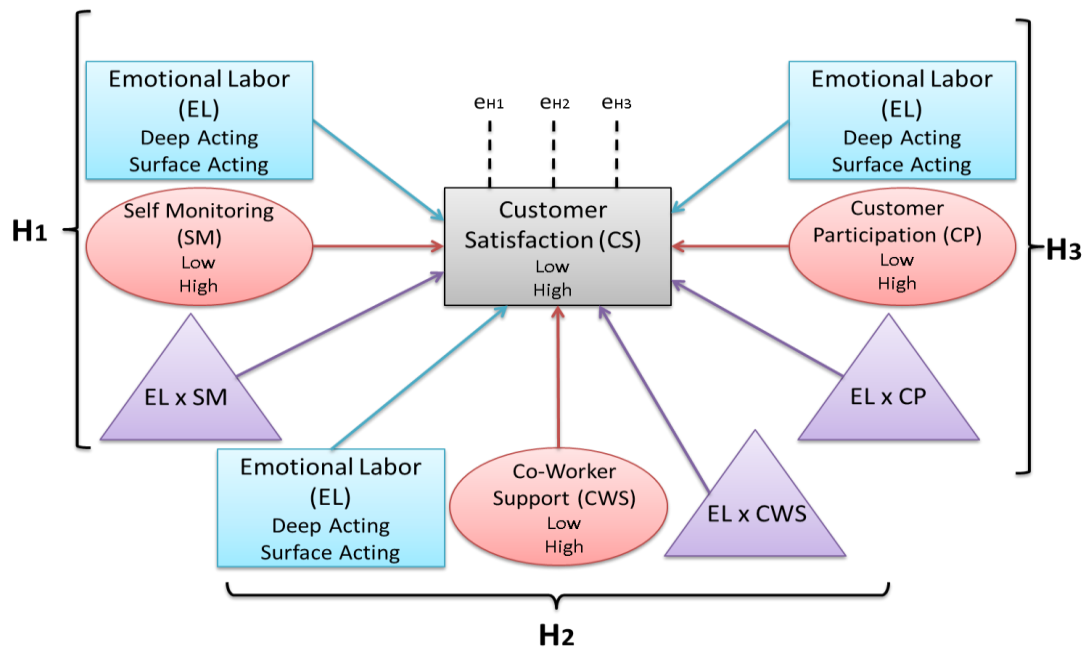


Fig. 2. Operational Model

In the above model (Fig. 2) emotional labor is independent variable while customer satisfaction is dependent variables whereas self-monitoring, co-worker support and customer participation is taken as moderators in this study. The main hypotheses are as follows.

Hypothesis 1 (H_1): Self-Monitoring moderates the relationship between emotional labor and customer satisfaction.

H_{1A} : Self-monitoring significantly moderates the relationship between deep acting and customer satisfaction.

H_{1B} : Self-monitoring significantly moderates the relationship between surface acting and customer satisfaction.

Hypothesis 2 (H_2): Co-worker support between service workers moderates the relationship between emotional labor and customer satisfaction

H_{2A} : Co-worker support significantly moderates the relationship between surface acting and customer satisfaction.

H_{2B} : Co-worker support significantly moderates the relationship between deep acting and customer satisfaction

Hypothesis 3 (H_3): Customer participation with service workers moderates the relationship between emotional labor and customer satisfaction

H_{3A} : Customer participation significantly moderates the relationship between deep acting and customer satisfaction.

H_{3B} : Customer participation significantly moderates the relationship between surface acting and customer satisfaction.

3. RESEARCH METHODOLOGY

As this study is following the philosophy of positivism, so quantitative research is a viable tool for this strategy. This research study's main focus was on determining the effect on emotional labor on customer satisfaction with different moderators. So, a cross-sectional design had been adopted by the researcher for this study. The target population for this study comprised of front office department of all five star hotels in Pakistan which includes all properties of Pearl Continental Hotel, Avari Hotel, Serena Hotel, Marriot hotel nationwide. The basic reason for choosing is that front office is the main department of hotel which are in high contact with customer and the use of emotional labor is massive. Keeping in mind the time constraint Simple random sampling is employed so that we may able to generalize the results of the study (De Vaus, 2013).

The ever increasing demand for research has created a need for an efficient method of determining the sample size needed to be representative of a given population (Hair, Black, Babin, Anderson, & Tatham, 2006) have presented a formula for selecting a sample size which posits that for each item (variable) to be measured, there should at-least be five respondents. Primary data collection for this study was made with the help of an instrument based on questionnaire specially designed to measure the impact of emotional labor on customer satisfaction with the help of key moderators like self-monitoring, co-worker support and customer participation. The questionnaire based instrument was administered by the researcher himself and the respondents' feedback was recorded on the spot.

The use of factor analysis helped in getting the contextual verification of five constructs that are emotional labor, customer satisfaction, self-monitoring, co-worker support and customer participation in this study. 300 close ended questionnaires were sent to front office department of different five stars hotels of Pakistan and out of which we got 185 filled out which represents 62% response rate. The respondents have been classified into three categories i.e. Duty Managers, Shift In-charge, Front Desk officers. As far as experience is concern, the respondent is categorized in 1-5 year experience, 6-10 year experience and more than 10 years. Next comes education factor, respondents are categorized into diploma holder, bachelors and masters.

Table 1. Summary of Research Methodology

Ontology	Realist
Epistemology	Objective
Philosophical Paradigm	Positivism
Techniques for Inquiry	Quantitative
Research Design	Cross Sectional Survey
Target and Surveyed Population	Front office department of five stars hotels
Sampling Technique	Probability Technique (Simple random Sampling)
Unit of Analysis/Participants	Duty Manager, Front desk officer, Bell boy
Sample Size	145 (29x5) to 290 (29x10) (Hair et al., 2006)
Data Collection Tool	Questionnaire
Software/Tools Used	SPSS 21, EndNote X7

4. RESULTS AND DISCUSSION

Factor analysis has been used in order to identify the underlying patterns of relationships between all five variables (Stevens, 2012) i.e. Emotional Labor (EL), Self-Monitoring (SM), Co-worker Support (CWS), Customer Participation (CP) and Customer Satisfaction (CS) and their sub-concepts where surface acting and deep acting relate to EL, Low Self-Monitoring and High Self-Monitoring relate to SM, Low co-worker Support and High Co-worker Support relate to CWS, High and low Customer Participation to (CP) and High and Low customer satisfaction relate to (CS)

Table 2. Descriptive Stats

Demographic Profile	Description	Frequency	Percentage (%)
Designation	Front Desk Officer	73	39.3
	Shift In charge	67	36.4
	Duty Manager	45	24.3
Experience (in years)	1-5	125	67.6
	6-10	42	22.7
	More than 10	18	9.7
Education	Diploma	46	24.9
	Bachelors	104	56.2
	Masters	35	18.9
Gender	Male	136	73.5
	Female	49	26.5

n = 185

The acceptable 7:1 ratio of respondents to variables provided an ample reason to calculate correlation among variables (Hair et al., 2006). Varimax rotation was performed to extract the desired factor solution. There are few assumptions required to be met in order to get a factor solution via factor analysis. The first one is Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy which provides an evidence that there are enough items for each factor and is required to be more than 0.7 (Leech, Barrett, & Morgan, 2005). The second one is of Barlett's Test of Sphericity which provides an evidence of highly correlated variables to present an adequate reason for factor analysis and is required to be less than 0.05.

Table 3. KMO & Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.784
Bartlett's Test of Sphericity	Approx. Chi-Square (sig.)	3555.7 (0.00)
	Df	406

The above table exhibiting that the value of KMO is approx. 0.8 which is greater than the minimum required i.e. 0.7. Also the Barlett's Test of Sphericity is significant. Hence, the two assumptions of KMO Measure and Barlett's Test for the selected scales have been tested and met. There is another assumption of observations to variables ratio which has already been stated that the sample size for this case is 7:1 of respondents and variables which falls in an acceptable limit and provides an adequate ground to run the correlation between variables (Hair et al., 2006). Moreover, the assumption of non-zero determinant (located in the bottom of correlation matrix) is also met which is 0.002.

The purpose of running rotation via varimax was to redistribute the variance evenly from earlier to later factors which was not possible in un-rotated factor solution. Five fixed numbers of factors have been extracted keeping in view the theoretical background of the study instead of choosing eigenvalue as a base.

Table 4. Extracted Factor Loading

Factors	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.399	28.962	28.962	4.943	17.045	17.045
2	4.232	14.594	43.556	4.026	13.881	30.926
3	2.262	7.799	51.355	3.480	12.000	42.926
4	1.701	5.865	57.220	3.374	11.633	54.560
5	1.396	4.813	62.033	2.167	7.474	62.033

According to table 4, first through four factors were explaining variance as 17.04%, 13.88%, 12.00%, 11.63% and 7.474% respectively which became 62.03% representative of the total variance explained. Items having loadings more than 0.4 in magnitude were considered related to factors (Leech et al., 2005; Pituch, 2015; Stevens, 2012)

Factor-1 was interpreted as co-worker Support (CWS) which consist of seven items ranging from 0.621 to 0.821 (shown in table 5). Factor-1 was responsible for representing 17.05% of total 62.03% variance explained by all these factors. Factor-2 was interpreted as Emotional Labor (EL) which consists of seven items ranging from 0.4 to 0.836. Factor 2 was responsible for representing 13.88% of total 62.03% variance explained by all these factors. Factor-3 was interpreted as Self-Monitoring (SM) which consists of five items ranging from 0.4 to 0.88. Factor 3 was responsible for representing 12% of total 62.03% variance explained by all these factors. Factor-4 was interpreted as Customer Satisfaction (CS) which consists of six items ranging from 0.51 to 0.823. Factor 4 was responsible for representing 11.63% of total 62.03% variance explained by all these factors Factor-5 was interpreted as Customer Participation (CP) which consists of 04 items ranging from .0423 to 0.713. Factor 5 was responsible for representing 7.474% of total 62.03% variance explained by all these factors.

Table 6 depicts the information about internal consistency (reliability) of each factor in the form of Cronbach's Alphas. The application of factor analysis has provided us the conceptual verification of the five main construct (i.e. EL, SM, CWS, CP, CS) for this research study (Stevens, 2012). While to measure the relationship between emotional labor (dependent variable) and customer satisfaction (independent variable) with the help of moderators i.e. Self-monitoring, Co-worker support and Customer Participation (Independent Variable) multiple regressions for moderator through Hayes Process in SPSS is used. It will provide (Hayes, 2013).

Table 5. Factor Loadings

Construct	Description of items	Factor Loadings
<i>Co-Worker Support</i>		
Item 1	My coworkers really care about me.	0.821
Item 2	I feel close to my coworkers	0.813
Item 3	My coworkers are helpful in getting my job done	0.776
Item 4	My coworkers assist me with unusual work problems	0.765
Item 5	My coworkers will pitch in and help in difficult situation while dealing with customers	0.752
Item 6	I feel appreciated by my coworkers	0.702
Item 7	My coworkers pamper me when I demotivated by angry customers	0.621
<i>Emotional Labor</i>		
Item 1	I worked hard to feel the emotions that I needed to show the customers	0.836
Item 2	I made an effort to actually feel the emotions I was to display towards the customer	0.736
Item 3	I worked at developing the feelings inside of me that I needed to show to the customers	0.718
Item 4	I always like to know what others in a similar situation would do	0.699
Item 5	I often find that I can remain cool in spite of the excitement around me	0.528
Item 6	I always set goals for myself and then try my best to achieve them	0.477
Item 7	I put on act in order to deal with the customers in an appropriate way	0.4
<i>Self-Monitoring</i>		
Item 1	I showed feelings to customers that were different from what I felt inside	0.88
Item 2	I faked the emotions I showed when dealing with the customers	0.793
Item 3	I faked having a good mood when interacting with the customers	0.714
Item 4	I put on act in order to deal with the customers in an appropriate way	0.547
Item 5	I would describe myself as a pretty soft-hearted person	0.403
<i>Customer Satisfaction</i>		
Item 1	I just pretend to have the emotions I needed to display for the task	0.823
Item 2	Emotional labor strategy increases probability of customer retention	0.772
Item 3	Emotional Labor strategy urge customer to participate in service encounter?	0.638
Item 4	Emotional labor positively influence customer feedback at checkout time	0.616
Item 5	Employee fake emotions during service interaction with guest affect customer satisfaction	0.532
Item 6	Our customers participate during service encounter	0.51
<i>Customer Participation</i>		
Item 1	I always pay a lot of attention to how I do things compared with how others do things	0.713
Item 2	Customer expects that frontline staff understand their major requirement without telling anything	0.682
Item 3	Our Customers show willingness in telling their exact requirement about hotel service (Room type, Smoking/Non-Smoking, Size of Room, Floor of room etc.)	0.423
Item 4	I have trouble changing my behavior to suit different people and different situations	0.409

Table 6. Internal Consistency

Value Realization Constructs in Value Co-Creation Process	No. of Items	Cronbach's Alpha
Co-worker Support (CWS)	7	0.899
Self Monitoring (SM)	7	0.704
Emotional Labor (EL)	8	0.805
Customer Satisfaction (CS)	3	0.772
Customer Participation (CP)	4	0.649
Over all Factors	29	0.898

Table 7 comprises the information about Self-Monitoring moderates the relationship between emotional labor and customer satisfaction, which come under hypothesis 1. There are three models in which dependent variable is customer satisfaction, the moderator variable is Self-Monitoring (SM) and the independent variables are overall Emotional Labor (EL) in column 1, Deep Acting (DA) in column 2 and Surface Acting in column 3. The sample size for these three Self-Monitoring moderator models is 185 and significant F test confirms the overall fitness of these models.

Here for three models, the coefficient of Self Monitoring (SM) is significant positive showing that increase in Self Monitoring will lead to increase in the Customer Satisfaction. While the increase in overall emotional labor (EL), deep learning (DL) and Surface Acting (SA) also have significant positive effect on the customer satisfaction.

Table 7. Regression Estimates (Dep. Var. Customer Satisfaction) - Self-Monitoring Moderator Model

Variables	Coefficients (Prob.)	Coefficients (Prob.)	Coefficients (Prob.)
Constant	5.071 (0.000)	-1.255 (0.407)	-0.048 (0.969)
Self-Monitoring (SM)	0.480 (0.000)	0.997 (0.001)	0.905 (0.000)
Emotional Labor overall (EL)	0.301 (0.003)		
Deep Acting (DA)		0.761 (0.036)	
Surface Acting (SA)			0.436 (0.009)
Interaction	-0.100 (0.005)	0.099 (0.007)	-0.061 (0.023)
<i>Post Regression Estimates</i>			
N	185	185	185
R squared	0.617	0.322	0.293
MSE	1.388	1.384	1.445
F	34.24	28.709	24.954
Prob.	0.000	0.000	0.000

While studying the moderating effects via interaction variables, we can see that the interaction term of SM x EL and SM x SA is negative significant, while interaction term of SM x DA is positive significant. This concludes that while using Self Monitoring as moderator it creates negative moderation with emotional labor and surface acting and positive moderation with deep acting.

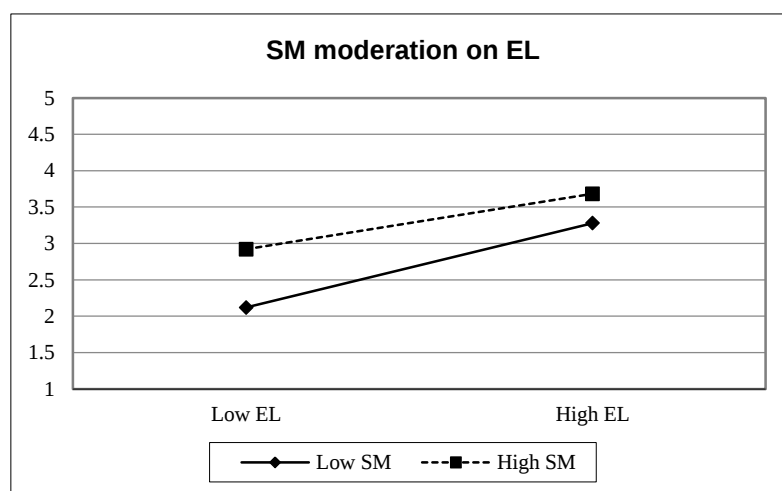


Fig. 3. SM Moderation on EL

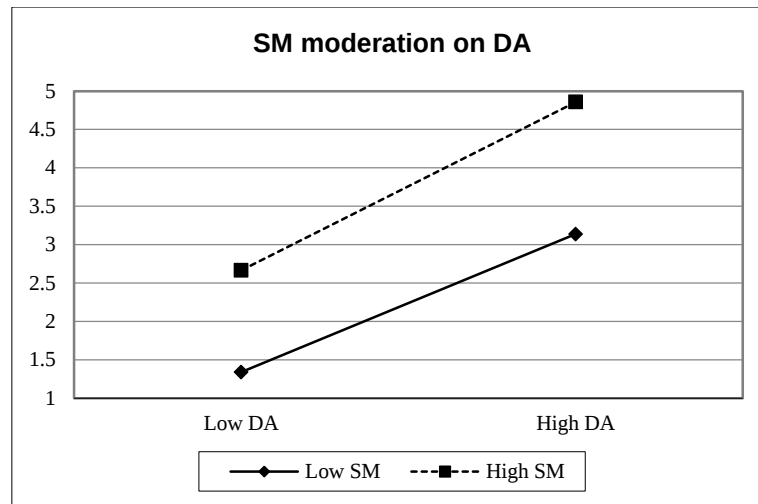


Fig. 4. SM moderation on DA

Fig. 3 plots the moderating effect of SM on EL, it is observable that, increase in SM shifts the EL curve upward but also reduces its slope, depicting that SM increases overall positive effect of EL but diminishes the marginal effect. Fig. 4 plots the moderating effect of SM on DA. Here we can see that SM shifts the curve upward and also increases slope, depicting that SM increase overall positive effect as well as the marginal effect.

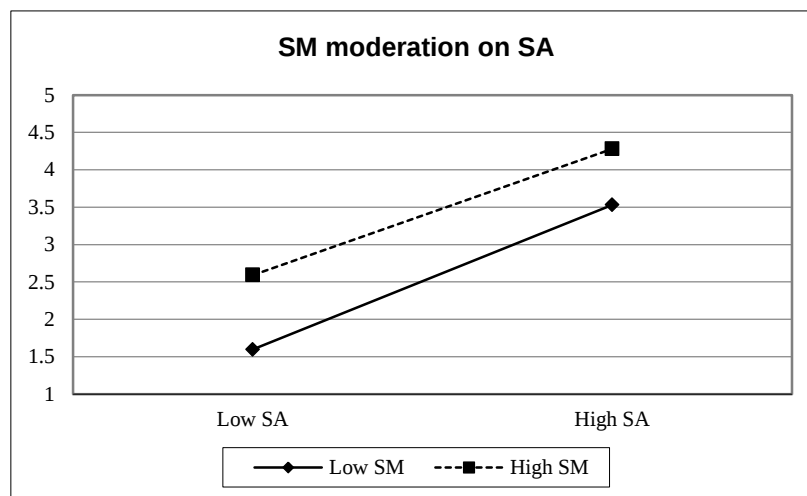


Fig. 5. SM moderation on SA

Fig. 5 plots the moderating effect of SM on SA. Here we can see that SM shifts the curve upward and decreases slope, depicting that SM increase overall positive effect but is diminishes the marginal effect.

Table 8 provides the estimates of the three models using Co-worker support as a moderator variable in order to assess the hypothesis 2. Here we can see that using the sample of 185 observations the overall model is fit because of significant F test values. Here for three models, the coefficient of Co-worker Support c(CWS) is significant positive showing that increase in Co-worker support will lead to increase in the Customer Satisfaction. While the increase in overall emotional labor (EL), deep learning (DL) and Surface Acting (SA) also have significant positive effect on the customer satisfaction.

While studying the moderating effects via interaction variables, we can see that the interaction of CWS x EL and CWS x SA is negative significant, while the interaction term of CWS x DA is positive significant.

Fig. 6 plots the moderating effect of CWS on EL. Here we can see that CWS shifts the curve upward and decreases slope considerably, depicting that CWS increase overall positive effect but is diminishes the marginal effect. Fig. 7 plots the moderating effect of CWS on DL. Here we can see that CWS shifts the curve upward and also increases slope considerably, depicting that CWS increase overall positive effect and also increases marginal effect. Fig. 8 plots the moderating effect of CWS on SA. Here we can see that CWS shifts the curve upward and decreases slope, depicting that CWS increase overall positive effect but is diminishes the marginal effect.

Table 8. Regression Estimates (Dep. Var. Customer Satisfaction) – Co-worker Support Moderator Model

Variables	Coefficients (Prob.)	Coefficients (Prob.)	Coefficients (Prob.)
Constant	5.068 (0.000)	-3.351 (0.000)	-3.039 (0.004)
Co-worker Support (CWS)	0.439 (0.000)	1.505 (0.000)	1.335 (0.000)
Emotional Labor overall (EL)	0.347 (0.000)		
Deep Acting (DA)		1.400 (0.000)	
Surface Acting (SA)			1.271 (0.000)
Interaction	-0.234 (0.00)	0.239 (0.000)	-0.194 (0.000)
<i>Post Regression Estimates</i>			
N	185	185	185
R squared	0.801	0.450	0.375
MSE	1.115	1.122	1.277
F	108.15	49.46	36.18
Prob.	0.000	0.000	0.000

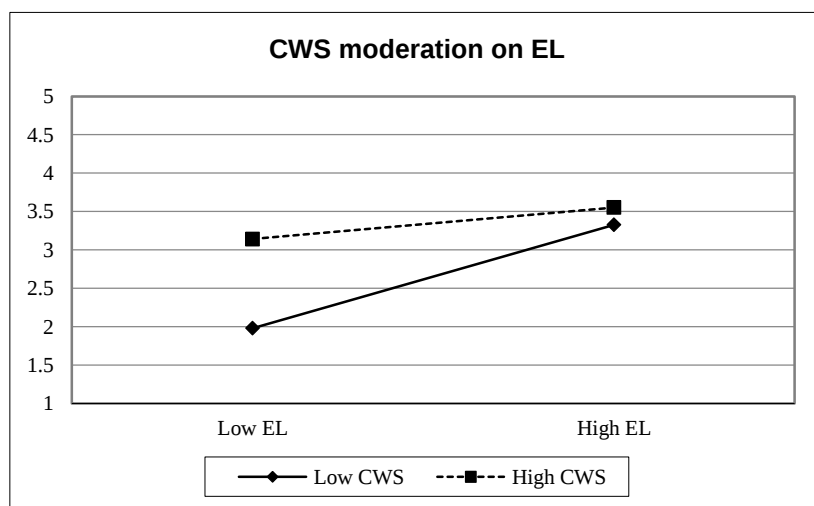


Fig. 6. CWS moderation on EL

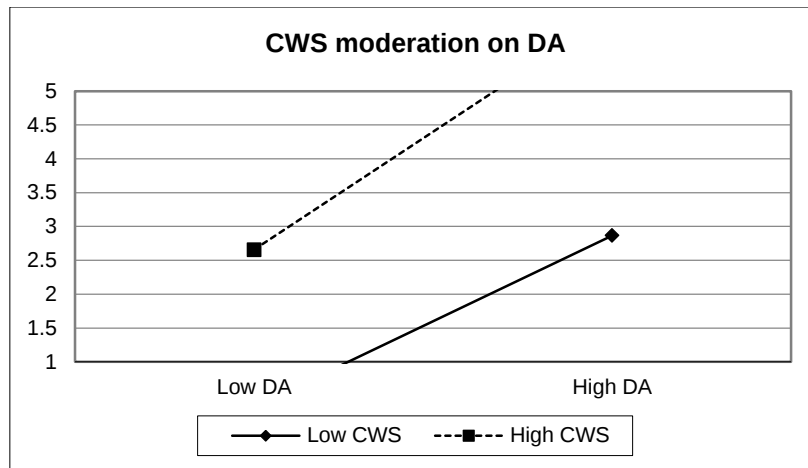


Fig. 7. CWS moderation on DA

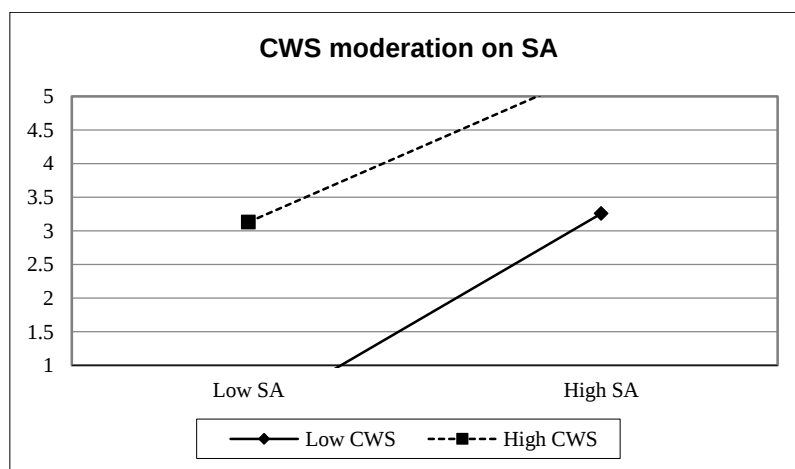


Fig. 8. CWS moderation on SA

Table 9 provides the estimates of the three models using Customer Participation (CP) as a moderator variable in order to assess the hypothesis 3. Here we can see that using the sample of 185 observations the overall model is fit because of significant F test values. Here for three models, the coefficient of Customer Participation (CP) is significant positive showing that increase in Customer Participation will lead to increase in the Customer Satisfaction. While the increase in overall emotional labor (EL), deep learning (DL) and Surface Acting (SA) also have significant positive effect on the customer satisfaction.

While studying the moderating effects via interaction variables, we can see that the interaction of CP x EL and CP x SA is negative significant, while the interaction term of SP x DA is positive significant.

Fig. 9 plots the moderating effect of CP on EL. Here we can see that CP shifts the curve upward and decreases slope considerably, depicting that CP increase overall positive effect but is diminishes the marginal effect. Fig. 10 plots the moderating effect of CP on DL. Here we can see that CP shifts the curve upward and also increases slope considerably, depicting that CP increase overall positive effect and also increases marginal effect. Fig. 11 plots the moderating effect of CP on SA. Here we can see that CP

shifts the curve upward and decreases slope, depicting that CP increase overall positive effect but is diminishes the marginal effect.

Table 9. Regression Estimates (Dep. Var. Customer Satisfaction) – Customer Participation Moderator Model

Variables	Coefficients (Prob.)	Coefficients (Prob.)	Coefficients (Prob.)
Constant	5.116 (0.000)	-2.119 (0.048)	-1.319 (0.175)
Customer Participation (CP)	0.694 (0.001)	1.315 (0.000)	1.304 (0.000)
Emotional Labor overall (EL)	0.203 (0.002)		
Deep Acting (DA)		0.819 (0.003)	
Surface Acting (SA)			0.626 (0.006)
Interaction	-0.158 (0.000)	0.129 (0.007)	-0.122 (0.007)
<i>Post Regression Estimates</i>			
n	185	185	185
R squared	0.441	0.451	0.414
MSE	1.142	1.121	1.198
F	70.74	49.54	42.55
Prob.	0.000	0.000	0.000

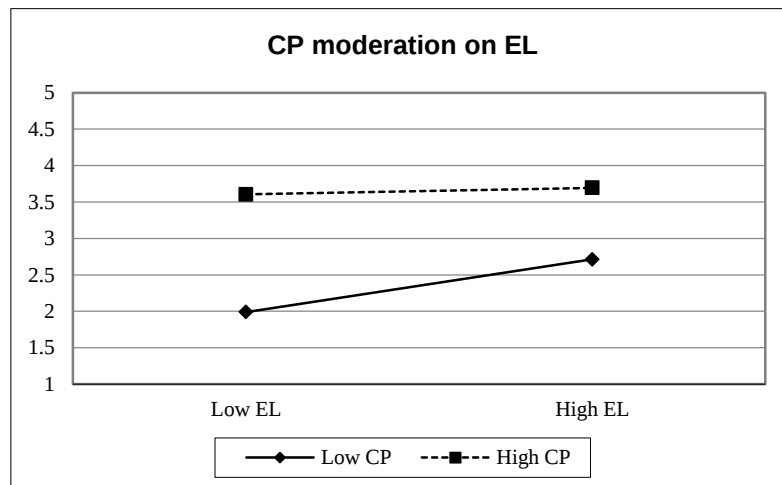


Fig. 9. CP moderation on EL

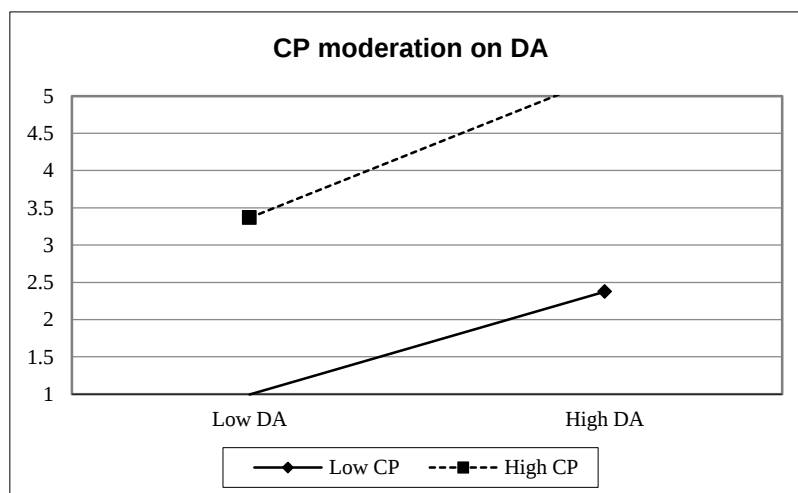


Fig. 10. CP moderation on DA

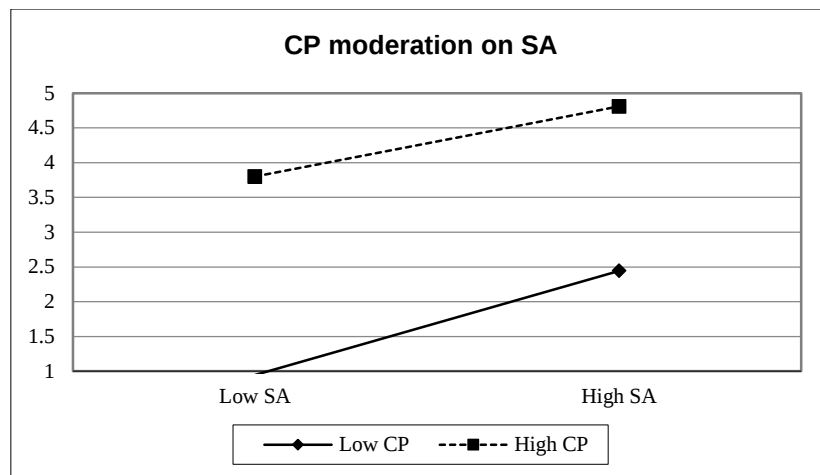


Fig. 11. CP moderation on SA

5. DISCUSSION AND INTERPRETATION

This exclusive research is first of its kind to see the relationship between emotional labor and customer satisfaction with the effect of moderators in Pakistani hospitality industry. The main feature and objective of this study is to see how emotional labor leads towards customer satisfaction by the moderating effect of (1) self-monitoring (2) co-worker support and (3) customer participation. So, there were three hypothesis tested and results was drawn. The three hypotheses test the effect of emotional labor on customer satisfaction by the use of three moderators individually.

In the contemporary study there were four independent variables and one dependent variable. Furthermore, every variable has two sub variables for example emotional labor has two sub variables i.e. surface acting and deep acting, Self-monitoring has two sub variables i.e. low/high self-monitoring, co-worker support has two sub variables i.e. low/high co-worker support and similarly customer participation has two sub-variables which are low/high customer participation. While there is one dependent variable which is customer satisfaction which is determined by low/high customer satisfaction.

Using simple random sampling, more than 300 questionnaires were sent to front office department of different five stars hotels of Pakistan which also represent all provinces of Pakistan. The researcher accomplishes his task through personal visit, emailing and online survey form. Out of 300, total 185 survey forms were filled out of which 94 through personal visit by the researcher to respondents, 42 by email and 49 by online survey. Total 186 respondents were used for data analysis. The result indicated that level of customer satisfaction is increased by using emotional labor strategy. The study also revealed that the effect of emotional labor is more significant if we use all three moderators of study which are self-monitoring, co-worker support and customer participation individually. The study also reveals that the level of customer satisfaction is increased with the induction of deep acting and result is less significant in case of surface acting. The findings indicate that level of customer satisfaction is increased if self-monitoring plays the role of moderator in relationship between emotional labor and customer satisfaction. Similarly level of customer satisfaction is increased if co-worker support plays the role of moderator

in relationship between emotional labor and customer satisfaction. Similarly level of customer satisfaction is increased if customer participation plays the role of moderator in relationship between emotional labor and customer satisfaction.

5.1. DEMOGRAPHIC DETAIL OF SAMPLE

More than 300 questionnaires were sent to respondents out of which 186 responded. The respondents were categorized according to their designation, experience in years, education and gender. Based on designation 24.3% respondents were duty managers, 36.4% respondents were shift in charge and other 39.3% were front desk officers. As far as experience is concerned 67.6% respondents has working experience of 1-5 years, 22.7% were 6-10 years and 9.7% were those having more than 10 years. On the basis of education 24.9% respondents were diploma holders, 56.2% were bachelors and 18.9% were masters. There were 73.5% were male and 26.5% were females.

5.2. TESTING OF HYPOTHESIS

For the current research each of the items related to Emotional Labor, Self-monitoring, Co-worker support, customer participation and customer satisfaction construct and was rated on 7 point likert scale. For hypothesis testing exploratory factor analysis was used.

Hypothesis 1: Self-Monitoring moderates the relationship between emotional labor and customer satisfaction is tested by using multiple regression for moderators. For this purpose emotional labor and self-monitoring is taken as independent variable while customer satisfaction is taken as dependent variable. The results are significant and depict the strong relationship between emotional labor and customer satisfaction by the moderating role of self-monitoring. This result is concurrent with the study of (Naqvi, 2013) that emotional labor leads towards customer satisfaction by moderating role of self-monitoring. This study is also true for H_{1A} and H_{1B} that deep acting is more significantly inclined towards customer satisfaction by the moderating role of self-monitoring while surface acting is less significantly prone towards customer satisfaction by the moderating role of self-monitoring.

Hypothesis 2: Co-worker support between service employees moderates the relationship between emotional labor and customer satisfaction is tested by using multiple regressions for moderators. For this purpose customer satisfaction and co-worker support is taken as independent variables while customer satisfaction is taken as dependent variable. The results again portray strong association between emotional labor and customer satisfaction by the moderating role of co-worker support. This study is portraying research of (Naqvi, 2013) that relationship between emotional labor and customer satisfaction is more by the help of co-workers. The study also support our sub-hypothesis H_{2A} and H_{2B} that role of co-worker support by using deep acting is more significant as compare to surface acting. The results is also concurrent with the study of (Kopp, 2013) that strong co-worker support has positive impact on customer satisfaction by induction of deep acting and less significant by use of surface acting.

Hypothesis 3: Customer participation with service employee moderates the relationship between emotional labor and customer satisfaction is tested by using multiple regressions for moderators. In this regard emotional labor and customer participation is taken as independent variable while customer satisfaction is taken as dependent variable. The results demonstrate association between emotional labor and customer satisfaction by the moderating role of customer participation. This research limelight the study of (Wattanakamolchai, 2013) that customer participation improved customer repurchase, positive word of mouth and referral which leads towards customer satisfaction. It is also significant for our sub hypothesis H_{3A} and H_{3B} that during customer participation process, customer prefers deep acting rather than surface acting. Overall current research support the study of (Naqvi, 2013) that role of moderators is significant in relation to emotional labor and customer satisfaction. Next table will give description of hypothesis.

6. CONCLUSION

The significant and positive effect of emotional labor on customer satisfaction portray that emotional labor is a viable and productive tool to add satisfaction level of customer. It exhibits that customer expect kind and gentle attitude from services workers. Our results demonstrate that dealing customer happy and communicate them with courtesy is important tool for customer satisfaction in hospitality industry of Pakistan. In addition to that our finding divulge that customer prefer those service workers who flaunt genuine empathy towards customers by using deep acting strategy while customers detect fake expression of service workers and less impress by fake acting or surface acting.

It has been found that the impact of emotional labor towards customer satisfaction is more positive when service worker personally monitor his own performance. Our first hypothesis signifies that customer will be delighted if service worker use appropriate words at right time and have a control on their emotions. It is also employ that self monitoring in emotional labor is more productive by using deep acting instead of surface acting.

As per our finding it has been observed that co-worker support is also very essential in relation to emotional labor and customer satisfaction. Co-worker support pamper employee to perform better and better and it ultimately results in customer satisfaction. It is seen than in hotel industry frontline service worker is always in stress due to massive requirement of job, but when co-worker start supporting and encouraging in difficult situation, it will raise the level of performance of service worker which results in further customer satisfaction.

Our finding also depicts that customer participation defines the exact direction of services in relation to emotional labor and customer participation. In hotel industry when customer tells their exact requirement to service worker about room size, room view, smoking, non-smoking area etc., it will get easy for service worker to fulfill the exact need of customer. Our finding illustrate that there is positive association between deep acting and customer participation while there is negative association by using surface acting.

The overall comparison between all three moderators is interesting here. R^2 change in all three moderators is as follows Self Monitoring 0.6130, Co-worker Support 0.9015 and customer participation is 0.4408. In addition to that R^2 change due to interaction of moderator between dependent and independent variable are 0.4930 for Self Monitoring, 0.3589 for co-worker support and 0.3090 for customer participation.

6.1. RESEARCH IMPLICATIONS

This research has developed, tested and implemented several fresh concept of emotional labor in context of hospitality industry of Pakistan. This research study is quite useful for marketing practitioner in order to develop and execute new strategies that will help in increasing customer loyalty and penetration.

In the selected context emotional labor is the effective tool in order to achieve customer satisfaction. Customer or guest always expect something extra from service worker and permanently wanted cheerful and courteous behavior from frontline staff. In the context of hotel industry where services is the most dominant tool used in raising the level of customer satisfaction effective and smartly use of emotional labor certainly increases the percentage of customer retention.

Another implication of this research is the precise use of moderator which are self monitoring, co-worker support and customer participation. One of the motivational element for practitioner is that if they provide proper training to their workers in order to control on their emotions while performing emotional labor strategy, it will add values for clients and increases motivational level of frontline worker. Secondary, co-worker support and team building sets from top management and when services worker start supporting other team members, it will quite easy for team to excel its performance. Lastly, frontline workers need to enlarge habit of asking customer requirement on regular basis. This practice will help in identifying as well as fulfilling the exact need of customer. It is also eminent that emotional labor usage is more productive when service worker shows genuine feelings from inside as well as from outside.

6.2. RESEARCH CONTRIBUTIONS

This study is significantly contributing to the current research stream of emotional labor

Since the origin of the concept of emotional labor, there are number of qualitative and quantitative researches conducted in the context of hospitality industry but there are very few quantitative studies carries out on hotel industry of Pakistan. This quantitative study on hospitality industry of Pakistan will respond to the knowledge call in the concept of emotional labor

In the current study statistically valid and reliable instrument in develop to measure the impact of emotional labor on customer satisfaction. Initially questionnaire is carrying 35 items which then pass through face and content validity. After getting response from 20 participants, few items were reduced and questionnaire reduced to 31 items. Next, discriminant and convergent validity was tested by using exploratory factor analysis and

the finding erase 05 more items and questionnaire was reduced to 26 items. Afterwards internal consistency or reliability was measured by taking the value of cronbach's alpha and concluded that instrument is statistically reliable. So, survey instrument will help researcher to measure the effect of emotional labor on customer satisfaction.

With the help of analysis this study will add values for future researchers and practitioners that by using three key moderators i.e. self monitoring, co-worker support and customer participation, customer satisfaction will certainly increase in context of emotional labor.

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