Emotional labor as the underlying mechanism in the relationship between emotional stability and affective commitment: A study in the hospitality industry

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Abstract
This study aims to examine the mediating effects of emotional labor variables, namely emotive effort and dissonance resulting from deep and surface acting strategies, which are based on the relationship between emotional stability and affective commitment. 249 data were obtained from the hospitality industry in major cities in Indonesia and were analyzed using a mediation technique. The results showed that emotive effort mediated the relationship between emotional stability and affective commitment. Furthermore, it was also shown that emotive dissonance did not mediate the relationship between emotional stability and affective commitment.

Keywords: Affective commitment; emotional stability; emotive dissonance; emotive effort; deep acting; surface acting.

JEL Classification: L83, M54

INTRODUCTION

The hospitality industry demands good quality service from employees to customers (Ford et al., 2011). This is because high efficient and quality interactions would affect customer satisfaction and foster the performance and commitment of employees to the company they work for (He et al., 2011; Steven et al., 2012). This study focuses on the context of the hospitality industry because according to data from the BPS-Statistics Indonesia (2018), it was shown that this industry would continue to increase in the next couple of years with many foreign tourists visiting Indonesia. Therefore, it is important to understand the factors that could contribute to the success of the industry in responding to its demand.

Organizational commitment plays an essential role in increasing job satisfaction and performance (Čulibrk et al., 2018; Suharto et al., 2019). Furthermore, Allen & Meyer (1990) defined this commitment as a psychological state regarding the relationship between an employee and an organization. According to Tsai et al., (2011), it is the key for organizational effectiveness in the ability to create loyalty, willingness, and a sense of cohesion among members of an organization. A wide range of benefits such as higher job performance and satisfaction, lower turnover intentions, and an increase in organizational
citizenship behavior (OCB) are related to organizational commitment (Čulibrk et al., 2018; Suharto et al., 2019). Furthermore, of its three components, affective commitment is considered as being important because it relates more to positive employee behaviors than other components (Mercurio, 2015). The high affective commitment was shown to be related not only to the tendency to voluntarily help co-workers and the strong desire to achieve the goals of the organization, but also reducing unwanted behavior such as turnover and increase productivity (Mercurio, 2015, Purba et al., 2015) which are the two essential factors in the hospitality industry (Hofmann & Stokburger-Sauer, 2017).

According to the Person Job Fit (P-J fit) theory, a congruency between the abilities of an employee with the demand of the job are related to positive work attitudes such as higher job satisfaction and subjective well-being (Peng & Mao, 2015). The hospitality industry requires individuals to deal with many types of customers. Therefore, employees are expected to appropriately interact according to specific organizational display rules (Grobelna, 2015). However, depending on their personality, employees tend to respond differently to the demanding situation (Grobelna, 2015). This study focused on personality, particularly emotional stability, as the predictor of affective commitment for at least three reasons. First, Brawley & Purý (2016) and Yao et al. (2019) underlined the need to dwell more in-depth into the psychological level which in this case are individual differences, and to increase the affective commitment of employees. Secondly, emotional stability plays an essential role in buffering adverse reactions to work events (Becker et al., 2013). Thirdly, previous studies by Choi et al., (2015) and Purba et al., (2015), showed a positive relationship between emotional stability and affective commitment. However, previous findings regarding the relationship between emotional stability and affective commitment seem inconsistent. Furthermore, the study conducted by Purba et al., (2015) showed a moderate relation, while that of Choi et al., (2015) showed a weak relation. Basnet & Regmi (2019) also explored a direct relationship between emotional stability and affective commitment. This prompted an argument that was based on intervening variables that may play a significant role in bridging the relationship between emotional stability and affective commitment because of the weak relation between the two variables. Therefore, the contribution was made to this literature by investigating a psychological mechanism, namely emotional labor, based on the relationship between emotional stability and affective commitment. Moreover, this study was conducted with a sample of Indonesian hospitality employees to improve the contributions made and evaluating the relationship between emotional stability and affective commitment.

Affective Commitment

Allen & Meyer (1990) described three separable aspects of organizational commitment, namely affective, continuance, and normative. Affective commitment arises from the type of positive experience and results from a mixture of work experience, organizational perceptions, and personal characteristics (Demirtas & Akdogan, 2015). It also influences employees through their fulfillment and achievement due to emotional effect, involvement, and identification with the organization (Demirtas & Akdogan, 2015). Normative commitment is described as a bond about the obligation to remain in an organization. While continuance commitment considers the costs and the personal sacrifice associated with leaving the organization (Allen & Meyer, 1990). Furthermore, the central theme of normative commitment is bond and not affect and employees remain in the organization simply because of a moral obligation to do so (Allen & Meyer, 1990). Continuance commitment is postulated as affectively neutral and evolves around the need for investment recognition (Allen & Meyer, 1990).
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Meanwhile, Mercurio (2015) contends that affective commitment is the major component of organizational commitment and is related more to the positive attitudes and behaviors of employees compared to other components. Furthermore, other previous studies are in line with Mercurio’s (2015) contention. For example, Solinger et al., (2008) found that affective commitments had a high negative correlation with absenteeism and a high positive correlation with performance compared to normative and continuance commitments. Affective commitment also has a higher relationship with Organizational Citizenship Behavior (OCB) and task performance than other organizational commitment components (Jyoti, 2016, Purba et al., 2015, Solinger et al., 2008). Also, a longitudinal study by Gao-Urhahn et al., (2016) for six years also showed that affective commitment would be relatively stable over time.

Previous studies have shown that affective commitment could be strengthened by positive work experience which contributes to the comfort of employees in organizations such as good interpersonal relationships, perception of organizational support, job satisfaction, and perceived personal involvement (Battistelli et al., 2016; Chordiya et al., 2017; Lee et al., 2018; McCormick & Donohue, 2016). An antecedent of affective organizational commitment is seen from an individual’s personality (Panaccio & Vandenberghe, 2012), which is considered essential when investigating the attitudes and behaviors of employees (Brawley & Purgy, 2016; Yao et al., 2019). According to Bildat (2016), personality is difficult to change and plays an essential role in the hospitality industry, therefore, an organization needs to recognize an employee that “fits” into their demand.

A meta-analysis study by Choi et al., (2015) showed a positive relationship between affective commitment and four traits of the Five-Factor Model. They include extraversion, agreeableness, conscientiousness, and emotional stability. Furthermore, in collective cultures, personality factors were found to also influence affective commitment (Choi et al., 2015; Purba et al., 2015).

The focus on the hospitality industry is essential because, according to data from the BPS-Statistics Indonesia (2018), this industry will continue to increase in the next couple of years with many foreign tourists visiting Indonesia. Therefore, it is important to understand the factors that could contribute to the success of this industry. A large amount of face-to-face time with customers in the hospitality industry causes difficult situations to predict and change. Employees are expected to be calm, not easily nervous, and confident in dealing with the demands of such situations. Emotionally stable individuals are not easily upset, calmer, less inclined to feel tense, have a good sense of security, and ability to manage stress, and can remain positive in every situation or event at work as opposed to neurotics individuals (Bontempo & Napier, 2011; Mechinda & Patterson, 2011; Purba et al., 2015). Also, emotionally stable individuals are better equipped with resources and skills such as emotional management to enable them to build positive relationships with others (Choi et al., 2015).

The Person-Job Fit (P-J fit) model is defined as a congruence between an individual’s ability with the demand of the job. Lauver & Kristof-Brown (2001) argued that the closer their ability to the demands and characteristics of a work, the better their attitude would be (Chu & Murrmann, 2006; Grobelna, 2019). Employees are expected to be calm, friendly, and be able to show favorable emotion as easily and naturally as possible
However, continuous interactions may create an exhausting and unpleasant experience for employees that do not have the right ability. Having the right personality could positively affect an employee’s ability to deal with such demanding situations (Grobelna, 2015). Furthermore, they are more satisfied when their personality traits congruent with the job demand (Christiansen et al., 2014).

Emotional Stability

Individuals with good emotional stability tend to be more stable and not easily upset and are the opposite of neuroticism. An employee with a high level of emotional stability is also more likely to have an overall positive relationship in their workplace (Bildat, 2016; Choi et al., 2015; Mechinda & Patterson, 2011). Furthermore, an individual that is high in neuroticism, which is the opposite of emotional stability, tends to experience negative mood and emotion and is related to a higher amount of stress (Bontempo & Napier, 2011; Christiansen et al., 2014; Cropanzano & Dasborough, 2015). It is believed that emotionally stable employees would perceive the hospitality industry demand more positively. They would also want to pursue the enjoyable positive experience they had and subsequently more likely to see the current organization from a positive perspective (Allen & Meyer, 1990). Therefore, within the P-J Fit Framework, it is expected that emotionally stable individuals would be able to identify more comfortably with the organization and have emotional involvement to commit toward organizational success due to the fit between their natural abilities with the hospitality demand (Bildat, 2016; Choi et al., 2015; Grobelna, 2019). Wegge et al., (2006) also found a significant positive relationship between higher positive emotion and affective commitment.

A study conducted by Yürür (2014) showed that affective commitment is the consequence of a congruent P-J fit between employees and job demand. Furthermore, it was stated that employees with good emotional stability would be happy and become committed to the success of the organization. Purba et al. (2015) found a moderate correlation between emotional stability and affective commitment ($r = .31$). Moreover, a meta-analysis study from Choi et al. (2015) about the relationship of personality and organizational commitment with 55 independent samples from 50 reviews (N = 18,262) found a low correlation of emotional stability with affective commitment. It indicated an underlying mechanism that would occur between emotional stability and affective commitment. Emotional labor may play a significant role as the underlying mechanism in the relationship between emotional stability and affective commitment for at least two reasons. First, emotional labor is essential for jobs in the hospitality industry, in which the requirement involves showing a positive emotional state for the customer (Bakar et al., 2020). Hofmann & Stokburger-Sauer (2017) and Cho et al., (2013) showed the importance of emotional labor strategy in the service industry, particularly the hospitality industry. Secondly, research that was conducted by Cho et al. (2013) showed a positive correlation ($r = .44$) between emotional labor and affective commitment.

Emotional Labor

Emotional labor is defined as “the degree of manipulation of an individual’s inner feelings or outward behavior to display the appropriate emotion in response to the rules or occupational norms” (Chu & Murrmann, 2006, p. 1183). There are two dimensions of
emotional labor, namely surface and deep acting (Hochschild, 1983). Surface acting refers to the abilities of employees to change their observable emotional display while hiding the real feeling (Hochschild, 1983). It is majorly about the suppression of genuine emotion and simulation of inauthentic expression (Chu & Murrmann, 2006). Whereas in deep acting, an employee’s effortfully modified their inner feelings to respond to organizational demand (Hochschild, 1983). It is the effort employees exert to alter their emotions internally by focusing on previous experience and positive features of the situation to cognitively assess it for effective display of customer and organization’s valued emotions (Lee et al., 2016, Yoo & Arnold, 2016). Deep acting is further categorized into active and passive deep level acting (Hochschild, 1983). Passive deep acting or genuine acting requires no internal effort that are characteristics of active deep acting. Employees genuinely displayed their true feelings (Hochschild, 1983).

Based on the three-level of acting (genuine, surface, and deep acting), Chu & Murrmann (2006) developed two dimensions to represent emotional labor, namely emotive dissonance and effort. Genuine and surface acting are at the opposite end of the emotive dissonance continuum, which means employees that scored high in emotive dissonance prefer to use surface acting. However, a lower score showed a preference for using genuine acting. Furthermore, the emotive effort dimension constitutes a deep level acting to point out the efforts of employees in showing the appropriate emotions.

Using the Job Demand Resources (JDR) approach, Seery & Corrigall (2009) stated that surface acting (emotive dissonance) belongs to job demand, while deep acting (emotive effort) belongs to job resources. Job demand is related to exhaustion, low job satisfaction, and health problems, while job resources are related to work involvement and motivation (Bakker et al., 2003, Yeh, 2015). Surface acting strategy requires many resources, which causes exhaustion and a lack of resources to do other work (Seery & Corrigall, 2009).

Furthermore, the person-job fit (P-J fit) framework was used to explain the mediating effect of emotional labor on the relationship between emotional stability and affective commitment. The person-job fit (P-J) framework refers to a congruence between individual characteristics and job characteristics (Edwards, 1991). It appears under two circumstances, a match in need supplies and a match in demand-abilities (Kristof et al., 2005). Need supplies assume that employees perform their job to satisfy their needs and desires. While demand abilities occur when employees perceive a fit between the personalities, abilities, and job demands of an individual (Grobelna, 2019; Lee et al., 2016). A congruent P-J between employee and job demand is positively correlated with affective organizational commitment (Yürür, 2014).

Emotionally unstable individuals tend to perform surface acting when they experience high emotive dissonance because they try to cover up the negative feelings while performing positive emotions as required (Kiffin-Petersen et al., 2011, Mróz & Kaleta, 2016). This is in line with the research conducted by Mróz & Kaleta (2016) and Basim et al. (2013), which showed a positive correlation between neuroticism and emotive dissonance. However, Kiffin-Petersen et al., (2011) showed a negative association of emotional stability with emotive dissonance.

Therefore, it is believed that employees with high emotional stability will remain calm in every situation and feel fit with the job demand that requires them to perform
positive emotions by performing emotive effort. The job demand would not drain their positive emotions, leading to their ability to become contented with their job. The employee's positive experience would further enhance their emotional attachment and the development of affective commitment towards the organization (Stinglhamber et al., 2015). This would then lead to high emotional attachment with the organization, or a, high affective commitment.

Research conducted by Yürür (2014) showed a negative relationship between surface acting and affective commitment. Using the P-J framework, it was shown that employees that experience emotive dissonance exerts less effort because they feel artificially forced to stay in the organization. Furthermore, P-J conflicts caused by emotional dissonance are related to psychological stress and emotional exhaustion (Kenworthy et al., 2014). The hospitality industry is characterized by ample direct face to face interactions, expectations to show appropriate positive emotions that not only come from customers but also the organization. This is seen as a “strong” environment that suppresses the expression of an individual’s personality traits (Mischel, 1977, Purba et al., 2015). In a “strong situational” organization that requires employees to perform positive emotions at work, those with low emotional stability would not be to work according to the workplace demand. This will create incongruency between their personality and job demand, thereby resulting in emotional dissonance. The drained resources caused by emotional dissonance could lead to psychological stress and cynicism about their job which would negatively affect the organization's personal commitment.

METHOD

A purposive sampling method was used via an online survey approach with samples consisting of hospitality employees working in lodging, food services, travel, and tourism sectors from major cities in Java, Sumatera, Bogor, Jakarta, Medan, Pekanbaru, and Yogyakarta. Online self-administered questionnaires were sent to an online chat group that consists of employees working in either lodging, food services, travel, and tourism sectors. Participants were also required to further state their work background to filter non-hospitality industry participants. Therefore, only those that met the criteria were selected. They include supervisors, managers, and staff that had been at the company for at least one year. The one-year minimum requirement was necessary to make sure participants already have the essential experience in the industry and are not interns or on a probationary period. All the participants were Indonesian and a total of 255 questionnaires were received. Out of the collected questionnaires, 249 were retained, with 6 cases deleted from the datasets, because the participants were not in the hospitality industry. Furthermore, the participant's mean age was 25.56 (SD= 6.31), with an age range that is between 17 to 59. Out of the total participants involved, 54.6% were males, and 45.4% were females. 83.2% of the participants were staff with 3.36 years of experience (SD= 4.48). All the participants completed the questionnaires voluntarily within approximately 10 min.

Emotional Labor was measured using the 19-item Hospitality Emotional Labor Scales (HELS) which was developed by Chu & Murrmann (2006) and adapted into the Indonesian language by Herlina (2012). The scale assesses employees’ perception of emotional labor, especially in hospitality organizations, and is divided into two dimensions,
namely emotive effort to represent deep level acting (8-items) and emotive dissonance to represent a continuum of surface acting genuine acting (11-items). Items were rated on a 6-point scale ranging from ‘strongly disagree’ (1) to ‘strongly agree’ (6). Further reliabilities and validity tests showed that Cronbach’s Alpha was 0.841 for the emotive effort scale and 0.874 for the emotive dissonance scale. The corrected item-total correlation was above the critical value r-table of 0.124 which shows a proper reliability and validity result. An example of an item for the emotive effort is ‘I have to concentrate more on my behavior when I display an emotion that I don’t feel.’ While an example of an item for emotive dissonance is ‘I display emotions that I am not feeling.’

Affective commitment was measured using the 8-items affective commitment scale developed by Allen & Meyer (1990) and adapted by Herlina (2012) into the Indonesian language. The six-point Likert scale response was used ranging from ‘strongly disagree’ (1) to ‘strongly agree’ (6). The Cronbach's alpha value was 0.839 and none of the corrected item-total correlation was below 0.124. An example of an item for affective commitment includes ‘I would be very happy to spend the rest of my career with this organization.’

Emotional stability was measured using the 10-item Emotional Stability scales taken from IPPI-IP-50 by Akhtar & Azwar (2019). The items were rated on a 5-point scale ranging from ‘strongly disagree’ (1) to ‘strongly agree’ (5) with a Cronbach’s alpha value of 0.873, while the corrected item-total correlation was above 0.124. An example of an item for emotional stability is ‘am relaxed most of the time.’

The Hayes’ (2012) PROCESS macro model-6 on IBM SPSS version 3.4 was used to test the indirect effects from multiple mediators as required in this study. Baron and Kenny's method was not used due to the fact Hayes (2012) PROCESS is one of the most appropriate ways of measuring the indirect effect that provides sufficiently accurate bootstrap confidence intervals for making inferences about the presence or absence of mediation. Furthermore, the Hayes method also provides better tolerance against type II error, which was possibly present in Baron and Kenny’s method (Preacher & Hayes, 2004).

Control Variables

Using Super (1957) career stage model, it was commonly assumed that affective commitment is positively related to tenure. Therefore, the longer an individual stays in an organization, the higher the affective commitment would be. Referencing Super (1957) career stage model, Ng & Feldman (2011) proposed different needs and motivation that affects the commitment of employees. It was suggested that they are more concerned with identifying their interests and capabilities during their early years, while in their mid- or late years, they are more concerned with responsibility and professional growth (Natrajan et al., 2011; Ng & Feldman, 2011).

A study by Purba et al, (2015) also showed a positive correlation between job position and emotional stability. Job position in an organization represents the career success of an employee, and one objective indication is income (Abele-Brehm, 2014). It also appears that the objective work outcomes such as income represent achievement, position, and autonomy of employees, and are related to the identification and bond with the organization (Gao-Urhahn et al., 2016). Therefore, tenure and job position were used as control variables in this study.
RESULTS AND DISCUSSION

Results

Table 1 represents all the study variable's means, correlations, and standard deviations.

Before testing the hypothesis, the correlations between control variables and all the study variables were examined. The result from Table 1 showed that job position was negatively related to emotive dissonance ($r = -0.181$, $p = 0.004$). Furthermore, tenure was negatively and significantly related with emotive dissonance ($r = -0.158$, $p = 0.013$) and emotional stability ($r = 0.283$, $p = 0.00$).

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</table>

Source: Data processed
Note: $N=249$, 1= Tenure, 2= Job-position, 3= Emotional-stability, 4= Affective commitment, 5= Emotive effort, 6= Emotive dissonance. ** Correlation is significant at the 0.01 level (2-tailed). * Correlation is significant at the 0.05 level (2-tailed). Tenure was measured in years. Position was dummy code (Manager= 0, Supervisor= 1, Staff= 2, others= 3).

Figure 1 displays the coefficients results for emotional stability, emotive effort, emotive dissonance, and affective commitment relations using the Hayes’ (2012) PROCESS macro model-6 method.
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Note: N = 249. Control variables: job position and tenure. Number of bootstrap samples for bias-corrected bootstrap confidence intervals: 5000 (confidence level 95 percent). *P < 0.05, **P < 0.01. Direct coefficients before mediators entered are shown in parentheses.

For tenure and job position, emotional stability was related to affective commitment through emotive effort, and also negatively related to the emotive effort (b = -0.0156, p = 0.043). While an emotive effort was positively related to affective commitment (b = 0.477, p < 0.001) and emotional Stability were not significantly related. Furthermore, a 95% bias-corrected confidence interval based on 5,000 bootstrap samples indicated that the indirect effect of emotional stability on affective commitment through emotive effort was significant (b = -0.074, BootSE = 0.043, 95% CI [-0.174, -0.004]), suggesting a full mediation. The Result also confirmed Hypothesis 1, however, the indirect effect of emotional stability on affective commitment through emotive dissonance was not significant (b = -0.020, BootSE = 0.018, 95% CI [-0.064, 0.011]). Therefore, the results do not support Hypothesis 2. (see Table 2 for the effects associated with these pathways).

Table 2

<table>
<thead>
<tr>
<th>Indirect effect(s) of X on Y:</th>
<th>Mediation Indirect Effect</th>
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<td></td>
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<td>Ind2</td>
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<tr>
<td>Ind3</td>
<td>-0.009</td>
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Source: Data processed

Note: Indirect effect key

Ind1 emotional Stability → emotive effort → affective commitment
Ind2 emotional Stability → emotive dissonance → affective commitment
Ind3 emotional Stability → emotive effort → emotive dissonance → affective commitment

Discussion

This study aims to investigate emotional labor as the underlying mechanism in the relationship between emotional stability and affective commitment. This study is also considered among the first in assigning emotional labor as a mediator between the emotional stability and affective commitment of employees. Choi et al., (2015) and Purba et al., (2015) showed a possible mediation in the relationship between personality and affective commitment. This study further emphasizes the service sector industry particularly, the hospitality industry. Previous studies have shown the importance of emotional labor in most hospitality settings, especially with employee’s affective commitment (Bildat, 2016; Hofmann & Stokburger-Sauer, 2017; Seery & Corrigall, 2009). The contribution was made towards understanding the dynamics between personality, behavior, and attitude by investigating emotional labor as a mediator between the emotional stability and affective commitment relationship, especially in developing-collectivist countries.

Based on the derived hypothesis, it was found that emotive effort mediated the relationship between emotional stability and affective commitment. Frequent interactions
with customers within the hospitality setting demand various emotional displays and regulations. Therefore, for an employee to "fit" the situational demand, extra planning and anticipation are needed. Emotive effort gives the employee more resources to adapt and "fit" the situational demand by having the ability to have inner feelings congruent with the organizational demand. Employees that are effortfully willing and succeed in using their resources to control the emotions demanded by customers and organizations would feel more overall positive experiences in the work they do. The congruent P-J and overall positive experience that employees have would further enhance their emotional attachment and development of affective commitment towards the organization (Lee et al., 2018; McCormick & Donohue, 2016; Stinglhamber et al., 2015; Yürür, 2014).

Despite the results obtained from previous studies, investigating the relationship between emotional stability and affective commitment has been significant (Choi et al., 2015, Purba et al., 2015). This study showed that emotional stability does not have any meaningful relationship with affective commitment, particularly in hospitality settings. Based on the P-J framework, it is believed that the hospitality settings are an unpredictable environment that influences the relationship between emotional stability and affective commitment. Furthermore, another plausible reason is the participants’ age. The majority of the respondents (91.9%) were between the ages of 35 and below. This age group could easily be considered as the millennials (Fain & Weatherford, 2016). This is because they prefer openness to experience and are also reluctant to have long-term employment in a single organization (Črešnar & Jevšenak, 2019; Stewart et al., 2017). It is assumed that millennials have no intention to stay and commit to the organization regardless of their personality. Therefore, further research needs to be conducted to investigate the moderating effects of emotional stability and affective commitment, particularly in the service industries.

Moreover, another caution needs to be used in interpreting the relationship between emotional stability and affective commitment. The Studies conducted by Le et al., (2014) regarding emotional stability and Gao-Urhaps et al., (2016) regarding affective commitment showed that these variables interact with working conditions. Examples include autonomy, quality of work, income, and tenure, influence personality, and affective commitment development (Gao-Urhaps et al., 2016; Le et al., 2014). As earlier stated, most of the respondents were below 35 years old and worked for less than five years in their organization. More research needs to be done to understand whether their emotional stability and affective commitment developed or changed as they experienced different working conditions in their life.

The results revealed that emotive effort and dissonance correlated significantly and positively with affective commitment. This is in contrast with the results of Yürür (2014) which showed that emotive effort did not have any significant relationship with affective commitment, and emotive dissonance. This shows that the different job context affects the relationship differently. Employees in a hospitality setting that could successfully respond to job demand by using emotive effort raised their emotional attachment towards the organizations they work for. However, emotive dissonance also showed the same result. Given the predictive factor of job position and tenure on emotive dissonance, a potential moderator effect could also be considered. Future studies need to consider these two factors as a moderator in the relationship between emotive dissonance and affective commitment to understanding their relationship.

Furthermore, this study found a similar result with Kiffin-Petersen et al. (2011) regarding a negative relationship between emotive dissonance and emotional stability. The results showed that emotional stability also correlated negatively with emotive effort. A study by Côté & Moskowitz (1998) showed that a person high in neuroticism, which is the opposite of emotional stability, would experience satisfying effects when engaging in behavior that is consistent with their dominant behavior. By using the behavioral
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Therefore, large amount of face-to-face test for selecting an employee, especially in hospitality settings. The hospitality industry is characterized by high levels of work stress (Yao et al., 2019; Zhao & Ghiselli, 2016). Therefore, a large amount of face-to-face time with customers in the hospitality industry

CONCLUSION

This study has confirmed the relationship between emotional stability and labor and affective commitment. It supports the notion that emotional effort mediates the relationship between emotional stability and affective commitment in a collectivist society, especially in the hospitality industry, where face to face client interaction is of significant importance.

Several limitations were encountered first, this study used a cross-sectional design with all of the study variables and was assessed simultaneously, which limits the ability to make a causal inference between the variables. Therefore, future studies need to employ experimental design to see whether emotional stability would lead to better emotional labor strategy and high affective commitment. With the rise of technology, specifically with an electroencephalogram (EEG), there could be benefits from measuring employees' implicit emotion. Bo et al. (2019) tested an experiment using EEG in an emotionally evoked setting and found that an individual's emotion could be recognized using this device. Secondly, because this study employed a self-administered survey for all variables, it is believed that a common method bias expanded the relationships among the variables. However, all variables are subjective and cannot be measured by using other ratings. To overcome the common method bias, future studies need to employ different data collection strategies, such as longitudinal or time-lagged designs. The use of different data collection strategies should also help in regards Gao-Urhahn et al., (2016) and Le et al., (2014) findings of the possibility of personality and affective commitment change over time due to work-related circumstances. Thirdly, considerations should also be made regarding the use of a Likert-scale. There are several disadvantages in using this method and examples include central tendency, the likelihood to tick the same box for every item, and the number of scale points (Hartley, 2014). Future research could also consider using a slider scale in combination with the Likert scale to complement each other and give an overall data quality. One of the new ways to administer an online questionnaire is by using a slider scale, in which respondents are required to drag a slide across an on-screen visual scale to the desired value that best reflects their position on a particular dimension (Liu & Conrad, 2019).

This study offers some practical implications first, it is useful to use a personality test for selecting an employee, especially in hospitality settings. The hospitality industry is characterized by high levels of work stress (Yao et al., 2019; Zhao & Ghiselli, 2016). Therefore, a large amount of face-to-face time with customers in the hospitality industry
causes difficult situations to change. Employees are expected to be calm, not easily nervous, and confident in dealing with any situation. Emotionally stable individuals are known to have skills and resources, such as emotional management, to build positive social exchange relationships (Choi et al., 2015). Furthermore, they are also negatively related to turnover intentions, manage stress, and have a more emotional involvement in committing towards organizational success (Allen et al., 2012; Bontempo & Napier, 2011; Chan & Dar, 2014). Therefore, it is important to select employees based on their personality. Secondly, emotive effort needs to be proved to mediate the relationship between personality and affective commitment.

The hospitality industry engages in services that require the abilities of employees to show positive emotions (Ghalandari et al., 2012). There is an expectation from customers and organizations to show proper positive emotions as part of the organization’s customer experience in general. Meanwhile, the emotive effort was significantly related to affective commitment. This means that the organization needs to understand the positive impact of emotive effort on their employees. It also serves as an opportunity for employees to use it effectively. Furthermore, mentorship could also provide the resources required to strengthen employees’ emotive effort. This could be done by pairing an employee with a low level of emotive effort to another with high emotive effort levels. Another form of support that organizations could use to enhance the skills of their employees is coaching. This is because it helps to determine the needs of an employee (Thompson et al., 2012). Both coaching and mentoring provides support for synergistic values and goals between employees and organizations. Training about verbal or non-verbal techniques could also be provided by the organization to strengthen the abilities of their employee’s emotive efforts.

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