# The Mediating Effect of Resilience on the Relationships Between Emotional Labor and Organizational Effectiveness of Hotel Employees

**Shang Won Kim**

Visiting Assistant Professor, Affiliation Department, Keimyoung University, Korea,

E-mail: seoultokyo@empas.com

## ABSTRACT

This study aims to provide practical and academic implications to understand and support employees' emotional labor more systematically. An attempt is made to identify any mediating effect of resilience on the relationship of the emotional labor of hotel workers and organizational effectiveness. The subjects of this study were 205 employees of 11 hotels in the metropolitan area. The data were analyzed by frequency analysis, reliability analysis, Pearson correlation analysis, and mediated regression analysis using SPSS 27.0 for Windows. The findings showed that emotional labor had a negative correlation with resilience, but a positive correlation with organizational effectiveness. Additionally, there was a positive correlation between resilience and organizational effectiveness. Also, the emotional labor of hotel employees had a negative effect on resilience, emotional labor had a positive effect on organizational effectiveness, and partially mediated the relationship between emotional labor and organizational effectiveness. Therefore, to strengthen the organizational effectiveness of hotel employees, it is necessary to identify the causes that can reduce the emotional labor of employees and raise the education and welfare level.

**Keywords:** hotel employees, emotional labor, resilience, organizational effectiveness

## 1. INTRODUCTION

### Necessity and Purpose of Research

In recent years, hotels, a representative company of human capital services, have had a relatively high turnover rate compared to other companies. In a situation where the global recession is prolonged, hotel companies are increasingly burdened with cost increases and performance, hotel employees' stress and job insecurity are increasing, and hotel employees' morale is low. With this, it is important to know how to motivate employees when he pressure in the organization is deepened (Lee Jae-Woong, 2021).

In addition, the emotional labor experienced by hotel employees in hotels affects not only their physical health but also worsens job stress, job dissatisfaction, and turnover intention. In the end, not only the quality of hotel service but also the development of hotels can be greatly affected. Therefore, finding ways to reduce employees' emotional labor, change employees' job attitudes, and ultimately increase customer satisfaction is becoming a major issue in the hotel industry (Do Hyun-Ok, 2012). It has already been observed from previous studies that the problem of emotional labor greatly affects organizational behaviors such as job satisfaction, turnover intention, and job performance (Kwon Hyeok-Gi & Park Bong-Gyu, 2010; Kim Tae-Gu & Lee Gye -Hee, 2012; Shim Chul-Hyun & Kim Yoon-Sik, 2013).

In addition, employees with resilience are determined to utilize their intrinsic and extrinsic skills to overcome difficulties and bring about personal psychological well-being and good service results. However, those who do not have the ability to effectively manage and control stress tend to resort to turnover intention (Moon In-oh, Park Sook-kyung, Jung-mi, 2013; Park Joo-hee 2014). Many of the earlier studies focused on the results of emotional labor (Yang & Chang, 2008; Chou, Hecker & Martin, 2011; Gountas et al., 2013), creating a gap of research that approaches the fundamental reasons and solutions from a personal and organizational perspective. Therefore, comprehensive research is needed.

Hence, this study aims to obtain practical and academic implications to understand and support the emotional labor of employees more systematically by revealing the possible effects of resilience on the relationship of emotional labor with the organizational effectiveness of hotel employees.

**Research Problem**

The questions to be answered in the present study are:

**Question 1.** What are the interrelationship models of emotional labor, resilience, and organizational effectiveness of hotel workers?

**Question 2:** How does resilience show a mediation effect on the interrelationship of emotional labor and organizational effectiveness of hotel workers?

## 2. THEORETICAL BACKGROUND

**Emotional Labor**

First proposed by an American scholar, Hochschild (1983), the emotional labor is defined as a kind of labor to manage one's emotions and express it appropriately through interaction with customers. Alternatively, it is the act of expressing appropriate emotions in big corporations (Ashforth & Humphrey, 1993). Morris & Feldman (1996) described emotional labor by considering three factors which are the emotional dissonance, which is a conflict that occurs when there is a difference between the number of interactions with customers, the period of interaction or emotional exchange, the emotions defined by the company, and the emotions actually felt by hotel employees. Emotional labor is defined as a more systematic and measurable term, and the dimension of emotional labor presented by them has been covered in many studies. Morris & Feldman's (1996) emotional incongruity refers to the fact that the emotions that must be expressed by the actual emotions and the norms set by the company are different or that the emotions that are not actually felt must be expressed by the customer. In Korea, emotional labor occurs in the face-to-face process during work, and it is defined as an effort to express one's emotions with the emotions determined by the company regardless of the actual emotions of the person (Choi Hang-seok, Kim Oh-hyun. and Lim Hyo-chang, 2006; Lee Ji-young, 2009; Kim Sang-ho, 2009).

**Resilience**

Resilience is originally defined as a concept that explains the elastic characteristics of things, but recently it has been applied to humans and defined as a positive force to overcome hardships and adversity (Kim Joo-han, 2011). The resilience of the individual who can cope with stress (Tugade et al., 2004) is the ability to cope with adversity (Tusa & Dyer, 2004). It is the ability to do it easily (Heinzer, 1995).

An important concept in understanding the negative effects of stress is the interrelationship between human and the environment, which is specifically the balance of environmental needs and human resources (Lazarus & Folkman, 1984). Therefore, a person who flexibly copes with and adapts to stressful situations can be said to be a person with resilience, which is the ability to recognize the environment and appropriately utilize his resources according to the needs of the environment (Cho Young-bok & Lee Na Young, 2014). Resilience is determined by genetic factors to some extent, but it changes over time and interacts positively with other factors in a challenging environment, and learning is possible. And it can be maintained, extinguished, or maximized (Masten, 2001; Dyer & McGuinness, 1996).

**Tissue Effectiveness**

Organizational effectiveness is the standard of performance evaluation of how effectively an organization is working, and is also defined as the ability of the organization to pioneer the environment to acquire scarce and valuable resources. In addition, the organization as a system of society achieves achieves its goal without misusing its means and resources and without causing unjust coercion of the members of the organization (Kwak In-Jung, 2004).

Since the 1970s, research on organizational effectiveness has been a central task of organizational theory, but it is difficult to accurately grasp what the concept of organizational effectiveness actually means. This is because, due to the nature of the social structure of the organization, the concept of organizational effectiveness must be a construct that encompasses multiple domains and must be considered in terms of time. This is because the nature of the social structure of the organization requires the concept of organizational effectiveness to be a construct that encompasses multiple domains and must be considered in terms of time. Therefore, organizational effectiveness is measured and evaluated differently by each person in the organization in terms of different interests and values (Connoly et al., 1980). Organizations seek to achieve their goals for survival and

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development, and the degree of achievement of organizational goals is generally assessed through a relatively specific concept of organizational effectiveness. Organizational effectiveness is often used as a dependent variable in empirical studies on organizational problems and is explained by a multidimensional approach as a guideline for organizational success. In addition, it is very difficult to define the validity that is universally applied in all organizations because the viewpoint of organizational goals is diverse and difficult to measure, and various opinions are shown according to researchers (Lee Won-ok, 2002).

Mott (1972) defined organizational effectiveness as the ability of an organization to mobilize its power-driven activities, production, and adaptation. The effective organization is known as the Organization for the Advancement of Colored People. In addition, Katz & Kahn (1978) considered the degree of maximizing the profit of the organization as the organizational effectiveness (Huh Yong-Duk, 2002).

## Previous Studies
### 2.4.1 Emotional Labor and Resilience Relationship
According to Song Ji-yeon (2017) and Kim Hee-Jung (2012), there is a negative association between emotional labor and resilience in call center counselors as well as a negative correlation between emotional labor and resilience in kindergarten teachers. There was a substantial negative link between emotional labor and resilience among job center success package counselors, showing that the more emotional labor a person engages in, the less resilient they are. The frequency of emotional expression, the degree of attention paid to emotional expression, and the sub-factors of emotional labor like emotional dissonance all showed a significant negative correlation with the sub-factors of resilience like self-regulation ability, positivity, and interpersonal ability. The only exception to this was the relationship between the degree of attention paid to emotional expression and interpersonal ability.

### 2.4.2 Emotional Labor and Organizational Effectiveness Relationship

Looking at the emotional labor and organizational effectiveness relationship, the emotional labor experienced by hotel employees affects not only their physical health but also job dissatisfaction and turnover intention. Eventually, the quality of hotel service deteriorates and the hotel's development can be greatly affected. As a result, emotional labor had major effects on organizational behaviors such as job satisfaction, turnover intention, and job performance. Emotional dissonance, a component of emotional labor, was found to increase emotional exhaustion and lower job satisfaction (Kim Mi-jin & Kang, 2015).

### 2.4.3 Resilience and Organizational Effectiveness Relationship
According to Jackson et al. (2007), employees with high resilience easily overcome difficult situations and perform high job performance, and that employees' resilience has a positive effect on job satisfaction and organizational commitment (Youssef & Luthans, 2007; Cho Myeong-sook et al., 2014). In the study of ICU nurses who experienced burnout, it was found that the higher the resilience, the higher the organizational commitment (Kim Sung-nam & Yoo Moon-Sook, 2014). In the study of Hong Young-hee (2013) on social workers, the higher the individual's resilience, the higher the job satisfaction and organizational commitment.

## 3. RESEARCH METHODS

### Study Subjects
The present study included 250 employees of 11 hotels located in the metropolitan area (Seoul, Gyeonggi, and Incheon). The questionnaire was distributed and collected from February 20 to February 27, and 205 people were used except 45 people who were misrepresented. The sampling method used in this study was random sampling, which is a non-probability sampling method.

### Measuring Tools
### Emotional Work
As for the emotional labor scale, the scale reconstructed by Lee Yang (2015) based on previous studies was used in this study, consisting of a total of 11 questions and a 5-point Likert scale. The sub-areas consist of 2 items, 8 items of emotional dissonance, and 3 items of emotional effort. The total reliability coefficient of this scale

is .676, the reliability coefficient of emotional dissonance, which is a sub-domain, is .677, and the reliability coefficient of emotional effort is .631.

### Resilience

The Resilience Scale was used in this study, which was reconstructed by Chan-mi Lee (2018) based on previous studies, and the reliability coefficient of the scale was .644.

### Organizational Effectiveness

The organizational effectiveness was measured by the scale reconstructed by Lee Wan-ro (2007) based on previous studies was used in this study, which consists of 18 questions and 5-point Likert scale. The sub-factors of this scale are composed of 4 items, 5 items of job satisfaction, 5 items of organizational commitment, 4 items of career satisfaction, and 4 items of turnover intention The reliability coefficient of this scale is .702.,The reliability coefficient of job satisfaction, which is a sub-factor of this scale, is .639, the reliability coefficient of organizational commitment is .759, the reliability coefficient of career satisfaction is .623, and the reliability coefficient of turnover intention is .823..

### Research Procedures and Methods

SPSS 27.0 for Windows was used to analyze the data. Second, frequency analysis was conducted to investigate the common features of the subjects, reliability analysis was conducted for the reliability of the scale, Pearson correlation analysis was conducted to solve research problem 1, and mediated regression analysis was used to solve research problem 2.

## 4. RESEARCH RESULT

### Correlation between Variables

Table 1 shows the correlation between variables.

First, there was a negative correlation between emotional labor and resilience (r=-.202, p<.01), which was statistically significant.

Second, there was a positive correlation between emotional labor and organizational effectiveness (r=.508. p<.001).

Third, there was a positive correlation between resilience and organizational effectiveness (r=.378, p<.001).

**Table 1.** Correlation Between Variables

| Division | Emotional Labor | Resilience | Organizational Effectiveness |
|---|---|---|---|
| **Emotional Labor** | 1 | | |
| **Resilience** | -.202** | 1 | |
| **Organizational Effectiveness** | .508*** | .378*** | 1 |

**p<.01, ***p<.001

### Correlations among the sub-domains of variables

Table 2 shows the correlation between the sub-areas of the variables.

Based on the results of the statistical analysis, there was a negative correlation between emotional dissonance and resilience (r=-.386) and a positive correlation between emotional effort and resilience (r=.336). Emotional dissonance, which is a sub-factor of emotional labor, had a positive correlation with organizational commitment (r=.436), career satisfaction (r=.266), and turnover intention (r=.298), which are sub-factors of organizational effectiveness, but there was no statistically significant correlation between job satisfaction. Emotional effort, a sub-factor of emotional labor, had a positive correlation with job satisfaction (r=.354), organizational commitment (r=.243), and career satisfaction (r=.212), which are sub-factors of organizational effectiveness, and had a negative correlation with turnover intention (r=-.538). In addition, there was a positive correlation between job satisfaction (r=.709), organizational commitment (r=.240), and career satisfaction (r=.494), which are sub-factors of resilience and organizational effectiveness, and there was a negative correlation between turnover intention (r=-.538).

**Table 2.** Correlations among the sub-domains of variables

| Division | | Emotional Labor | | Resilience | Organizational Effectiveness | | | |
|---|---|---|---|---|---|---|---|---|
| | | Emotional Dissonance | Emotional Effort | | Job Satisfaction | Organizational Commitment | Career Satisfaction | Turnover Intention |
| Emotional Labor | Emotional Dissonance | 1 | | | | | | |
| | Emotional Effort | -.100 | 1 | | | | | |
| Resilience | | -.386** | .336** | 1 | | | | |
| Organizational Effectiveness | Job Satisfaction | .048 | .354** | .709** | 1 | | | |
| | Organizational Commitment | .436** | .243** | .240** | .469** | 1 | | |
| | Career Satisfaction | .266** | .212** | .494** | .495** | .695** | 1 | |
| | Turnover Intention | .298** | -.344** | -.538** | -.198** | -.191** | -.449** | 1 |

**p<.01

**The effect of mediation by resilience on the emotional labor and organizational effectiveness relationship**
Table 3 shows the results. In the first step of verifying the effect of mediation, emotional labor (p<.001), which is an independent variable, had a significant effect on resilience, and resilience played a role in lowering emotional labor.

In the second stage, emotional labor, an independent variable, had a significant effect on organizational effectiveness(p<.001).

**Table 3.** The Mediating Effect of Empathy on Emotional Labor and Performance in Role

| Division | Step 1 | Step 2 | Step 3 |
|---|---|---|---|
| | Resilience | Organizational Effectiveness | Organizational Effectiveness |
| Constant | 4.290*** | 1.759*** | .489* |
| Emotional Labor | -.294** | .436*** | .523*** |
| Resilience | | | .296*** |
| R2 | .041 | .258 | .498 |
| F | 8.599** | 70.099*** | 99.880*** |

*p<.05, **p<.01, ***p<.001

In the third stage, emotional labor (p<.001) had a significant effect on organizational effectiveness, so it was found to have a mediating effect.

Emotional labor (B=.523, p >.001), which is an independent variable, is significant, and the regression coefficient increased from .436 to .523, which partially mediates the relationship between emotional labor and organizational effectiveness

**The effect of mediation of Resilience on Sub-factors of Emotional Labor and Job Satisfaction**
In the first step of verifying the mediating effect, emotional dissonance (p<.001), an independent variable, had a negative effect on resilience, and resilience was found to play a role in lowering emotional dissonance, accounting for 23.8% (Table 4). Emotional effort (p<.001) had a positive effect on resilience.

**Table 4.** The Effect of Mediation by Resilience on the Sub-factors of Emotional Labor and Job Satisfaction

| Division | Step1 | Step2 | Step3 |
|---|---|---|---|
| | Resilience | Job Satisfaction | Job Satisfaction |

| | | | |
|---|---|---|---|
| **Constant** | 4.003*** | 2.059*** | -.878*** |
| **Emotional Dissonance** | -.405*** | .086 | .383*** |
| **Emotional Effort** | .253*** | .276*** | .090** |
| **Resilience** | | | .734*** |
| **R2** | .238 | .132 | .637 |
| **F** | 31.440*** | 15.308*** | 117.014*** |

*p<.05, **p<.01, ***p<.001

In the second stage, emotional dissonance, an independent variable, did not have a significant effect on job satisfaction, but emotional effort had a positive effect on job satisfaction.

In the third stage, emotional dissonance and emotional effort significantly influenced the job satisfaction, so there was a mediating effect. Emotional dissonance and emotional effort were significant independent variables (B=.383, p>.001) and emotional effort was significant as an independent variable (B=.090, p>.01), respectively. Emotional dissonance's regression coefficient increased from.086 to.383, and emotional effort's regression coefficient decreased from.276 to.090, which partially mediates the interaction of emotional dissonance and emotional effort as independent variables and job satisfaction as dependent variables.

**The effect of mediation by resilience on the relationship of sub-factors of emotional labor with the organizational commitment**

In the first step of testing the mediating effect, emotional dissonance (p<.001), an independent variable, had a negative effect on resilience, and emotional effort (p<.001) positively impacted resilience (Table 5).

In the second stage, emotional dissonance and emotional effort, which are independent variables, had positive effects on organizational commitment.

**Table 5.** The Mediation by Resilience on the Sub-factors of Emotional Labor and Organizational Commitment

| Division | Step1 | Step2 | Step3 |
|---|---|---|---|
| | **Resilience** | **Organizational Commitment** | **Organizational Commitment** |
| **Constant** | 4.003*** | .402 | -1.400*** |
| **Emotional Dissonance** | -.405*** | .561*** | .743*** |
| **Emotional Effort** | .253*** | .260*** | .146** |
| **Resilience** | | | .450*** |
| R2 | .238 | .273 | .410 |
| F | 31.440*** | 37.702*** | 46.241*** |

*p<.05, **p<.01, ***p<.001

In the third stage, emotional dissonance and emotional effort had significant effects on organizational commitment, so there was a mediating effect. The independent variables of emotional dissonance (B=.743, p>.001) and emotional effort (B=.146, p>.01) were significant, and the regression coefficient of emotional dissonance increased from .561 to .743, and the regression coefficient of emotional effort decreased from .260 to .146, which partially mediates the relationship between emotional dissonance and emotional effort as independent variables and organizational commitment as dependent variables.

**The Effect of Mediation by Resilience on the Relationship of the Sub-factors of Emotional Labor and Career Satisfaction**

The mediating effect of resilience in the relationship between the sub-factors of emotional labor and career satisfaction is shown in Table 6.

In the first step of testing the mediating effect, emotional dissonance (p<.001), an independent variable, had a negative effect on resilience, and emotional effort (p<.001) had a positive effect on resilience.

In the second stage, emotional dissonance and emotional effort, which are independent variables, had positive effects on career satisfaction.

**Table 6.** Mediation by Resilience on Sub-factors of Emotional Labor and Career Satisfaction

| Division | Step 1 | Step 2 | Step 3 |
|---|---|---|---|
| | Resilience | Career Satisfaction | Career Satisfaction |
| Constant | 4.003*** | 1.696*** | -.723* |
| Emotional Dissonance | -.405*** | .288*** | .533*** |
| Emotional Effort | .253*** | .178*** | .025 |
| Resilience | | | .604*** |
| R2 | .238 | .128 | .489 |
| F | 31.440*** | 31.440*** | 32.882*** |

*p<.05, **p<.01, ***p<.001

In the third stage, career satisfaction was impacted significanlty by emotional dissonance and a mediating effect was observed, but emotional effort showed no effect on career satisfaction. The regression coefficient of emotional dissonance increased from .561 to .743, and the regression coefficient of emotional effort decreased from .178 to .025. Therefore, emotional dissonance, which is an independent variable, partially mediates the relationship between organizational commitment, which is a dependent variable, and emotional effort completely mediates organizational commitment.

**Mediation by resilience for emotional labor and turnover intention**
The results are presented in Table 7. In the first step of testing the mediating effect, emotional dissonance (p<.001), an independent variable, negatively influenced resilience, whereas emotional effort (p<.001) showed a positive effect.

In the second step, emotional dissonance, an independent variable, had a positive effect on turnover intention, and emotional efforts had a negative effect on turnover intention.

**Table 7.** The mediating effect of resilience in the relationship between emotional labor and turnover intention

| Division | Step1 | Step2 | Step3 |
|---|---|---|---|
| | Resilience | Turnover Intention | Turnover Intention |
| Constant | 4.003*** | 3.109*** | 4.861*** |
| Emotional Dissonance | -.405*** | .307*** | .130 |
| Emotional Effort | .253*** | -.272*** | -.161** |
| Resilience | | | -.438*** |
| R2 | .238 | .189 | .330 |
| F | 31.440*** | 31.440*** | 32.882*** |

*p<.05, **p<.01, ***p<.001

In the third stage, emotional dissonance was observed to not have a significant effect on turnover intention, but emotional effort negatively influenced and had a mediating effect on turnover intention. The regression coefficient of emotional dissonance decreased from .307 to .130, and the regression coefficient of emotional effort decreased from -.272 to -.161, indicating that emotional dissonance, an independent variable, completely

mediates the relationship between turnover intention, a dependent variable, and emotional effort partially mediates the relationship between turnover intention.

## 5. CONCLUSIONS AND SUGGESTIONS

**Correlation between variables**

The purpose of this study is to investigate how emotional labor impacted organizational effectiveness through the resilience of hotel employees and to utilize it as basic data to improve the quality of hotel organizations.

The results revealed that, first, emotional labor was negatively correlated with resilience whereas, it was positively correlated with organizational effectiveness. The resilience was also positively correlated with organizational effectiveness.

The sub-factors of emotional labor, the emotional dissonance was negatively correlated with resilience whereas emotional effort was positively correlated. Regarding the relationship with sub-factors of organizational effectiveness, that is, the organizational commitment, career satisfaction, and turnover intention, all were positively correlated with emotional dissonance this was statistically non-significant. However, the emotional effort was positively correlated with job satisfaction, organizational commitment, and career satisfaction and negatively correlated with turnover intention. There was a positive correlation between job satisfaction, organizational commitment, and career satisfaction, which are sub-factors of resilience and organizational effectiveness, and there was a negative correlation between turnover intention.

Third, as for the effect of emotional labor on organizational effectiveness through resilience, it was found that emotional labor had a negative effect on resilience, emotional labor had a positive effect on organizational effectiveness, and partially mediated the relationship between emotional labor and organizational effectiveness.

Fourth, resilience was negatively influenced by emotional dissonance but positively associated with emotional effort. Also, emotional dissonance and emotional effort had a positive association with job satisfaction. In the relationship between emotional dissonance, emotional effort, and job satisfaction, it was found to be partially mediated.

Fifth, regarding emotional labor and organizational commitment, the mediation by resilience indicated that it was negatively influenced by emotional dissonance but had a positive impact of emotional effort. Further, emotional dissonance and emotional effort were positively associated with organizational commitment. Emotional dissonance, emotional effort, and organizational commitment were partially mediated.

Sixth, regarding the influence of resilience on the interrelationship of the sub-factors of emotional labor and career satisfaction, it was observed that emotional dissonance negatively impacted resilience, but the emotional effort had a positive effect on resilience. Emotional dissonance has a significant effect on career satisfaction, emotional effort does not have a significant effect on career satisfaction, emotional dissonance partially mediates the relationship between career satisfaction, and emotional effort fully mediates career satisfaction.

Seventh, the mediating effect of resilience for associations of the sub-factors of emotional labor and turnover intention shows that emotional dissonance has a negative effect on resilience and emotional effort has a positive effect on resilience. Emotional dissonance does not have a significant effect on turnover intention, but emotional effort has a significant effect on career satisfaction.

**Suggestions**

Given the findings, the following suggestions are advanced: First, in order to strengthen the organizational effectiveness of hotel employees, it is necessary to identify the causes that can reduce the emotional labor of employees and raise the education and welfare level.

Second, since emotional labor has a negative effect on resilience, an alternative to increase resilience is needed as an alternative to improve organizational effectiveness.

Third, it is necessary to carry out a follow-up study that can be combined with a causal relationship study that can reduce emotional labor and a causal relationship study that can increase resilience.

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