

## **The effects of emotional labour on the outcomes of the job and the organization: Do the differences in age and the manager's emotional intelligence have any impact in the hotel business?**

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**\*Corresponding author**      **Abstract**      In the high competition of the hospitality and service industry, hotels are in the process of intensely managing their employees' behaviour and emotions, and this can have a detrimental impact on frontline employees' work attitudes, job performance, and behaviour within the organization. In Thailand, there are still pressing questions regarding these issues. The objectives of this study were to examine the relationships among emotional labour, burnout, job satisfaction, turnover intention, and organizational commitment, and to compare the moderating roles of the employee's age and manager emotional intelligence affecting emotional labour concerning the job satisfaction and burnout of hotel frontline employees in Thailand. A total of 509 subjects were investigated. With the structural equation modelling (SEM) and multiple group analysis technique used in this study, the positive and negative significant effects of emotional labour concerning job and organizational outcomes, and the moderating roles of age and manager emotional intelligence, were determined. The managerial implications from the results of the study can have beneficial outcomes for the hospitality and service industry, particularly regarding the human resource management process in terms of dealing and custom treat with employees' emotional labour.

### **Keywords**

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Burnout, Emotional labour, Job Satisfaction, Organizational commitment, Turnover intention, Hotel

frontline employees, Thailand      **Citation** : Khetjenkarn, S. and Agmapisarn, C. (2020). The effects of emotional labour on the outcomes of the job and the organization: Do the differences in age and the manager's emotional intelligence have any impact in the hotel business? *European Journal of Tourism Research* 25, 2504.