

The influence of customer orientation on emotional labour and work outcomes: a study in the tourism industry

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Abstract

How service employees express their emotions with customers is an important part of service quality. However, the emotional expressiveness of contact employees can be affected by the importance they give to customers and can have consequences on their work attitudes and well-being. This study aims to explore the influence of customer orientation in emotional labour strategies and analyses the impact of emotional labour strategies on four outcomes: burnout, affective delivery, job satisfaction and affective commitment. The sample consisted of 283 contact employees from hotels and travel agencies. The results show that organisational customer orientation promotes the expression of genuine emotions and that individual customer orientation fosters both deep acting and expression of genuine emotions. The study reveals that while surface acting promotes both emotional exhaustion and depersonalisation, deep acting promotes affective commitment. Finally, it is shown that the expression of genuine emotions fosters personal accomplishment, affective delivery, job satisfaction and affective commitment. Findings provide insight for organisations and managers about the importance of customer orientation in management of emotions in customer service and how can have positive implications on employees and on the quality of service.

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Introduction

Due to the economic and social expansion of worldwide tourism, organisations operating in

this industry need to improve customer orientation effectiveness where contact employees play an important role. Contact

employees, core representatives of the organisation, must respond both to customer expectations and management requirements (Chung and Schneider, 2002; Grönroos, 2001; Tax *et al.*, 2013). These employees are expected to show positive emotions when interacting with customers, as a way of generating and maintaining positive feelings on the part of the customers (Barger and Grandey, 2006; Kim *et al.*, 2017). Emotional display in customer contact employees, can change the emotional state of customers, and its strength is influenced by employees' authenticity (Grandey *et al.*, 2005; Pugh, 2001; Tsai and Huang, 2002).

The presentation of appropriate emotions in each type of interaction incorporates the concept of emotional labour (Ashforth and Humphrey, 1993; Hochschild, 1983). The display of appropriate emotions may require the aligning of emotions, i.e. masking them (surface acting), manipulating them cognitively (deep acting), or the expression of genuine emotions (expression of genuine emotions). These are described in the literature as emotional labour strategies (Diefendorff *et al.*, 2005; Grandey, 2000). Literature has addressed factors influencing the choice of emotional labour strategies in particular the situational ones, such as rules of emotional presentation and the nature of the interactions, and the individual ones, such as personality and affectivity (e.g., Brotheridge and Grandey, 2002; Brotheridge and Lee, 2002; Diefendorff *et al.*, 2011; Diefendorff *et al.*, 2005; Diefendorff *et al.*, 2016; Gosserand and Diefendorff, 2005; Grandey, 2003; Hur *et al.*, 2015; Kim *et al.*, 2017; Morris and Feldman, 1997; Mróz and Kaleta, 2016).

There have been few studies of the effect of customer orientation, at the organisational and individual levels, on emotional labour strategies, particularly in the tourism business. The organisational customer orientation is an organisational philosophy, that is based on an understanding of customer expectations and competitive trends, that contributes to the competitive differentiation of the organisations involved (Deshpandé *et al.*, 1993). In customer service situations, contact employees are a key resource in ensuring the effectiveness of a

customer-oriented organisation (Zablah *et al.*, 2012). The contact employee's performance quality is one of the main effects of customer-oriented behaviors (Brady and Cronin, 2001; Lee *et al.*, 2016; Lings and Greenley, 2010; Yoo and Arnold, 2014; Zablah *et al.*, 2012; Zeithaml *et al.*, 2017). As performance quality derives from the quality of emotional displays (Pugh, 2001; Tsai and Huang, 2002), it is potentially relevant to relate individual customer orientation to emotional labour strategies.

However, the emotional experience underlying the emotional labour strategies may have repercussions for the expression of positive emotions (affective delivery), in physical and psychological well-being (burnout) and attitudes to the work and to the organisation as in the case of job satisfaction and affective commitment (Brotheridge and Grandey, 2002; Brotheridge and Lee, 2002; Grandey, 2003, 2015; Grandey and Gabriel, 2015; Groth *et al.*, 2009; Hülshager and Schewe, 2011; Lee and Woo, 2017; Kammeyer-Mueller *et al.*, 2013; Karatepe and Choubtarash, 2014; Wang *et al.*, 2016).

The aim of this study was to examine the influence of customer orientation (organisational and individual) on emotional labour strategies and to test the effects of emotional labour strategies on four work outcomes: burnout, affective delivery, job satisfaction and affective commitment.

Literature review

Emotional labour strategies

Emotional labour may be described as the presentation of appropriate emotions by employees in each type of interaction, presupposing the following: (a) there is a face-to-face or distance interaction; (b) the employee produces an emotional state in another person; and (c) the organisation controls employee activity through rules, supervision and training (Ashforth and Humphrey, 1993; Hochschild, 1983).

Emotional labour is frequently described in the literature through two enacting strategies: surface acting and deep acting (Grandey, 2000). When employees use surface acting strategies, they express the required emotions

without feeling them. They mask their own feelings and reproduce the desired emotions. When employees use deep acting strategies, they express the required emotions but also feel them, by making the effort to cognitively modify their own thoughts and feelings. Although many studies have highlighted the strategies of deep and surface acting, many researchers see them as compensatory strategies that help employees to express emotions that they would not normally feel by appealing to the need to include analysis of the expression of genuine emotions (Ashforth and Humphrey, 1993; Brotheridge and Grandey, 2002; Diefendorff *et al.*, 2005). The expression of genuine emotions occurs when employees spontaneously experience and present the emotions organisational required. In such cases, no effort needs to be made to regulate emotions (Diefendorff and Gosserand, 2003; Diefendorff *et al.*, 2005). This genuine presentation of target emotions comprises emotional labour when employees make a conscious effort to ensure that their emotional displays coincide with organisational expectations. In fact, the work of Diefendorff *et al.* (2005) showed that the expression of genuine emotions is a distinct construct from both deep and surface acting and that it plays a key role in employee emotional presentation when interacting with customers.

Organisational customer orientation and emotional labour strategies

The present study takes the same view of Deshpandé *et al.* (1993), who conceptualized organisational customer orientation (OCO) as an organisational culture anchored in a set of beliefs, standards and norms that put the customer first. The prioritization of the customer is underpinned by a continual process of socialization that makes it possible for the employees to internalize and share the organisation's values and norms (Kohli and Jaworski, 1990; Narver and Slater, 1990). This collective sharing may influence the attitudes and behaviours of all who are engaged in customer service (Carr and Lopez, 2007; Mengüç, 1996; Pelham, 2009). A customer-oriented organisational culture has rules of conduct that largely address the display of specific emotions in customer contact situations (Pelham, 2009). The emotional

presentation rules list the emotions to be displayed in contacts with customers (Rafaeli and Sutton, 1987, 1989). According to Ashforth and Humphrey (1993), compliance with emotional presentation rules underlies the employee's identification with the role and can facilitate the alignment of the emotional experience with the effective expression of the emotions.

Thus, it is expected that a customer-oriented culture enhances employee adjustment to organisational expectations. Moreover, this will help ensure that customer contacts are marked by the presentation of appropriate and authentic emotions, delivered through the mechanisms of deep acting and the expression of genuine emotions. On the other hand, employees will not feel a need to mask their emotions. So, we propose the following hypotheses:

H1a. Organisational customer orientation will be negatively related to surface acting.

H1b. Organisational customer orientation will be positively related to deep acting.

H1c. Organisational customer orientation will be positively related to genuine emotions.

Individual customer orientation and emotional labour strategies

During the customer service experience, it is the contact employees are the ones who implement the customer orientation (Donavan *et al.*, 2004). One landmark publication on individual customer orientation (ICO) resulted from the study carried out by Saxe and Weitz (1982) that emphasized the shift from attitudes focused on immediate business outcomes to those designed to help customers make purchasing decisions and develop long-lasting relationships. Guided by the principle of "concern for others", the concept values the type of positive relationships with customers that lead to fulfilment of their needs and to their satisfaction. Other studies have determined ICO to be a superficial personality trait, arguing that the combination of basic personality traits with a specific context produces superficial traits that manifest themselves in the form of a predisposition to the display of those specific behaviours that are related to this same context (Brown *et al.*, 2002; Donovan *et al.*, 2004).

Notwithstanding the important contribution made by these studies to the literature on ICO, it must be said that the constructs developed are more self-assessment measures of the likelihood of meeting customers' needs and the extent to which they like to do this rather than measures of the behaviours to be displayed during the service provision. Given that the aim is to examine ICO as a precursor of emotional labour strategies, it is believed to be more appropriate to adopt the Saxe and Weitz (1982) concept. Although this also reflects a predisposition, it does assess behaviours designed to produce customer satisfaction.

The influence of ICO on the quality of employee-customer relations has been described in the literature, particularly as regards cooperative dialogue and a more trustworthy and authentic service (Brady and Cronin, 2001; Lee *et al.*, 2016; Lings and Greenley, 2010). Also, Smith *et al.* (2012), in a study applied to restaurant employees, revealed that employees with high CO levels are more engaged with customer service by delivering meaningful interpersonal relationships through warmth, empathy and consideration. Active participation in meeting target objectives and adjustments to the demands of the job (Donavan *et al.*, 2004; Mengüç, 1996; Zablah *et al.*, 2012) indicate that customer-oriented employees try to produce emotional displays that conform to the organisation's presentation rules. According to Brotheridge and Grandey (2002), conscious interactions, based on positive emotional expressiveness, were positively related to the deep acting. This idea is reinforced by Rupp *et al.*, (2008) which suggests that customer-oriented employees, assuming the client's perspective, in a logic of deep acting, need less resorting to surface acting.

Moreover, the positive effect of ICO on the experiencing of positive emotions in the workplace (Franke and Park, 2006; Harris *et al.*, 2005; Zablah *et al.*, 2012) may facilitate the alignment of emotional experience with the effective emotional expression.

Thus, it is to be expected that, in customer service situations, customer-oriented employees will display the emotions required of

them by the organisation in an authentic manner, through the mechanisms of deep acting and the expression of genuine emotions. On the other hand, it is expected that these employees will not feel a need to mask their emotions. Therefore, we propose that:

H2a. Individual customer orientation will be negatively related to surface acting.

H2b. Individual customer orientation will be positively related to deep acting.

H2c. Individual customer orientation will be positively related to expression of genuine emotions.

Emotional labour strategies and burnout

The effort expended in presenting the appropriate emotions and the requirement to repeatedly display emotions that need to be regulated can lead to burnout. Burnout may be defined as chronic emotional tension that involves emotional exhaustion, depersonalization and lack of personal accomplishment (Maslach, 1993). Emotional exhaustion refers to feelings of emotional overload and an inability to meet the interpersonal demands of the job due to constant pressures at work. Depersonalisation manifests itself as the development of negative and insensitive attitudes directed at those with whom the person interacts at work. It is a key factor in customer service, given the possibility of losing empathy with, or interest in, the customers (Grandey, 2000). Finally, the lack of personal accomplishment results from negative self-assessment feelings, such as failure, low self-esteem and a lowering of personal expectations, all of which can impact on the efficacy of customer service work (Grandey, 2000).

In the literature, these dimensions of burnout have been taken to be the consequences of emotional labour strategies. Firstly, because of the emotional tension caused by the emotional dissonance generated by the discrepancy between the emotions as felt and the emotions as desired (Middleton, 1989) and, secondly, because of the energy spent in making the effort to present appropriate emotions (Ashforth and Humphrey, 1993; Grandey, 2000). More specifically, prior studies have revealed the negative repercussions that surface acting has

for individual well-being and its influence on burnout (Brotheridge and Grandey, 2002; Brotheridge and Lee, 2002; Grandey, 2003; Hülshager and Schewe, 2011; Judge *et al.*, 2009; Kammeyer-Mueller *et al.*, 2013; Lee and Woo, 2017).

Deep acting has been linked to feelings of personal accomplishment and lower levels of negative emotions (Brotheridge and Grandey, 2002; Brotheridge and Lee, 2002; Grandey, 2003; Groth *et al.*, 2009; Hülshager and Schewe, 2011). The expression of genuine emotions, as well as deep acting, is reflected in the authenticity of the emotional display. However, and as regards the experiencing of the emotions, it is different from both deep and surface acting, since no effort is being made to regulate emotions. This has a positive impact on individual well-being (Ashforth and Humphrey, 1993; Grandey, 2000; Morris and Feldman, 1996).

Thus, it is to be expected that emotional labour strategies that imply some effort to regulate emotions (surface and deep acting) would increase both emotional exhaustion and depersonalization and that they would correlate negatively with personal accomplishment. It is likely that the expression of genuine emotions has a negative effect on both emotional exhaustion and depersonalization, whereas it increases personal accomplishment. Based on the above studies, we propose the following hypotheses:

H3a. Surface acting will be positively related to emotional exhaustion and depersonalization.

H3b. Surface acting will be negatively related to personal accomplishment.

H3c. Deep acting will be positively related to emotional exhaustion and depersonalization.

H3d. Deep acting will be negatively related to personal accomplishment.

H3e. Expression of genuine emotions will be negatively related to emotional exhaustion and depersonalization.

H3f. Expression of genuine emotions will be positively related to personal accomplishment.

Emotional labour strategies and affective delivery

Affective delivery of the service pertains to the degree to which customer's contacts are based on the expression of such positive emotions as pleasantness, enthusiasm and politeness (Bettencourt, Gwinner and Meuter, 2001; Gosserand and Diefendorff, 2005; Grandey, 2003).

In service organisations, a positive emotional performance can benefit the relationship with the customer, particularly the perception of the quality of the service and the willingness to return and to recommend (Barger and Grandey, 2006; Grandey, 2003; Grandey and Gabriel, 2015; Kim *et al.*, 2017; Pugh, 2001; Rafaeli and Sutton, 1987, 1989; Schneider and Bowen, 1985; Tsai and Huang, 2002; Wang *et al.*, 2016).

For Ashforth and Humphrey (1993), the key factor for effective affective service delivery is the perception of authenticity. Previous studies showed that, in contact situations, the interlocutors recognize the authenticity of smiles and react less well to expressions that are perceived to be false (Grandey *et al.*, 2005; Ekman *et al.*, 1988; Frank *et al.*, 1993). Although they both involve putting the rules of emotional presentation into practice, surface and deep acting can be separated by the degree of authenticity of the emotional display (Grandey, 2000). For example, the study carried out by Grandey (2003) showed that affective delivery is positively related to deep acting and negatively related to surface acting. The author justifies these results based on the "power that deep acting has to convince the audience", which means it can work as a facilitator. However, a study by Gosserand and Diefendorff (2005) of the impact of emotional acting strategies (deep and surface acting) on affective delivery found no correlation with this dimension.

Although the empirical studies have been less than conclusive with regard to the relation between emotional labour strategies and affective delivery, they do suggest that strategies related to the authenticity of expression can contribute positively to interactions based on the expression of positive emotions. Thus, it is predictable that deep acting strategies and the expression of genuine

emotions will increase the affective delivery and that the masking of emotions will reduce it. Therefore, the following hypotheses are proposed:

H4a. Surface acting will be negatively related to affective delivery.

H4b. Deep acting will be positively related to affective delivery.

H4c. Expression of genuine emotions will be positively related to affective delivery.

Emotional labour strategies and global job satisfaction

Job satisfaction is "a pleasurable or positive emotional state resulting from an appraisal of one's job or job experiences" (Locke, 1976, p.1300). The importance of job satisfaction to employee performance in customer contact situations has been pointed out in the literature that emphasizes the need for organisations to promote employee satisfaction as a way to increase loyalty and productivity, contributing to service quality and customer satisfaction (Homburg and Hoyer, 2009; Rogers *et al.*, 1994).

During customer contacts, the employment of emotional labour strategies involves experiencing and managing the emotions themselves that can result in either a positive or a negative work experience. Earlier studies have shown that the emotions felt during work experiences feed into job satisfaction (Fisher, 2000; Hülshager and Schewe, 2011; Judge *et al.*, 2009; Kammeyer-Mueller *et al.*, 2013; Lee and Woo, 2017).

In terms of emotional experience, if the expectation of the display of positive emotions to the customers can generate these emotions and feelings of job satisfaction (Fisher, 2000), however, for Hochschild (1983), the work that requires the management of something as personal as the emotions proposed by the organisation must be inherently unsatisfying. The emotional dissonance, the loss of the feeling of authenticity and individual states of anguish triggered by surface acting are all possible causative factors in job dissatisfaction (Grandey, 2003; Hülshager and Schewe, 2011; Judge *et al.*, 2009; Kammeyer-Mueller *et al.*, 2013; Lee and Woo, 2017; Morris and

Feldman, 1997; Pugh *et al.*, 2011). This is not the case for deep acting, which has been positively correlated with the perception of authenticity itself and with job satisfaction (Brotheridge and Lee, 2002; Grandey, 2003; Groth *et al.*, 2009). For example, the study carried out by Hülshager and Schewe (2011) shows that deep acting result in employees feeling that they are doing their job better and feeling more satisfied about the work they are doing. If this is the case, the expression of genuine emotions will, by definition, have a similar, if not greater, effect, in terms of these same feelings.

In terms of emotional display, while surface acting may lead to perceptions of distorted service delivery and negative perceptions of service quality, deep acting may contribute to authentic and more effective service provision accompanied by positive perceptions of service quality (Grandey, 2003; Groth *et al.*, 2009; Hülshager and Schewe, 2011; Kammeyer-Mueller *et al.*, 2013). The alignment of one's own emotions with the desired emotions may lead to authentic emotional expression, with positive repercussions for job satisfaction (Sheldon *et al.*, 1997).

It seems likely, therefore, that the employment of emotional labour strategies that strengthen both the sense of authenticity and the authenticity of the emotional display (deep acting and the expression of genuine emotions) engenders positive work experiences and contributes to boosting job satisfaction. Conversely, surface acting may undermine the sense of authenticity and the quality of the performance, with a negative knock-on effect on job satisfaction. Thus:

H5a. Surface acting will be negatively related to job satisfaction.

H5b. Deep acting will be positively related to job satisfaction.

H5c. Expression of genuine emotions will be positively related to job satisfaction.

Emotional labour strategies and affective commitment

Affective commitment is manifested through the employee's affective bond to the organisation, the extent to which they identify with the target

objectives, the hard work that they put in for the benefit of the organisation and the value that they attach to being members of it (Mowday *et al.*, 1979). Affectively committed employees assimilate organisational beliefs into their own identity, which results in congruence of interests (Allen and Meyer, 1990). Moreover, their willingness to dedicate time, effort and talent to the organisation and their desire to belong to it and remain with it has positive implications for both individual and organisational performance (Organ and Paine, 2000; Parasuraman, 1987).

The adoption of an emotional labour strategy is reflected in a work experience. Several researchers have noted that work experiences are a crucial factor in affective commitment (e.g., Laschinger *et al.*, 2001; Mathieu and Zajac, 1990; Meyer and Allen, 1991; Meyer *et al.*, 1998; Steers, 1977). Factors associated with positive work experiences, such as performance feedback and a clear understanding of the role, have a positive impact on the development of affective commitment (Meyer *et al.*, 2002). On the other hand, negative work experiences, such as a perceived discrepancy between the required emotions and those felt, and the effort required to present the required emotions, can help lessen affective commitment (Beck and Wilson,

2000). Furthermore, and depending on the emotional labour strategies adopted, the experiencing of positive emotions may generate positive feelings towards the work done and may also help increase affective commitment (Eby *et al.*, 1999).

Thus, it seems likely that, in customer contacts, emotional labour strategies based on the authenticity of the emotional display, through deep acting or the expression of genuine emotions, may have a positive impact in affective commitment. It is to be expected, on the other hand, that strategies based on masking, through surface acting, will negatively influence affective commitment. Therefore, the following hypotheses are proposed:

H6a. Surface acting will be negatively related to affective commitment.

H6b. Deep acting will be positively related to affective commitment.

H6c. Expression of genuine emotions will be positively related to affective commitment.

Based on this literature review, an integrated model has been designed with the variables included in this study as well as the proposed hypotheses (Figure 1), where emotional labour strategies may arise as a function of the interaction between organisational and

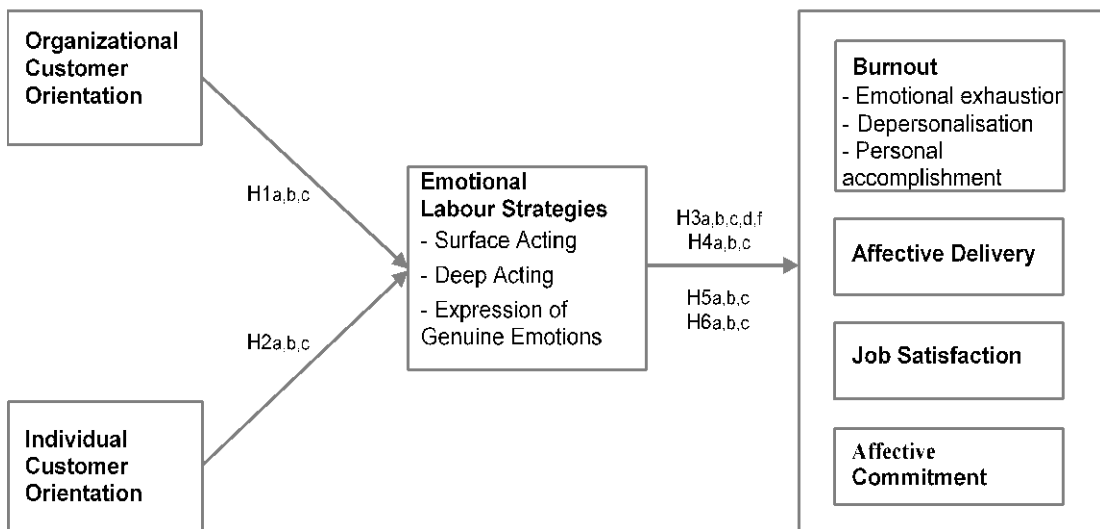


Figure 1. Research framework

individual customer orientation, which may have consequences for employee attitudes and work well-being.

Research Method

Participants and Procedure

Data were collected from a convenience sample of contact employees working in 43 hotels (all upscale establishments) and in 21 travel agencies, all located in Portugal. Initially, we contacted general managers and human resources directors inviting to participate and asking them to encourage the voluntarily participation of contact employees to complete a questionnaire. The questionnaire was accompanied by an explanatory note aiming to ensure the anonymity and confidentiality of the responses, and to make sure only the contact employees would complete the questionnaire. A total of 283 contact employees completed the questionnaire, out of which 39% were receptionists, 27% were waiters and 34% were travel agents. A total of 60 % were female and 40 % were male. Almost twenty-three per cent were younger than 30 years old, 35% were between 30 and 39, 23% were between 40 and 49, and 19 % were 50 or older. Thirty-two per cent of the participants had dropped out of school before the end of high school; 39% completed high school; and 29% completed higher education. Twenty-five per cent had less

than five years of organisational tenure; 13% between 5 and 8 years; and 62% more than 8 years. With regard to the continued employment and daily number of hours, 99.6% of employees work full time with a daily number of hours ranging from 8 to 9 hours (Table 1).

Measures

The dimensions for the proposed model were assessed by means of a questionnaire comprising 9 measures, all of them self-assessment scales, already applied in contact employees in previous studies, with a total of 71 items. All the measures had good internal consistency (Table 3), with $\alpha > 0.70$, except for the measures for the expression of genuine emotions ($\alpha = 0.69$) and job satisfaction ($\alpha = 0.67$) (Table 3). Participants rated each item using a 5-point Likert scale (5 = "strongly agree"; 1 = "strongly disagree") except for burnout (6 = "every day"; 0 = "never").

Organisational customer orientation. Perceptions of the degree to which the organisation is customer-oriented were assessed with a nine-item scale developed by Deshpandé *et al.* (1993).

Individual customer orientation. The twelve items on the individual customer orientation scale were adopted from the SOCO Scale

Table 1. Sample characteristics

		N	%
Gender	Female	169	59.7
	Male	114	40.3
Age	<30 Years old	64	22.7
	[30 - 39] Years old	100	35.3
	[40 - 49] Years old	66	23.4
	≥50 Years old	53	18.6
Academic qualifications	Elementary education	90	31.8
	High school	111	39.3
	Higher education	82	28.9
Frontline positions	Receptionists	102	38.9
	Waiters	76	27.0
	Travel agents	97	34.1
Organisational tenure	Less than 5 years.	71	25.1
	[5 - 8] Years	36	12.7
	More than 8 years	176	62.2
Continued employment	Full time work	282	99.6
	Part-time work	1	0.4
Daily number of hours	Less than 8 hours	51	18.0
	[8 to 9] hours	184	64.9
	More than 9 hours	48	17.1
Total		283	100

(Saxe and Weitz, 1982) and measure the degree to which the contact employee engages in customer-oriented service.

Emotional labour strategies. Items measuring surface acting, deep acting and expression of genuine emotions were adapted from Diefendorff *et al.* (2005). The seven items on the surface acting scale measure how much employees falsify emotions during their working day, in their interactions with customers. The four items on the deep acting scale measures the extent to which employees change the emotions they feel to display the required emotions. The three items on the expression of genuine emotions scale measure the extent to which employees express genuine emotions they feel.

Burnout. The three sub-scales of the burnout scale, namely emotional exhaustion, depersonalization, and personal accomplishment were adopted from The Maslach Burnout Inventory-Human Services Survey (Maslach, 1993). The nine items on the emotional exhaustion sub-scale measure emotional overload and the inability to respond to the interpersonal requirements of the work, because of the constant pressures involved. The five items on the depersonalization sub-scale measure the development of negative and insensitive attitudes towards people with whom the respondents interact at work. Finally, the eight personal accomplishment items measure the perception of job achievement, which results in such self-assessed feelings as success, high self-esteem and increased personal expectations. High scores on emotional exhaustion and depersonalization and low scores on personal accomplishment characterize burnout.

Affective delivery. Perceptions of affective delivery were adopted from Grandey (2003). The six items measure the extent to which interactions with customers are based on the expression of positive emotions.

Job satisfaction. Job satisfaction was assessed using the Michigan Organisational Assessment Questionnaire (Cammann *et al.*, 1979), with three items, which measure overall job satisfaction.

Affective commitment. Affective commitment was assessed using a reduced version of the Mowday *et al.* (1979) scale, as also applied by Karatepe *et al.* (2007). This scale, with five items, measures the extent to which employees feel emotionally attached to the organisation.

Data analysis

Measurement properties and hypotheses were evaluated using Statistical Package for the Social Sciences (SPSS) (*v.19*) and Analysis of Moments Structures (AMOS) (*v.19*) software. In the first phase, it was assessed items' and dimensions' sensitivity by calculating the skewness and kurtosis indices to determine the normal distribution of the results. In the second phase, it was checked the internal structure of the measures using confirmatory factorial analysis (CFA). The Mahalanobis Distance (D^2) statistic was used to identify any possible multivariate outliers. Whenever outliers were detected (p_1 and $p_2 < 0.05$), CFA was applied. In the same way, the adjustment quality indices for the models were also assessed (χ^2 ; χ^2/df ; CFI; GFI; PCFI; RMSEA; AIC; BCC and MECVI) - in those situations in which the model produced significant adjustment gains, the measurement errors were correlated. Once the overall adjustment quality of the model had been evaluated, local adjustment was determined. The items were checked for significant factorial weights ($\lambda \geq 0.5$) and, consequently, an appropriate explained variance ($R^2 \geq 0.5$). The internal structure was only checked with respect to those measures that had initially presented a number above 3 items, thus assuring the presence of multiple indicators in the application of latent variables. For those measures for which this premise did not hold true, metric qualities were only applied to the item and respective dimension sensitivity assessment (see Table 2). In the third phase, Cronbach's Alpha indicator was used to evaluate the reliability of the measures.

Results

Correlation analysis

Correlation analysis (see Table 3) reveals that organisational customer orientation only has a significant positive association with the expression of genuine emotions ($r = 0.24$, $p < 0.01$) whilst individual customer orientation correlates positively with deep acting ($r = 0.13$,

Table 2. Descriptive statistics and adjustment quality indices

	Mean	s.d.	Skewness	Kurtosis	N° of first items	N° of end items	χ^2	χ^2/df	CFI	GFI	PCFI	RMSEA	AIC	BCC	MECVI
Organisational customer orientation	3.75	0.59	-0.58	0.63	9	9	61.24**	2.92	0.95	0.97	0.66	0.08	109.24	111.01	0.39
Individual customer orientation	4.39	0.45	-0.31	-0.13	12	10	98.14**	2.88	0.96	0.94	0.73	0.08	140.18	141.84	0.50
Surface acting	2.81	0.78	-0.02	-0.19	7	7	-	3.74	0.95	0.95	0.63	0.09	-	-	-
Deep acting	3.26	0.96	-0.29	-0.42	4	2	-	3.35	0.99	0.99	-	0.05	-	-	-
Expression of genuine emotions	3.43	0.75	-0.07	-0.47	3	3	-	-	-	-	-	-	-	-	-
Burnout	-	-	-	-	22	15	151.86**	1.77	0.96	0.92	-	0.06	219.86	224.90	0.97
Emotional exhaustion	1.85	1.28	0.75	-0.21	-	-	-	-	-	-	-	-	-	-	-
Depersonalization	0.79	0.18	1.90	3.21	-	-	-	-	-	-	-	-	-	-	-
Personal accomplishment	5.05	1.05	-1.56	2.85	-	-	-	-	-	-	-	-	-	-	-
Affective delivery	4.23	0.46	-0.14	-0.38	6	5	10.90*	2.73	0.99	0.98	-	0.08	32.91	33.39	0.12
Job satisfaction	4.18	0.59	-0.78	1.00	3	3	-	-	-	-	-	-	-	-	-
Affective commitment	3.99	0.63	-0.53	0.60	5	5	13.37*	3.34	0.98	0.98	-	0.09	35.37	35.81	0.13

Note: Levels of significance: * $p < 0.05$; ** $p < 0.01$

$p < 0.05$) and with the expression of genuine emotions ($r = 0.18$, $p < 0.01$). It was confirmed that surface acting does not correlate with either of the two levels of customer orientation. The indices for the correlation of emotional labour strategies with outcomes show, as expected, that surface acting correlates positively with emotional exhaustion ($r = 0.18$, $p < 0.01$) and with depersonalization ($r = 0.23$, $p < 0.01$). As predicted, surface acting correlates negatively with affective delivery ($r = -0.15$, $p < 0.05$) and with job satisfaction ($r = -0.15$, $p < 0.05$). Deep acting only correlates positively with emotional exhaustion ($r = 0.14$, $p < 0.05$). In terms of its association with other outcomes, it only correlates positively with affective commitment ($r = 0.15$, $p < 0.01$). The data show that the expression of genuine emotions correlates positively with personal accomplishment ($r = 0.19$, $p < 0.01$). It also correlates, in the expected directions, with affective delivery ($r = 0.32$, $p < 0.01$), job satisfaction ($r = 0.17$, $p < 0.01$) and affective commitment ($r = 0.15$, $p < 0.05$).

Verification of research hypotheses

The hypotheses were checked using structural equation models that drew on multiple linear regression and path analysis models. Given the high level of internal consistency of the dimensions in question, it was opted to analyse the models below using the path analysis method rather than use the corresponding latent variable models.

Correlation analysis showed that surface acting does not correlate with either of the two levels of customer orientation, so it was not included in the analysis. Table 4 shows that organisational customer orientation has a significant positive effect on the expression of genuine emotions ($\beta = 0.20$; $p < 0.001$), thus partially confirming hypothesis *H1b*. Individual customer orientation has a significant positive effect on deep acting ($\beta = 0.13$; $p < 0.0025$) and on the expression of genuine emotions ($\beta = 0.11$; $p < 0.050$), thus confirming hypothesis *H2b*.

In the case of hypotheses *H3a,b,c,d,f*, it was found that surface acting has a significant and positive impact on emotional exhaustion ($\beta = 0.14$; $p = 0.023$) and on depersonalization

Table 3. Reliabilities and correlations

Measures	α	1	2	3	4	5	6	7	8	9	10
1 Organisational Customer Orientation	0.85	-									
2 Individual Customer Orientation	0.91	0.31**	-								
3 Surface Acting	0.85	-0.08	-0.01	-							
4 Deep Acting	0.81	0.04	0.13'	0.42**	-						
5 Expression of Genuine Emotions	0.69	0.24**	0.18**	-0.52**	-0.15**	-					
6 Emotional Exhaustion	0.86	-0.16**	-0.08	0.18**	0.14'	-0.03	-				
7 Depersonalization	0.75	-0.12*	-0.10	0.23**	0.07	-0.02	0.49**	-			
8 Personal Accomplishment	0.80	0.21**	0.34**	-0.10	0.06	0.19**	-0.11	-0.12*	-		
9 Affective Delivery	0.83	0.29**	0.60**	-0.15'	0.04	0.32**	-0.11	-0.12*	0.29**	-	
10 Job Satisfaction	0.67	0.34**	0.20**	-0.15'	-0.07	0.17**	-0.39**	-0.30**	0.30**	0.25**	-
11 Affective Commitment	0.82	0.58**	0.31**	-0.03	0.15**	0.15'	-0.25**	-0.16**	0.29**	0.33**	0.48**

Note: Levels of significance * $p < 0.05$, ** $p < 0.01$

Table 4. Multiple linear regression model between customer orientation and both deep acting and the expression of genuine emotions

	Deep Acting				Expression of Genuine Emotions			
	b	β	SEb	Z	b	β	SEb	Z
Organisational Customer Orientation	-	-	-	-	0.263	0.203**	0.077	3.423
Individual Customer Orientation	0.281	0.132*	0.125	2.243	0.187	0.114*	0.098	1.895

Note: Levels of significance: * $p < 0.05$; ** $p < 0.001$

Table 5. Multiple linear regression model between emotional labour strategies and the burnout dimensions emotional exhaustion, depersonalisation and personal accomplishment with standardized estimates

	Emotional Exhaustion				Depersonalisation				Personal Accomplishment			
	b	β	SEb	Z	b	β	SEb	Z	b	β	SEb	Z
Surface Acting	0.243	0.142*	0.107	2.269	0.357	0.227**	0.091	3.931				
Deep Acting	0.123	0.091	0.076	1.620	-	-	-	-				
Expression of Genuine Emotions	-	-	-	-	-	-	-	-	0.292	0.204**	0.083	3.528

Note: Levels of significance: * $p < 0.05$; ** $p < 0.001$

($\beta=0.23$; $p < 0.001$), thus confirming hypothesis *H3a*. No firm relationship with personal accomplishment was found, thus hypothesis *H3b* is disproved. Deep acting is not a significant predictor in the model, and there is no significant alignment with emotional exhaustion ($\beta=0.09$; $p=0.105$), which means hypotheses *H3c* and *H3d* are refuted. The expression of genuine emotions only has a

significant impact on personal accomplishment ($\beta=0.20$; $p < 0.001$), which bears out hypothesis *H3f* (see Table 5).

Results for Hypotheses *H4a,b,c*; *H5a,b,c* and *H6a,b,c* shows that the expression of genuine emotions has a significant and positive impact on affective delivery ($\beta=0.33$; $p < 0.001$), job satisfaction ($\beta=0.13$; $p < 0.050$) and affective

Table 6. Multiple linear regression model between emotional labour strategies and affective delivery, job satisfaction and affective commitment

	Affective delivery				Job satisfaction				Affective commitment			
	б	β	SEб	Z	б	β	SEб	Z	б	β	SEб	Z
Deep Acting Expression of Genuine Emotions	-	-	-	-	-	-	-	-	0.116	0.180*	0.038	3.074
	0.204	0.332**	0.041	5.015	0.102	0.128*	0.055	1.871	0.146	0.175*	0.049	2.988

Note: Levels of significance: * $p < 0.05$; ** $p < 0.001$

commitment ($\beta=0.18$; $p=0.003$). Thus, hypotheses *H4c*, *H5c* and *H6c* are confirmed. Deep acting significantly and positively increases affective commitment ($\beta=0.18$; $p=0.002$), thus substantiating hypothesis *H6b* (see Table 6).

Discussion

The primary objective of this study was to analyse the direct relationship of two levels of customer orientation, organisational and individual, in emotional labour strategies.

At the organisational level, the positive influence of customer orientation on the expression of genuine emotions evidences the increase of this dimension in the authentic display of appropriate emotions that do not need to be masked or emotionally regulated. The non-significant relationship with deep and surface acting strategies underlines the role played by OCO in reducing emotional discrepancy and the relevance this has for reducing the negative effects of emotional labour. These results are borne out by the marketing literature, which emphasizes the contribution OCO makes to ensure members of the organisation identifying themselves with their assigned roles, through an ongoing process of socialisation (Deshpandé *et al.*, 1993; Narver and Slater, 1990). The identification with the organisational objectives and, consequently, with the required emotional labour promotes a natural alignment between what employees emotionally feel and what they express (Ashforth and Humphrey, 1993; Schaubroeck and Jones, 2000). The results can also be explained by OCO's contribution to the development of positive attitudes towards the client that will facilitate the experience of positive emotions during customer service

(Karatepe *et al.*, 2007; Mengüç, 1996; Yoo and Arnold, 2014; Zablah *et al.*, 2012) that will be reflected in an authentic emotional expression and facilitate the expression of genuine emotions (Brief and Weiss, 2002; Fisher, 2000; Motowidlo, 1984; Pugh, 2001; Tsai and Huang, 2002; Van Maanen and Kunda, 1989).

At the individual level, the positive relationship between customer orientation and both deep acting and the expression of genuine emotions reveals the advantage of this dimension in any selection of emotional labour strategies that are manifested in the authenticity of the emotional display, with or without emotional regulation. The result concurs with the literature, which establishes that customer-oriented employees invest time and effort in cooperating with customers to provide a reliable and authentic service (Brady and Cronin, 2001; Brotheridge and Grandey, 2002; Smith *et al.*, 2012). In fact, the positive relationship between ICO and deep acting reveals this effort when the emotions felt are other than those required (Brown *et al.*, 2002; Lee *et al.*, 2016; Rupp *et al.*, 2008; Zablah *et al.*, 2012), a situation that allows them to have a positive relationship with the feeling of authenticity itself (Brotheridge and Lee, 2002). A study by Yoo and Arnold (2014) showed a positive relationship between ICO and the energy, dedication and involvement put into the customer service through the application of the deep acting strategy. The positive influence that ICO has on the expression of genuine emotions is endorsed by the literature, which describes customer-oriented employees as developing positive attitudes towards customers (Saxe and Weitz, 1982) and as experiencing positive emotions during interactions (Donavan *et al.*, 2004; Franke and Park, 2006; Harris *et al.*, 2005;

Keillor *et al.*, 1999; Lee, Ok and Hwang, 2016; Zablach *et al.*, 2012), both of which allow them to express their genuine emotions.

The second objective of this study was to test the influence of emotional labour strategies on four outcomes: burnout, affective delivery, job satisfaction and affective commitment.

The positive influence of surface acting on emotional exhaustion and depersonalization has also been shown in several empirical studies demonstrating the effects of maintaining a falsified expression, namely the impairment of self-image and the physical and psychological energy that has to be expended (Brotheridge and Grandey, 2002; Brotheridge and Lee, 2002; Hülshager and Schewe, 2011; Kammeyer-Mueller *et al.*, 2013; Lee and Woo, 2017; Lee *et al.*, 2015). The emotional dissonance associated with surface acting has been identified as one of the dimensions responsible for both emotional exhaustion and depersonalization (e.g., Zapf, 2002; Zapf and Holz, 2006; Zapf *et al.*, 2001). The study carried out by Brotheridge and Lee (2002) confirmed the idea that the “masking” of emotions weakens the sense of authenticity itself, which has repercussions for emotional exhaustion and for the development of insensitivity attitudes towards customers. The non-significant relationship between deep acting and the three dimensions of burnout is consistent with the results of previous studies (Brotheridge and Grandey, 2002; Brotheridge and Lee, 2002; Grandey, 2003; Lee and Woo, 2017). One potential explanation for this is the fact that deep acting can engender feelings of authenticity and also credible and gratifying emotional displays. This makes it possible to offset the negative effects that the effort of emotional regulation has on an employee's physical and psychological well-being (Barger and Grandey, 2006; Brotheridge and Lee, 2002; Gosserand and Diefendorff, 2005; Grandey, 2000, 2003; Grandey *et al.*, 2005; Sheldon *et al.*, 1997). Lastly, the relationship between the strategy of expressing genuine emotions and personal accomplishment, on its own, shows that the absence of emotional regulation does not establish a relationship with the physical or psychological strain felt by employees. This is consistent with the findings of the study carried out by Brotheridge and Lee

(2002), which showed the influence that the sense of authenticity has over the degree of personal accomplishment felt by employees.

About the effect of emotional labour strategies on affective delivery, it was only found a positive significant relationship for the expression of genuine emotions in this dimension. It was assumed that forms of emotional presentation, based on the authenticity of the emotional display, facilitate the efficacy of the performance. More specifically, Grandey (2003) found a positive relationship between deep acting and affective delivery and a negative relationship between surface acting and this same dimension. Despite the fact that results do not support this assumption, they are consistent with the study of Gosserand and Diefendorff (2005), who, using the same measure as Grandey (2003) and as the one used in this study, found a non-significant relationship with deep acting. It should be noted that these studies only looked at the two emotional acting strategies (deep acting and surface acting) and not at the expression of genuine emotions. Although this fact makes any comparative analysis more difficult, it also allows for the possibility that the expression of genuine emotions can constitute a relevant form of emotional presentation for the purposes of delivering affective delivery.

The observation of the effect of emotional labour strategies on job satisfaction resulted in only one positive significant relationship for the expression of genuine emotions in this dimension. While earlier studies have shown the role of deep acting in the production of lower levels of negative emotions and greater job satisfaction (Brotheridge and Lee, 2002; Grandey, 2003; Groth *et al.*, 2009; Hülshager and Schewe, 2011; Lee and Woo, 2017), the exclusive relationship of the expression of genuine emotions in job satisfaction can be explained by the natural experiencing of positive emotions that may trigger positive work experiences and, consequently, enhance job satisfaction (Fisher, 2000; Hsieha, 2016). According to Adelman (1995), employees who express themselves genuinely are more satisfied at work than those who falsify the emotions they present. Additionally, and from the point of view of emotional display, the

results obtained agree with the literature where this emphasizes the positive relationship between the authenticity of the emotional display and job satisfaction (Sheldon *et al.*, 1997).

Finally, the influence of both deep acting and the expression of genuine emotions on affective commitment reflects employee alignment with the organisation's target emotions, whether this is natural or forced. The veracity of the emotional display may engender positive relationships with the customers and positive work experiences that, according to the literature, benefit affective commitment (Beck and Wilson, 2000; Meyer, 2002). Similarly, the experiencing of positive emotions in customer contact situations will produce positive feelings about the work that can feed the affective commitment (Eby *et al.*, 1999).

Conclusions, limitations and further research

The inclusion of variables pertaining to customer worth at both the organisational (OCO) and individual (ICO) levels broadened the possibilities about what could influence emotional labour strategies and the advantages these enjoy in the production of authentic displays in customer service situations.

The evaluation of the expression of genuine emotions, along with the strategies most often referred to in the specialist literature (surface and deep acting), has contributed to a fuller understanding of emotional labour strategies. It has also consolidated the relevance of these strategies, both as a consequence of customer orientation and as a predictor of a set of outcomes of interest to the tourism industry. It was observed that the expression of genuine emotions occupies a prominent place in the presentation of appropriate emotions, in agreement with the literature which has pointed out the usefulness of this dimension as an emotional labour strategy.

This study confirms the results of earlier researchers by showing that the "masking" of emotions leads to psychological and physical exhaustion and negative and insensitive attitudes towards customers. The inclusion of the expression of genuine emotions

underscores the importance of this dimension to self-esteem, to positive feelings about the work and to employee identification with the organisation, particularly about their contribution to the delivery of affective and authentic customer service provision.

To ensure the well-being of the workers, it would be useful to have the skills to better manage their emotions and their relationship with customers. Managing emotions well through expression of genuine emotions can have a positive impact on employees, as demonstrated in this study (decreased burnout and increased affective delivery, job satisfaction and commitment), that may have repercussions on customer satisfaction and perceptions of quality of services.

Findings should be interpreted in the light of a set of limitations that will, however, leverage further research. For example, the inclusion of organisational and individual customer orientation has somewhat hampered the theoretical underpinning of the results obtained, given that there are, as yet, very few studies that relate these issues with emotional labour strategies. It is therefore recommended that further research that tests the predictor value of these dimensions and analyses other influencing factors, such as variables that mediate or moderate this relationship, particularly commitment to the rules of emotional presentation and the support received from managers and colleagues. This study makes use of self-report data, so future studies with multiple methods would be useful. It will be important to have objective measure for customer-oriented behaviours (e.g. periodic performance appraisals).

Further, the data of the study is cross-sectional, and the conducted analyses were correlational, so causal conclusions cannot be consistently drawn. Studies using a longitudinal design would be important to confirm the effects raised in this study, how behaviour experiences in customer contact work, and well-being change during a period of time would be interesting.

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