

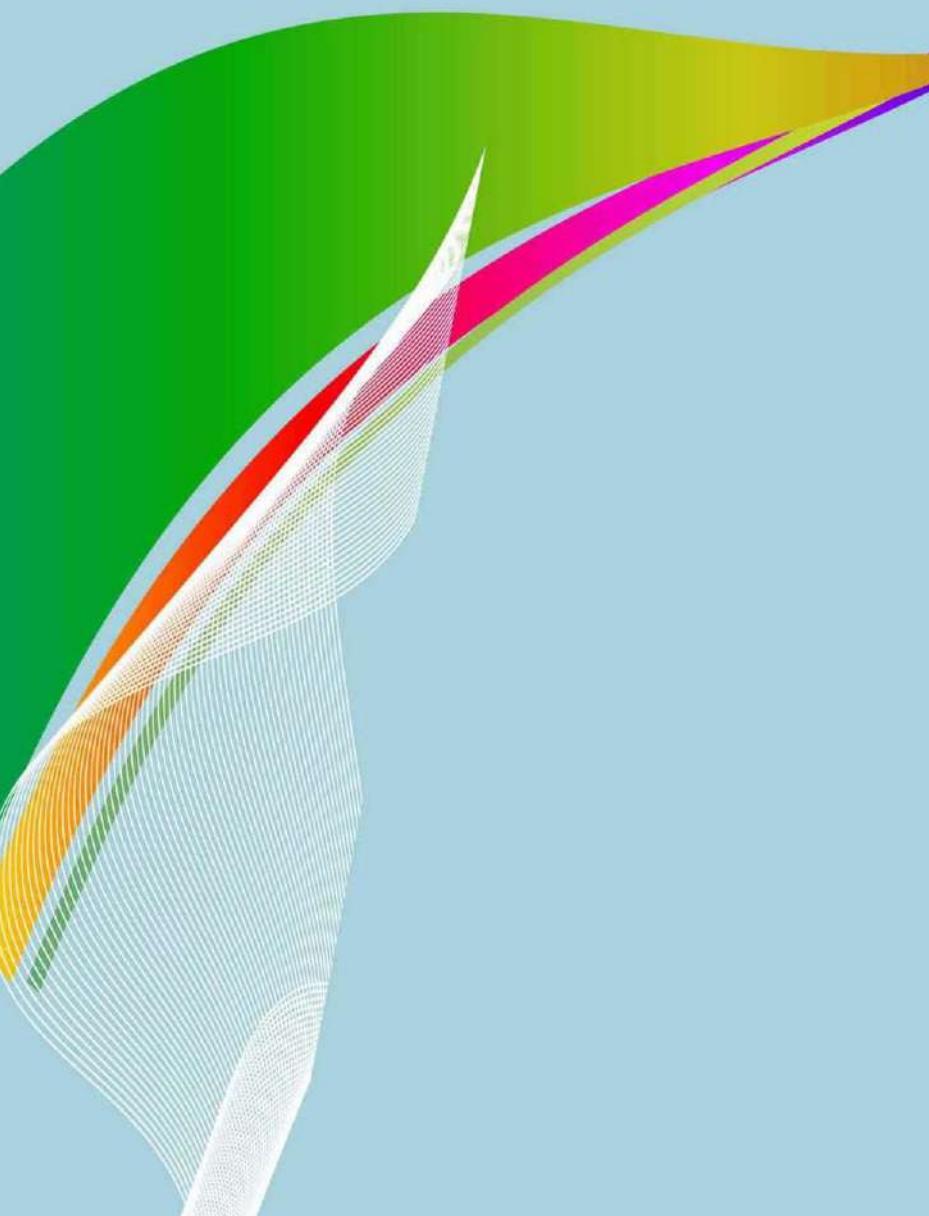
P-ISSN: 2338-8617

E-ISSN: 2443-2067

Jurnal Ilmiah

PEURADEUN

Vol. 9, No. 3, September 2021



SCAD Independent
Accreditation by IAO since 2014
Copernicus Publications
The Innovative Open Access Publisher

JIP
The Indonesian Journal of the Social Sciences
www.journal.scadIndependent.org
DOI Prefix Number: 10.26811



ACCREDITED "B" by the Ministry of Riset,diklati
from October 30, 2017 until October 30, 2022

 **Clarivate**
Analytics

Emerging Sources Citation Index
Web of Science™



INDEX  COPERNICUS
INTERNATIONAL

Impact of Hotel Employee's Emotional Intelligence on Emotional Labor and Job Satisfaction

**Amarjargal Sukhragchaa¹; Bilegsaikhan Munkhuu²;
Lkhamtseden Badarch³**

^{1,2}National University of Commerce and Business, Mongolia

³National University of Mongolia, Mongolia

Article in Jurnal Ilmiah Peuradeun

Available at : <https://journal.scadindependent.org/index.php/jipeuradeun/article/view/622>

DOI : <http://dx.doi.org/10.26811/peuradeun.v9i3.622>

How to Cite this Article

APA : Sukhragchaa, A., Munkhuu, B., & Lkhamtseden Badarch, L. (2021). Impact of Hotel Employee's Emotional Intelligence on Emotional Labor and Job Satisfaction. *Jurnal Ilmiah Peuradeun*, 9(3), 743-764. doi:10.26811/peuradeun.v9i3.622

Others Visit : <https://journal.scadindependent.org/index.php/jipeuradeun>

Jurnal Ilmiah Peuradeun (JIP), *the Indonesian Journal of the Social Sciences*, is a leading peer-reviewed and open-access journal, which publishes scholarly work, and specializes in the Social Sciences that emphasize contemporary Asian issues with an interdisciplinary and multidisciplinary approach. JIP is published by SCAD Independent and published 3 times of year (January, May, and September) with p-ISSN: 2338-8617 and e-ISSN: 2443-2067. Jurnal Ilmiah Peuradeun has become a CrossRef Member. Therefore, all articles published will have a unique DOI number. JIP has been accredited by the Ministry of Research Technology and Higher Education Republic of Indonesia (SK Dirjen PRP RistekDikti No. 48a/KPT/2017). This accreditation is valid from October 30, 2017 until October 30, 2022.

JIP published by SCAD Independent. All articles published in this journal are protected by copyright, licensed under a CC-BY-SA or an equivalent license as the optimal license for the publication, distribution, use, and reuse of scholarly works. Any views expressed in this publication are the views of the authors and not of the Editorial Board of JIP or SCAD Independent. JIP or SCAD Independent cannot be held responsible for views, opinions and written statements of authors or researchers published in this journal. The publisher shall not be liable for any loss, actions, claims, proceedings, demand, or costs or damages whatsoever or howsoever caused arising directly or indirectly in connection with or arising out of the use of the research material. Authors alone are responsible for the contents of their articles.

JIP indexed/included in Web of Science, MAS, Index Copernicus International, Sinta, Garuda, Moraref, Scilit, Sherpa/Romeo, Google Scholar, OAJI, PKP, Index, Crossref, BASE, ROAD, GIF, Advanced Science Index, JournalTOCs, ISI, SIS, ESJL, SSRN, ResearchGate, Mendeley and **others**.





IMPACT OF HOTEL EMPLOYEE'S EMOTIONAL INTELLIGENCE ON EMOTIONAL LABOR AND JOB SATISFACTION

Amarjargal Sukhragchaa¹; Bilegsaikhan Munkhuu²;
Lkhamtseden Badarch³

^{1,2}National University of Commerce and Business, Mongolia

³National University of Mongolia, Mongolia

³Contributor Email: b.lhamtseden@gmail.com

Received: Jan 25, 2021	Accepted: Jul 7, 2021	Published: Sep 30, 2021
Article Url: https://journal.scadindependent.org/index.php/jipeuradeun/article/view/622		

Abstract

The previous researches in the Hospitality Industry of Mongolia especially at accommodation service facilities were mainly focused on the quality of hotel services and foreign guest satisfaction and behaviors. There are insufficient researches related to human resources aspects such as psychological problems, work conditions, incentives and career development, job satisfaction. Therefore, the purpose of the research was (1) to carry out a survey related to emotional intelligence, emotional labor and to define job satisfaction among employees who are working for Mongolian upscale hotels, (2) to clear up whether the elements of emotional intelligence have differences depending on its variables and is to explore and to define correlations between variables namely emotional intelligence, emotional labor and job satisfaction, (3) while getting the survey's outcome to develop more sustainable and beneficial approaches for human resources management and to develop theoretical and practical recommendations. We found that the emotional intelligence of upscale hotel employees has a positive correlation with their emotional labor and job satisfaction. And we also concluded that the frontline employees from the units as front office, housekeeping, food, and beverage perform excellent quality services to the guests from their deepest heart and they have a high level of emotional intelligence.

Keywords: *Emotional Intelligence; Emotional Labor; Job Satisfaction; Upscale Hotel.*



A. Introduction

Today, the hospitality industry is more interested than ever in providing the highest quality services to its customers. A McKinsey study found that customer satisfaction was 85 percent higher when service staff was satisfied and 70 percent lower when dissatisfied (Beaujean et al., 2006). Therefore, to sustain a high-quality product, it is necessary to assess the service situation realistically, to accomplish the customer's needs satisfyingly, and to provide a certain level of attitude and behavior of employees (J. H. (Jay) Lee et al., 2016). The ability of an individual to coordinate and manage his or her own and others' useful activities with the mind, not the body and the ability to motivate people, to understand them sincerely, or to control their emotions [emotional intelligence] (Goleman, 1995) is most important in the service providing field. In particular, hospitality employees work long hours every day and are constantly confronted with customers. In this case, service workers express positive attitudes by suppressing their true feelings and negative emotions following the policy and regulations of the organization (Brotheridge & Lee, 2003). It can be imaginary, false, insensitive, or superficial work and behavior compared to their inner feelings and emotions. On the other hand, some employees are very satisfied with the way they interact with customers, put themselves in their place, and pay attention and help.

It is their sincere aspirations and attitudes that make them sensitive to people's desires and needs, providing the same and indistinguishable service to everyone, and delivering genuine customer satisfaction, and therefore, Hochschild (1983) called them providers of deep acting emotional labor (Hochschild, 2003). Hotel staff needs to understand the needs of overnight stays and provide the appropriate level of service to ensure customer satisfaction and the impression that the customer is staying at the hotel again (Amarjargal & Oh, 2018). This will not only increase job satisfaction by properly managing your emotions and serving you sincerely or from the bottom of your heart to reach the guest but also result in a higher impression on the guest.

Therefore, the purpose of the study is to survey employees of Mongolia's top upscale hotels (from 3 to 5 stars) and (1) to determine their emotional

intelligence, emotional labor, job satisfaction level, and (2) to determine whether the ability to control emotions varies depending on the variable, to determine and identify the interrelationships between variables such as emotional intelligence, emotional labor, and job satisfaction, and (3) to make a theoretical and practical recommendation on developing a more sustainable, beneficial human resource management approach based on research results.

B. Theoretical Research

1. Emotional Intelligence

Psychologist Daniel Goleman, in his 1995 book 'Emotional intelligence: Why it can matter more than IQ', describes the ability to control one's emotions as "the ability to coordinate and manage one's own and others' useful activities with the mind, not the body, and to motivate and understand people". (Goleman, 1995). He demonstrates how the ability to control one's emotions manifests itself in life in three areas: family relationships, business and leadership, and medicine, with many interesting examples, and develops into an important indicator in the business world. He mentioned that in the past, self-decision-making and aggressive behavior were valued as the hallmarks of a leader, but today, leaders who feel themselves and others, motivate and seek cooperation are more valued. In addition, emotional intelligence ability may be more important than mental ability. Also, empathy is an important part of the emotional intelligence ability, to communicate with others, to take the time to help them, and compassion is also an important part of this ability, therefore, people with high emotional intelligence have these abilities (Goleman, 1995).

Researchers Wong and Law have defined it as the ability to understand an individual's reality and emotional state, to understand and feel the emotions of others, to control emotions appropriate to the situation, to express problems, and to express and manage emotional intelligence to succeed. In addition, the emotional intelligence ability was categorized into 4 factors and 16 indicators (Wong & Law, 2002). It is divided into self-emotion appraisal, others' emotion appraisal, regulation of emotion, and uses of emotion.



There are also many models for measuring emotional intelligence, and there are several key models. These include the MEIS: Multifactor Emotional Intelligence Scale developed by Mayer, Salovey, and Caruso (Mayer et al., 1999), the MSCEIT: Mayer Salovey Caruso emotional intelligence test (Mayer et al., 2003), and the ECI: The Emotional Competitive Inventory developed by Goleman (Goleman, 1995), EQ-I: The Emotion-Quotient Inventory (Bar-On, 1997), and WLEIS: Wong and Law Emotional Intelligence Scale (Wong & Law, 2002), developed by Wong and Law.

Although many studies have been published on emotional intelligence in the hospitality industry, especially in the upscale hotel industry (Lee & Ok, 2012), (Wolfe & Kim, 2013), (Lee & Ok, 2014), (Jung & Yoon, 2014), (Jung & Cho, 2015), (Kim & Moon, 2013), (Cho & Kim, 2017), (Kwon et al., 2019), (Huang et al., 2019) there is currently no research on the hotel industry in Mongolia. In this study, emotional intelligence was defined as the ability to control and use one's thoughts and actions through the ability to feel and distinguish one's own and others' emotions and feelings, using a four-group questionnaire developed by Wong and Law.

2. Emotional Labor

The concept of emotional labor is the concept of managing one's emotions and conforming one's emotional expression to the rules and regulations of the organization (Hochschild, 2003). An organization's policies and strategies are reflected in rules and regulations, and rules are reflected in service standards. Service standards specify how to properly express emotions in any stressful or risky situation when interacting with a customer (Brotheridge & Lee, 2003).

Hospitality service workers have a responsibility to adopt and practice direct and indirect standards for expressing their emotions. For example, for each customer to express their emotions positively, they should be treated with warmth, friendliness, and politeness. On the other hand, service workers are prohibited from behaving carelessly, harshly, hollowly, or boringly (Morris & Feldman, 1996). Depending on the attitude and behavior of the employee, this can sometimes lead to false, impersonal,

genuine feelings, desires, and emotional reactions and behaviors (Ashforth & Humphrey, 1993). For hospitality workers, emotional labor includes smiling, listening calmly to the complainant, and always being polite and respectful.

Theoretically, emotional labor is divided into two main types: surface acting and deep acting (Hochschild, 2003). In the service of false emotions, workers consciously control their emotions and produce artificial behaviors without revealing their true desires and feelings (Brotheridge & Grandey, 2002). It is not uncommon for rude and suicidal customers in hotels and restaurants to complain and disturb other customers. In this situation, the service worker learns to develop superficial or standard behaviors to comfort and support the customer, regardless of their inner feelings and desires. Studies show that false emotions can lead to psychological disorders due to differences in real or internal feelings and external or artificial behaviors (Grandey, 2000). Deep emotional labor, on the other hand, is characterized by a high level of motivation and effort on the part of the service worker to transform his or her inner feelings to a more acceptable level (Ashforth & Humphrey, 1993).

Service workers with deep emotional labor differ from employees who engage in fake emotional labor in that they are constantly striving to adjust and transform their thoughts and feelings to a level that suits the interests of the organization (Hochschild, 2003). In this study, emotional labor is defined as the activity in which an employee expresses emotions in response to an organization's demands rather than his or her perceptions of the organization's goals and objectives in the performance of his or her duties (Hochschild, 2003), (Grandey, 2000), (Diefendorff et al., 2005).

3. Job Satisfaction

Job satisfaction has been a key indicator of an organization's performance since the 1950s and has been variously defined by scholars. It is difficult to define in one word, but it is considered as an important indicator of an organization's human resources and personnel (Kim & You, 2017), (Park & Lee, 2012). Job satisfaction is a positive feeling that results



from an individual's subjective assessment of his or her work, working conditions, and experience gained while working (Cho & Yang, 2016). Job satisfaction is an inner state of mind that manifests itself through emotional and cognitive values based on the pleasant and unpleasant feelings of one's work (Park, 2015).

Job satisfaction is a positive or negative assessment of one's work and working conditions (McPhail et al., 2015). Job satisfaction is an emotional response to work or a cognitive position and is defined differently depending on the purpose of the evaluation (Kim et al., 2017). Job satisfaction is the response and accumulation of an individual's emotional state to the various dimensions that define a job, such as the organization's policies, structure, functions, processes, and the relationships between co-workers and managers (Park & Lee, 2012). In this study, job satisfaction is defined as the emotional well-being of an employee about his or her job, co-workers, and work environment (Cho & Yang, 2016).

C. Method

The study's research model was established based on the theoretical background of previous studies (Cho & Kim, 2017), (Jung & Yoon, 2014), (Lee & Ok, 2012), (Wolfe & Kim, 2013), (Lee & Madera, 2019), (Park & Kim, 2021) and the variable's definitions. First of all, the level of variability of emotional intelligence, emotional labor, and job satisfaction of Mongolian upscale hotel employees will be calculated. Hotel employees were divided into two groups, direct-front line employees (Reception; Room service department; Meal and beverage service) and indirect-other employees (Other), depending on the category of position (Lee & Ok, 2012), (Huang et al., 2019), (Kucukusta & Lim, 2020), (Park & Kim, 2021).

To describe the impact of emotional intelligence and emotional labor we used methods of Cho Soo-Hyun and Kim Mi-sung (Cho & Kim, 2017), Wong and Law (Wong & Law, 2002), and for emotional intelligence and job satisfaction methods of Lee and Ok (Lee & Ok, 2012) has been applied. Our team of researchers studied the influence of emotional labor and job satisfaction (Amarjargal & Oh, 2019) as the study of Cho Soo-Hyun

and Kim Mi-sung (Cho & Kim, 2017), Lee et al. (Lee et al., 2016), thus assumptions were partially supported. Or in other words, Mongolian upscale hotel employees' deep acting is positively related to job satisfaction. So we proposed the following model.

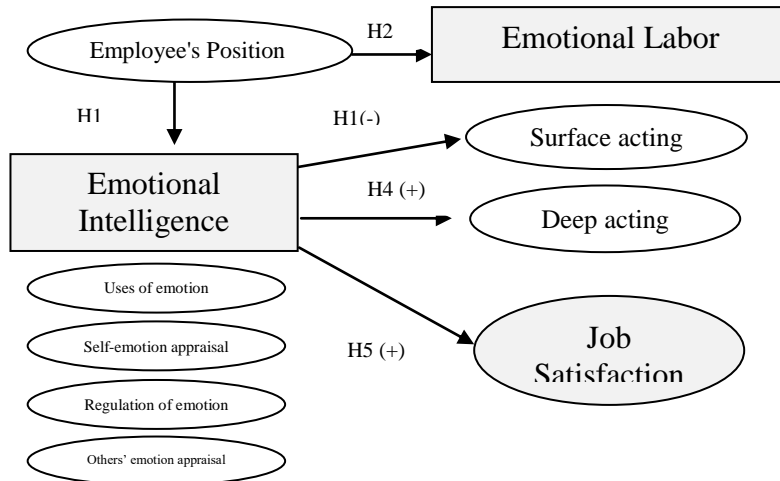


Figure 1. Research model /Source: Self-elaborated/

The research hypothesis is as follows.

- H 1. Hotel front-line employees can regulate their emotional intelligence.
- H 2. Hotel front-line employees execute emotional labor well.
- H 3. Hotel employee's emotional intelligence will have a negative (-) impact on surface acting emotional labor.
- H 4. Hotel employee's emotional intelligence will have a positive (+) impact on deep acting emotional labor.
- H 5. Hotel employee's emotional intelligence will have a positive (+) impact on job satisfaction.

According to the 2019 statistics, 5,190 employees are working in 532 hotels (8,089 rooms) in operation (Mongolian Statistical Information Service, 2021). The upscale hotels in Ulaanbaatar, Darkhan, and Erdenet were selected as part of the sample for the study. The minimum optimal sample



size is 358 with a 95% confidence interval and an error limit of +/- 5%. A random sample of 600 questionnaires was distributed and 472 of them were considered to be eligible. To maximize the contribution of the participants, we have worked with the human resources department of each hotel.

The survey consists of 5 sections with a total of 45 questionnaires, the first part contains 8 questions about the general working conditions in the hotel industry, the second part has 16 questions about emotional intelligence (Wong & Law, 2002), (Cho & Yang, 2016), (Cho & Kim, 2017), and the third part consists of 11 questionnaires about emotional labor (Hochschild, 2003), (Grandey, 2000), (Jung & Yoon, 2014), (Lee et al., 2016) the fourth section includes 5 questionnaires on job satisfaction (Kim & You, 2017), (Lee, et al., 2016), (Amarjargal & Oh, 2018), and the fifth section contains 5 questionnaires on demographic factors. Variables such as emotional intelligence, emotional labor, and job satisfaction were assessed using 5 points Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

The results of the study were processed using IBM SPSS 22 software and included Frequency Analysis, Descriptive analysis, Factor analysis, Reliability Analysis, Correlation analysis. The Independent Two-Sample t-test was also used to test Hypotheses 1 and 2. Multiple regression analysis was used to verify and confirm hypotheses 3, 4, and 5.

D. Result and Discussion

1. Result

a. Demographic Characteristics and Work Condition

The demographic characteristics of the foreign tourists in upscale hotels are shown in Table 1. 65.7% of the respondents are women, 53.6% are 20 ~ 29 years old, 54.0% are married, 56.4% have a bachelor's degree and 71.4% have a wage of up to 700,000 MNT (1MNT=2852 USD, 2021 January). In addition, 65.0% are employed in the same hotel industry constantly, or 87.9% are full-time employees, but the majority, or 55.3% work in the hotel for up to 5 years. 67.2% and 75.2% of the employees who interacted directly with the guests, such as reception, reception, room service, food, and beverage service, participated.

Table 1. General information about participants

Gender	Frequency	Percentage	Year of employment	Frequency	Percentage
Male	162	34.3	Up to 1 year	92	19.5
Female	310	65.7	1~3 years	81	17.2
Age	Frequency	Percentage	3~5 years	88	18.6
20~29	253	53.6	5~7 years	48	10.2
30~39	128	27.1	7~10 years	46	9.7
40~49	64	13.6	10~15 years	51	10.8
50~59	23	4.9	15~20 years	30	6.4
Over 60	4	0.8	More than 20 years	36	7.6
Marriage status	Frequency	Percentage	Number of hotels worked before	Frequency	Percentage
Married	255	54.0	1 organization	307	65.0
Not married	206	43.6	2 organizations	125	26.5
Other	11	2.3	3 organizations	33	7.0
Education level	Frequency	Percentage	4 organizations	7	1.5
General education	85	18.0	Related department	Frequency	Percentage
Vocational education	85	18.0	Reception	133	28.2
Bachelor's degree	266	56.4	Room service	73	15.5
Master's degree	34	7.2	Food and beverage	111	23.5
Doctoral degree	2	0.4	Food production	48	10.2
Average monthly wage	Frequency	Percentage	Marketing	26	5.5
500 thousand MNT	176	37.3	Administration, human resource, finance	39	8.3
500-700 thousand MNT	161	34.1	Business center	2	0.4
700-900 thousand MNT	64	13.6	Fitness center	6	1.3
900-1,100 thousand MNT	34	7.2	Other	34	7.2
1,100-1,500 thousand MNT	13	2.8	Position	Frequency	Percentage
1,500 thousand MNT	24	5.1	Employee	355	75.2
Contract clause	Frequency	Percentage	Senior	54	11.4
Full-time	415	87.9	Head of department	60	12.7
Contracted	57	12.1	General manager	3	0.6
Total	472	100	Total	472	100

Source: Self-elaborated.

b. Descriptive Analysis of variables the survey

As a result of the descriptive analysis, participants in the average assessment of Emotional Intelligence were relatively higher than the other variables or answered (3.96) "Agree", in particular, "I encourage and motivate myself; I always do my best; I try to achieve my goals" (Above 4.22). The average Job Satisfaction score was above average (3.80), with the answer "I agree", and the answer to the question "I am satisfied with my current work team" was exceptional (4.14). On the other hand, in the average Emotional labor, participants answered above average (3.72) with the answer "I agree", in particular, "I always try to keep my emotional state calm and calm while



doing my work; I try to be friendly to make a good impression on my customers” (Above 4.22).

Table 2. Results of Descriptive Analysis of variables

Item description	Mean	Std. Deviation
Emotional Intelligence	3.96	.518
I encourage and inspire myself.	4.24	.758
I always do my best.	4.22	.766
I try to achieve my goals.	4.22	.749
I can control my emotions and get used to my environment.	4.07	.761
I understand how I feel.	4.07	.727
I am always confident that I am capable.	4.06	.792
I always know if I'm happy.	4.04	.788
I have the ability to control my emotions.	4.01	.779
Even when I'm angry, it's easy to calm down.	4.00	.837
I comprehend my emotions.	4.00	.737
I know why I felt that way.	3.88	.850
I understand the emotions of the people around me.	3.88	.800
I know their emotions from the actions of my co-workers.	3.86	.779
I can control my anger and solve problems.	3.84	.852
I am good at noticing and understanding the emotions and actions of others.	3.83	.833
I am sensitive to the feelings and emotions of others.	3.26	1.027
Emotional labor	3.72	.660
As I work, I always try to keep my emotions calm and comfortable.	4.25	.815
I try to be really friendly to make a good impression on my clients.	4.22	.873
I do it more voluntarily than I think is a work ethic to be polite to my clients.	4.17	.885
When I interact with a client, I feel like I'm in a good mood.	3.88	1.178
I try to feel the emotions of my clients.	3.69	1.033
I try to feel the emotions I experience when interacting with my clients from the bottom of my heart.	3.64	1.031
In dealing with clients, there are many times when you can hide your true emotions without revealing them.	3.64	1.009
When I greet and communicate with my clients, I think of them as a "stage to get the job done."	3.48	1.234
There are many times when I give up my true feelings in order to balance the emotions I have with the servants and my inner feelings.	3.43	1.083
Depending on the situation, there is a need to express emotions that are beyond reality.	3.12	1.134
When I communicate with my clients, I try to smile, even by force.	3.16	1.432
Job satisfaction	3.80	.746
I am satisfied with my co-workers.	4.14	.874
I am satisfied with my current job.	3.85	.894
I am satisfied with the leaders I am working with now.	3.74	1.035
I feel inspired and happy with my current job.	3.67	.916
My work always helps me develop the ability to be creative.	3.60	1.013

Source: Self-elaborated.



c. Factor analysis and Reliability Analysis

Reliability analysis and factor analysis results of emotional labor are presented in Table 3. KMO score was .824, meaning the sample size was adequate for statistical power. Additionally, variable correlation and factor analysis could be assumed as valid based on Bartlett's test score of 1713.190, which was significant at $p < 0.001$ and the total variance explained scale was 51.688%. The factor loading of the variables was set to be greater than 0.5 and the questionnaire with a value less than 0.5 were excluded. (I often give up my true feelings to keep the emotions for my clients and my inner feelings the same.) The variables are also divided into two factors, which, like other researchers, are named Deep acting and Surface acting The Cronbach alpha coefficient, which is very close to 1 or more than 0.7 (0.790-0.776), was used to evaluate the reliability of the questions. The following 10 questionnaires were found to have good reliability and validity.

Table 3. Results of Factor Analysis and Reliability Analysis (Emotional Labor)

Variables	Item description	Factor loading	Eigenvalue	% of variance	Cronbach's Alpha
Deep acting	As I work, I always try to keep my emotions stable, calm, and peaceful.	.806	4.082	37.107	.790
	I try to be really warm and friendly to make a good impression on my clients.	.802			
	I perform my work more voluntarily rather than thinking it as a work ethic to be polite to my clients.	.781			
	I try to feel the emotions I experience when interacting with my clients from the bottom of my heart.	.598			
	I try to feel the emotions realistically on my clients.	.588			
Surface acting	When I greet and communicate with my clients, I think of them as a "stage to get the job done."	.756	1.604	14.581	.776
	When I communicate with my clients, I try to smile, even by force.	.739			
	In dealing with clients, there are many times when you can hide your true emotions without revealing them.	.692			



When I interact with a client, I try to feel like I'm in a good mood.	.687
Depending on the situation, there is a need to express emotions that are beyond reality.	.656
Percentage of actual performance	51.688
KMO = .824 Bartlett's test $\chi^2=1713.190$ (df=55, sig=.000)	

Source: Self-elaborated.

The KMO test result regarding emotional intelligence was 0.911 and the actual performance was 68.789%, with a sufficient number of samples and it is considered as the factor analysis is effective due to the statistical result of the Bartlett test (sig = .000). The factor loading of the variables was all greater than 0.5 and was divided into 4 factors. Like other researchers, it was named: self-emotion appraisal, others' emotion appraisal, regulation of emotion, and emotional regulation. The Cronbach alpha coefficient, which is very close to 1, or greater than 0.7 (0.770-0.881), is used to evaluate the reliability of the questions. The following 16 questionnaires were found to have good reliability and validity.

Table 4. The results of factor analysis and Reliability analysis (emotional intelligence)

Variables	Item description	Factor loading	Eigenvalue	% of variance	Cronbach's Alpha
Uses of emotion	I am always confident that I am capable.	.834	7.007	43.793	.881
	I always do my best and work hard.	.811			
	I try to achieve my goals.	.779			
	I encourage and inspire myself.	.734			
Self-emotion appraisal	I understand my emotions.	.808	1.599	9.993	.841
	I understand how I feel.	.782			
	I know why I felt that way.	.741			
	I always know if I'm happy.	.668			
Regulation of emotion	I can control my anger and solve problems.	.771	1.272	7.952	.824
	I have the ability to control my emotions.	.770			
	Even when I'm angry, it's easy to calm down.	.727			

	I can control my emotions and get used to my environment.	.678			
	I understand the emotions of the people around me.	.789			
Others' emotion appraisal	I am good at noticing and understanding the emotions and actions of others.	.716	1.128	7.051	.770
	I know their emotions from the actions of my co-workers.	.696			
	I am sensitive to the feelings and emotions of others.	.683			
Percentage of actual performance		68.789			
KMO = .911 Bartlett's test $\chi^2=4014.107$ (df=120, sig=.000)					

Source: Self-elaborated.

d. Hypotheses Testing

Hotel employees were divided into two groups, direct-front line employees and indirect-other employees, depending on the category of service, and whether there were differences in the variables were determined using two independent sampling criteria, Table6. Hotel front line employees are more likely to provide better emotional intelligence ($p < 0.05$) and emotional use ($p < 0.1$), high deep acting emotional labor ($p < 0.1$) than employees who interact indirectly with guests. Therefore, it can be concluded that H1 is supported and H2 is partially supported.

Table 5. Results of Independent Two-Sample t-test

	Hotel front line employees (317)		Other employees (155)		t value	
	Mean	Stdev	Mean	Stdev		
Understand your own emotions	3.99	.633	3.99	.653	.140	
Understand the emotions of others	3.73	.651	3.64	.691	1.399	
Emotional intelligence	4.02	.653	3.88	.646	2.135	**
Emotional usage	4.22	.629	4.10	.709	1.706	*
Surface acting	3.48	.872	3.40	.882	.847	
Deep acting	4.03	.648	3.91	.754	1.659	*

Source: Self-elaborated.

* $p < 0.1$ ** $p < 0.05$ *** $p < 0.01$



Multiple regression analysis was used to test Hypothesis 3, of emotional intelligence skills having a negative effect on surface acting emotional labor. Results show that there is a positive correlation between emotional intelligence skills and surface acting emotional labor ($F=8.429$, $p=0.000$) being statistically significant as summarized in Table 6. It is also assumed that the relationship between Others' emotion appraisal and surface acting emotional labor is positive (0.188) and t (3.417) and p (.000), which is statistically significant and showing linear dependence. Therefore, Hypothesis 3 is not supported.

Table 6. Relationship between Emotional intelligence and Surface acting emotional labor

Model	Unstandardized Coefficients		Standardized Coefficients	t value	
	B	Std. Error	Beta		
(Constant)	2.591	.307		8.429	***
Self-emotion appraisal	.037	.084	.027	.442	
Others' emotion appraisal	.247	.072	.188	3.417	***
Regulation of emotion	-.062	.079	-.046	-.786	
Uses of emotion	.011	.079	.009	.146	

$R^2 = .036$, Adjusted $R^2 = .028$ $F = 4.378$, $p = .000$

Source: Self-elaborated.

* $p < 0.1$ ** $p < 0.05$ *** $p < 0.01$

Hypotheses 4 is emotional intelligence skills having a positive effect on deep acting emotional labor. Results show that there is a positive correlation between emotional intelligence skills and deep acting emotional labor ($F=8.389$, $p=0.000$) being statistically significant as summarized in Table 7. It is also assumed that the relationship between Self-emotion appraisal ($t=2.505$, $p=0.000$) and Uses of emotion is ($t=5.495$, $p=0.000$) deep acting emotional labor is positive, which is statistically significant and showing linear dependence. Therefore, Hypothesis 4 is partially supported.

Table 7. Relationship between Emotional intelligence and Deep acting emotional labor

Model	Unstandardized Coefficients		Standardized Coefficients	t value	
	B	Std. Error	Beta		
(Constant)	1.860	.222		8.389	***
Self-emotion appraisal	.152	.061	.141	2.505	***

Others' emotion appraisal	.075	.052	.073	1.437
Regulation of emotion	-.015	.057	-.014	-.257
Uses of emotion	.313	.057	.300	5.495 ***
R ² = .184, Adjusted R ² = .177 F = 26.291, p=.000				

Source: Self-elaborated.

* p<0.1 ** p<0.05 *** p<0.01

Hypotheses 5 is emotional intelligence skills having a positive effect on job satisfaction. Results show that there is a positive correlation (F=9.018, p=0.000) being statistically significant as summarized in Table8. It is also assumed that the relationship between Self-emotion appraisal (t=2.492, p=0.000) and Uses of emotion is (t=3.296, p=0.000) job satisfaction is positive, which is statistically significant and showing linear dependence. Therefore, Hypothesis 5 is partially supported.

Table 8. Relationship between Emotional intelligence and Job satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t value	
	B	Std. Error	Beta		
(Constant)	2.303	.255		9.018	***
Self-emotion appraisal	.174	.070	.149	2.492	***
Others' emotion appraisal	-.051	.060	-.046	-.850	
Regulation of emotion	.022	.065	.019	.338	
Uses of emotion	.216	.066	.190	3.296	***
R ² = .084, Adjusted R ² = .076 F = 10.717, p=.000					

Source: Self-elaborated.

* p<0.1 ** p<0.05 *** p<0.01

2. Discussion

This study was conducted by random sampling of employees of upscale hotels in Mongolia. The analysis has addressed the research hypotheses relating to the role of emotional intelligence in the conceptual framework and several important findings were identified.

Firstly, the emotional intelligence and emotional labor of hotel employees are different depending on whether you are contacting them directly or indirectly (Lee & Ok, 2012), (Huang et al., 2019), (Park & Kim,



2021). In results of testing the Hypothesis H1 and H2, Mongolia's upscale hotel's front line employees' regulation of emotion, uses of emotion and deep acting was different or higher than those of other workers. So hotel's front line employees, such as reception, room service, catering, and beverage service staff have high emotional control and are sincere in their treatment of guests. Therefore, the hotel management will appreciate the sincerity and provide bonuses and rewards immediately, which will be the basis for long-term sustainability.

Second of all, the analysis found that the emotional intelligence skills dimension is significantly related to emotional labor within the hotel employee. Hypothesis 3 was rejected and hypothesis 4 was partially confirmed in our study, in particular, Others' emotion appraisal had a positive effect on Surface action, while Deep action had no effect. The results of the study suggest that to improve emotional competence, emotional service workers need to be trained to understand the client's point of view. This conclusion was supported by researchers Jung and Yoon (Jung & Yoon, 2014) and Wong and Law (Wong & Law, 2002).

Finally, our proposed Hypothesis 5 is semi-validated by researchers Lee and Ok (Lee & Ok, 2012); Wolfe and Kim (Wolfe & Kim, 2013); The results were similar to those of Park and Kim (Park & Kim, 2021). Employees who understand their emotions, know themselves well, and can use their emotions are highly satisfied. Developing and implementing personalized training and programs for hotel staff to understand the emotions of others and improve their emotional management to maintain high job performance and increase satisfaction will be no less effective than real incentives such as increasing the work environment and salaries.

E. Conclusion

To conclude, this study has provided some preliminary evidence for the role of emotional intelligence and emotional labor on their job performance and attitudes towards the jobs of employees of upscale hotels in Mongolia. When hiring a new employee, a training program should be



conducted to determine and increase the level of emotional ability through tests and other means. It is also important to maintain the emotional well-being of all employees at the current level and to do this through appropriate training programs and courses. This will be the basis for a consistent approach to guest service, a sincere approach to work and service, and a sense of job satisfaction.

Theoretically, there is a lack of emotional research on hotel examples in Mongolia, which is important not only for the hospitality industry but also for the tourism industry. In the future, in addition to the indicators of the relationship between variables, we will study positive and negative emotions (Yang et al., 2020), sensory attitudes of the new generation (Kucukusta & Lim, 2020), and emotional intelligence through moderating effects (Jung & Cho, 2015), (Kim & Moon, 2013), (Lee & Ok, 2014).

Nevertheless, this study had some limitations. First, due to time and resource constraints, only 3, 4, and 5-star hotels were included in the study. Respondents included employees who differed in culture, education, professional experience, and years of service. Although there were some limitations, this study has the potential to lay the groundwork for further research. There are several opportunities for further research and are recommended below. Second, the study could be progressed in other ways, such as including hotels and inns with 4, 5, or fewer stars. Furthermore, it is possible to study the influence of other relevant economic groups, such as age, sex, education, occupation, years of service, on the level of satisfaction of hotel service employees. Finally, it is possible to retake the survey and make a quantitative comparison with the previous one.

Bibliography

- Amarjargal, S., & Oh, H. C. (2018). A Study on the Relationship among Job Stress, Job Satisfaction and Turnover Intention of the Hotel Employees: Focused on the Upscale Hotels in Mongolia. *Human Resource Management, 12*(4), 119-130.
- Amarjargal, S., & Oh, H. C. (2019). A Study on the Relationship among Mindfulness, Emotional Labor, Job Stress, Job Satisfaction and



- Turnover Intention of the Upscale Hotel Employees in Mongolia. *Northeast Asia Tourism Research*, 15(1), 1-25. <https://www.kci.go.kr/kciportal/ci/sereArticleSearch/ciSereArticleView.kci?sereArticleSearchBean.artiId=ART002441780>
- Ashforth, B. E., & Humphrey, R. H. (1993). Emotional Labor in Service Roles: The Influence of Identity. *Academy of Management Review*, 18(1), 88-115. <https://doi.org/10.2307/258824>
- Badarch, L., & Zanabar, A. (2017). Dimensions of Hotel Service Quality in Mongolia. *Jurnal Ilmiah Peuradeun*, 5(2), 141-156. doi:10.26811/peuradeun.v5i2.130
- Bar-On, R. (1997). *Bar-On Emotional Quotient Inventory (EQ-i): Technical Manual*. Multi Health Systems, Inc.
- Beaujean, M., Davidson, J., & Madge, S. (2006). The 'Moment of Truth' in Customer Service | McKinsey & Company. *McKinsey Quarterly*, 1, 62-73. <http://www.mckinsey.com/business-functions/organization/our-insights/the-moment-of-truth-in-customer-service>
- Brotheridge, C. M., & Grandey, A. A. (2002). Emotional labor and burnout: Comparing two perspectives of "people work." *Journal of Vocational Behavior*, 60(1), 17-39. <https://doi.org/10.1006/jvbe.2001.1815>
- Brotheridge, C. M., & Lee, R. T. (2003). Development and validation of the emotional labour scale. *Journal of Occupational and Organizational Psychology*, 76(3), 365-379. <https://doi.org/10.1348/096317903769647229>
- Cho, So Hyun, & Kim, M. S. (2017). The effects of emotional intelligence on the emotional labor and job stress of the deluxe hotel employees. *Journal of Hospitality and Tourism Studies*, 19(1), 79-100. [https://doi.org/UCI\(KEPA\):I410-ECN-0101-2018-326-002151582](https://doi.org/UCI(KEPA):I410-ECN-0101-2018-326-002151582)
- Cho, Soo Hyun, & Yang, S. H. (2016). Study on The Effects of Emotional Intelligence on Organizational commitment, Job satisfaction and Turnover Intention of The five star Hotel Employees. *Journal of Tourism and Leisure Research*, 28(11), 75-91. [https://doi.org/UCI\(KEPA\):I410-ECN-0101-2017-323-001914088](https://doi.org/UCI(KEPA):I410-ECN-0101-2017-323-001914088)
- Diefendorff, J. M., Croyle, M. H., & Gosserand, R. H. (2005). The dimensionality and antecedents of emotional labor strategies. *Journal of Vocational Behavior*, 66(2), 339-357. <https://doi.org/10.1016/j.jvb.2004.02.001>



- Goleman, D. (1995). *Emotional intelligence: Why it can matter more than IQ*. Bantam Books.
- Grandey, A. A. (2000). Emotion regulation in the workplace: a new way to conceptualize emotional labor. *Journal of Occupational Health Psychology, 5*(1), 95–110. <https://doi.org/10.1037/1076-8998.5.1.95>
- Hochschild, A. R. (2003). *The Managed Heart: Commercialization of Human Feeling*. University of California Press.
- Huang, C., Wu, K., & Zhang, Y. (2019). Understanding precedents for frontline employee turnover in luxury hotels: Emotional intelligence as a unifying factor. *Journal of Human Resources in Hospitality and Tourism, 18*(1), 26–46. <https://doi.org/10.1080/15332845.2019.1526504>
- Jung, E. J., & Cho, K. H. (2015). The effect of emotional leadership upon self-efficacy: Focusing on the moderating effect of emotional. *Tourism Research, 40*(1), 81–103. <https://doi.org/G704-SER000009129.2015.40.1.005>
- Jung, H. S., & Yoon, H. H. (2014). Moderating role of hotel employees' gender and job position on the relationship between emotional intelligence and emotional labor. *International Journal of Hospitality Management, 43*, 47–52. <https://doi.org/10.1016/j.ijhm.2014.08.003>
- Kim, H. J., Hur, W. M., Moon, T. W., & Jun, J. K. (2017). Is all support equal? The moderating effects of supervisor, coworker, and organizational support on the link between emotional labor and job performance. *BRQ Business Research Quarterly, 20*(2), 124–136. <https://doi.org/10.1016/j.brq.2016.11.002>
- Kim, M. J., & You, H. S. (2017). The Effect of a Work-Life Balance on Social Support, Affective Commitment, Job Satisfaction and Turnover Intention of Employees: Focusing on the Hospitality Industry. *Journal of Tourism Sciences, 41*(8), 31–51. <https://doi.org/1410-ECN-0102-2018-300-000713722>
- Kim, Y. G., & Moon, S. L. (2013). An Empirical approach to the impact of hotel employees surface acting and deep acting on emotional dissonance: Focusing on the moderating effect of emotional intelligence. *Tourism Research, 38*(4), 21–43. <https://doi.org/G704-SER000009129.2013.38.4.009>
- Kucukusta, D., & Lim, Y. J. (2020). Emotional Labor of Frontline Employees: Generational Differences and Intention to Stay. *Journal of China Tourism Research, 00*(00), 1–23. <https://doi.org/10.1080/19388160.2020.1856746>



- Kwon, E., Jang, H., & Lee, C. K. (2019). Upscale hotel employees' surface acting: The roles of perceived individualized consideration and emotional intelligence. *Journal of Hospitality and Tourism Management*, 41(September), 19-27. <https://doi.org/10.1016/j.jhtm.2019.09.001>
- Lee, J. H. (Jay), & Ok, C. M. (2012). Reducing burnout and enhancing job satisfaction: Critical role of hotel employees' emotional intelligence and emotional labor. *International Journal of Hospitality Management*, 31(4), 1101-1112. <https://doi.org/10.1016/j.ijhm.2012.01.007>
- Lee, J. H. (Jay), & Ok, C. M. (2014). Understanding hotel employees' service sabotage: Emotional labor perspective based on conservation of resources theory. *International Journal of Hospitality Management*, 36, 176-187. <https://doi.org/10.1016/j.ijhm.2013.08.014>
- Lee, J. H. (Jay), Ok, C. M., & Hwang, J. (2016). An emotional labor perspective on the relationship between customer orientation and job satisfaction. *International Journal of Hospitality Management*, 54, 139-150. <https://doi.org/10.1016/j.ijhm.2016.01.008>
- Lee, L., & Madera, J. M. (2019). A systematic literature review of emotional labor research from the hospitality and tourism literature. *International Journal of Contemporary Hospitality Management*, 31(7), 2808-2826. <https://doi.org/10.1108/IJCHM-05-2018-0395>
- Mayer, J. D., Caruso, D. R., & Salovey, P. (1999). Emotional intelligence meets traditional standards for an intelligence. *Intelligence*, 27(4), 267-298. [https://doi.org/10.1016/S0160-2896\(99\)00016-1](https://doi.org/10.1016/S0160-2896(99)00016-1)
- Mayer, J. D., Caruso, D. R., Salovey, P., & Sitarenios, G. (2003). Measuring Emotional Intelligence with the MSCEIT V2.0. *Emotion*, 3(1), 97-105. <https://doi.org/10.1037/1528-3542.3.1.97>
- McPhail, R., Patiar, A., Herington, C., Creed, P., & Davidson, M. (2015). Development and initial validation of a hospitality employees' job satisfaction index: Evidence from Australia. *International Journal of Contemporary Hospitality Management*, 27(8), 1814-1838. <https://doi.org/10.1108/IJCHM-03-2014-0132>
- MongolianStatisticalInformationService, N. (2021). *Trade, Hotel and restaurant sector*. National Statistics Office of Mongolia. https://www.1212.mn/stat.aspx?LIST_ID=976_L16&type=tables
- Morris, J. A., & Feldman, D. C. (1996). *The Dimensions, Antecedents, and Consequences of Emotional Labor* Author (s): J. Andrew Morris and

Daniel C. Feldman Published by : Academy of Management Stable URL : <https://www.jstor.org/stable/259161> REFERENCES Linked references are available on J. 21(4), 986-1010.

- Muluk, S. (2017). Part-Time Job and Students' Academic Achievement. *Jurnal Ilmiah Peuradeun*, 5(3), 361-372. doi:10.26811/peuradeun.v5i3.154
- Park, K. E., & Lee, S. B. (2012). The Effects of Job Embeddedness on Job Satisfaction, Organizational Commitment of Hotel and Food Service Employee. *International Journal of Tourism and Hospitality Research*, 26(1), 351-366. [https://doi.org/UCI\(KEPA\): I410-ECN-0101-2016-326-002713120](https://doi.org/UCI(KEPA): I410-ECN-0101-2016-326-002713120)
- Park, K. H., & Kim, D. K. (2021). Understanding the relationships among emotional exhaustion, job satisfaction, and emotional intelligence of hotel front desk employees. *Asia Pacific Journal of Tourism Research*, 26(5), 504-515. <https://doi.org/10.1080/10941665.2021.1874448>
- Park, W. S. (2015). Influence of Characteristics of Education and Training of Hotel Employees on the Job Satisfaction and Turnover Intention: Focus on 5 Star Hotel in Seoul. *Journal of Tourism and Leisure Research*, 27(12), 159-174. <https://doi.org/1410-ECN-0101-2016-326-002279852>
- Sarboini, S. (2016). Performance of Employees and Impact on Promotion of Position. *Jurnal Ilmiah Peuradeun*, 4(1), 103-114. doi:10.26811/peuradeun.v4i1.89
- Wolfe, K., & Kim, H. J. (2013). Emotional intelligence, job satisfaction, and job tenure among hotel managers. *Journal of Human Resources in Hospitality and Tourism*, 12(2), 175-191. <https://doi.org/10.1080/15332845.2013.752710>
- Wong, C. S., & Law, K. S. (2002). The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study. *The Leadership Quarterly*, 13(3), 243-274. [https://doi.org/10.1016/S1048-9843\(02\)00099-1](https://doi.org/10.1016/S1048-9843(02)00099-1)
- Yang, C. E., Wang, Y. C., & Yang, J. (2020). Hotel Restaurant Service Employees' Sources of Positive and Negative Emotions. *Journal of Quality Assurance in Hospitality and Tourism*, 21(5), 542-563. <https://doi.org/10.1080/1528008X.2020.1712306>



