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1. Introduction

As an important part of the service industry, the hospitality industry fuels economic growth in many countries by providing a large number of employment positions. As the hospitality industry faces greater competitive pressure from globalisation and customisation, it needs to meet customer demand and gain customer loyalty by giving customers unique and memorable experiences (Chathoth *et al.*, 2013). Hospitality management with positive customer satisfaction ratings achieve a sustainable competitive advantage through increased customer loyalty (Hanzaee & Mirvaisi, 2011; Zablah *et al.*, 2012). The pursuit of the 'customer is God' philosophy remains a key priority for the hospitality industry (Rafaeli *et al.*, 2012). The philosophy, called customer orientation (CO), refers to enduring employee attitudes and behaviours that are indicative of ardent concern towards the needs, wants and demands of an organisation's customers (Babakus *et al.*, 2010; Zablah *et al.*, 2012).

CO is an important personality trait that enables employees to carry out their tasks in the workplace. Specifically, customer-oriented employees are able to deal with customer requests and problems promptly, treat customers with politeness and kindness and maintain a consistent level of emotionality during their interactions with customers (Babakus *et al.*, 2009). Customer-oriented employees are likely to be satisfied with their jobs and have lower turnover intentions, because they have higher levels of self-control (Babakus *et al.*, 2009). Moreover, there is a natural fit between employees high in CO and the requirements of frontline service jobs (Karatepe & Douri, 2012). Because CO is increasingly important to success, it has gained a significant amount of attention from academia (Lee & Hwang, 2016). CO is positively correlated with organizational success, customer loyalty and job satisfaction and negatively correlated with burnout and turnover intentions (Akbar *et al.*, 2010; Hanzaee & Mirvaisi, 2011; Kim & Jogaratnam, 2010; Lee & Hwang, 2016; Zablah *et al.*, 2012).

A review of the relevant literature reveals two research gaps. First of all, despite the amount of research showing a negative relationship between CO and job burnout, remarkably little is known about how these relationships are established. Considering the importance of CO, the directives for frontline hospitality employees who deliver CO programmes and high job burnout, a greater understanding of hospitality management for reducing employee job burnout could be achieved by an examination of the interplay of these factors. Thus, this study intends to explore the lived experiences of frontline employees in the hospitality industry to explain the effect of CO directives on employee job burnout. A second, more important, gap lies in overlooking the emotional nature of hospitality service work. CO and job burnout and their connection with emotional labour have not been researched sufficiently. As a result, frontline employees' reactive behaviours to the emotional demands of their jobs are related with CO and job burnout in the hospitality industry, but its context is still somewhat limited. Thus, this study intends to find a mediator that explains how the relationship between CO and job burnout is established from the perspective of emotional labour.

In order to fill the theoretical gaps above and offer suggestions for hospitality management, we adopted conservation of resources theory (COR theory) to address the research question. Moreover, we

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developed a research model of the links between CO, the three dimensions of emotional labour, job burnout and empirically tested the hypotheses proposed in the model.

2. Theoretical review

2.1. COR theory

COR theory rests on the basic principle that individuals strive to minimise the net loss of their resources. This theory's central concept is resource loss, which simply refers to the fact that individuals with high resources are more likely to avoid stress than those who have fewer resources (Alarcon *et al.*, 2011). Consequently, their actions focus on obtaining, maintaining, fostering and protecting resources to avoid a state of actual or potential loss of valuable resources. Furthermore, resources are value-added elements that may institute change and aid in the acquisition of supplementary resources (Alvaro *et al.*, 2010). COR theory consists of two overarching principles. The first principle concentrates on the motivational power of resource loss as compared to resource gain. More specifically, individuals who experience resource loss can either motivate themselves to improve resource gain or simply focus on their weaknesses, exhibit negative behaviour and suffer further loss (Woo, 2014). The second principle concentrates on investing in resources to help guard against resource losses, restore lost resources and push forth to gather additional resources to prevent future deficits. In this sense, low resource investment may result in further losses (Alarcon *et al.*, 2011).

COR theory has become one of the most widely discussed theoretical/conceptual frameworks (Halbesleben *et al.*, 2014). Researchers tend to use COR theory to analyse human behaviour. The theory offers a theoretical explanation for the finding that personal resources are protective factors in coping with employee job burnout among paramilitary personnel. Ojedokun and Idemudia (2014) recommended that paramilitary and related organisations pay attention to the psychological resources examined in their study when planning interventions to reduce job burnout. Lee and Ok (2014a) used COR theory to explain the direct relationship between emotional labour and service sabotage and the way in which employee job burnout mediates that relationship and emotional intelligence moderates it.

2.2. CO

CO refers to enduring employee attitudes and behaviours that are indicative of ardent concern towards the needs, wants and demands of an organisation's customers (Zablah *et al.*, 2012). The research on CO is divided into corporate-level and individual-level research. Corporate-level CO has been conceptualised as a culture (Brockman *et al.*, 2012; Hanzaee & Mirvaisi, 2011), an active organisation-wide process, which is positively correlated to organisational success (Hanzaee & Mirvaisi, 2011) and drives an organisation to continuously identify and meet their customers' needs to gain sufficient knowledge and, thus, generate superior value for their customers (Kam Sing Wong & Tong, 2012). Individual-level CO has been conceptualised as a learned behaviour (Saxe & Weitz, 1982), an attitude (Kelley, 1992), a combination of attitude and behaviour (Stock & Hoyer, 2005) and a personality trait (Brown *et al.*, 2002; Donavan *et al.*, 2004; Moore, 2000). In this study, the subject is the frontline employee; thus, we treat CO as a personality trait.

Frontline employees exhibiting CO enthusiastically and voluntarily strive to meet or exceed customer expectations (Chan & Wan, 2012). CO can be viewed as a bridging strategy to gain access to critical information about customer needs (Kam Sing Wong & Tong, 2012). The CO of frontline service employees is positively correlated to organisational success (Hanzaee & Mirvaisi, 2011). Chuang and Lin (2013) and Roberts and Grover (2012) state that CO is the core of business success; thus, organisations need to be aware of and understand its importance. CO is a psychological resource

that leads to desirable job outcomes, because it helps shape employees' perceptions of and attitudes towards their jobs.

2.3. Emotional labour

Emotional labour refers to processes of managing emotional expressions and gestures in public to deal with customers' emotions and to convey values requested by the company. Emotional labour involves three main emotion regulation strategies, namely surface acting, deep acting and genuine emotion (McCauley & Gardner, 2016). Surface acting involves a 'faking' process through which outward expressions are altered yet internal feelings are left intact. Surface acting can be performed in 'good faith' (Gabriel, 2013). Under good faith circumstances, employees engage in surface acting for the betterment of the organisation or the service recipient, such as when employees smile because they know they have to for the success of the encounter (and ultimately the organisation) even though they do not feel positive internally. Under bad faith circumstances, there is little regard for the service recipient; rather, surface acting is done out of obligation for organisational norms. Because a discrepancy between feelings and expressions remains for those who engage in surface acting, levels of emotion-display dissonance (Gabriel, 2013; Grandey *et al.*, 2013a; Grandey *et al.*, 2013b) are high. Conversely, deep acting is an effortful process through which employees change their internal feelings to align with organisational expectations, producing more natural and genuine emotional displays (Grandey *et al.*, 2013a; Grandey *et al.*, 2013b). That is, surface acting is the faking of emotions, while deep acting involves an attempt to actually feel the desired emotion (Burch *et al.*, 2013). Thus, while surface acting occurs at the expression level, deep acting occurs at the experiential level. The internal emotional state is altered, eliciting an external expression that is congruent with display rules (Woo, 2014). The third emotional labour strategy is genuine emotion. Individuals do not always have to modify their emotions or emotional expressions in order to follow display rules; sometimes they genuinely feel the desired emotion and naturally express it. The effortless conformity to display rules indicates the minimal resource cost for this strategy. While the term genuine acting may seem like an oxymoron given the common understanding of its component words, the term is used to designate its relationship to the other forms of acting recognised within the emotional labour literature. In this way, acting is not interpreted in a dramaturgical sense but in the sense of doing something (e.g., action versus inaction) in the face of danger (Woo, 2014).

When dealing with a rude customer, the frontline employee might plaster on a fake smile. The frontline employee harbours many negative thoughts towards the customer to perform the appropriate emotional regulation. The incongruence between felt emotions and display rules results in surface acting, which may serve the purpose of following display rules but does not resolve the discrepancy between felt and expressed emotions. The frontline employee's internal emotions are suppressed. Emotional suppression is a resource-intensive process, which results in emotional dissonance. Emotional dissonance is another type of emotional job demand, and it consumes many resources. Thus, the strategy of surface acting requires the investment of resources to follow display rules and manage emotional dissonance (Woo, 2014). Surface acting occurs in the following conditions: when a person experiences a negative emotion but expresses a positive emotion (i.e., suppression, faking), when a person experiences a negative emotion but expresses nothing (i.e., suppression) or when a person experiences a neutral emotion but expresses a positive emotion (i.e., faking). When dealing with a rude customer, the frontline employee might be taken aback and disturbed by the customer's behaviour at first but then offer the customer a sympathetic smile. The frontline employee may have 'figured out' that the customer is having a bad day and thus feel sorry for him/her. This is an example of deep acting.

The frontline employee's initial negative feelings were replaced with positive feelings of sympathy and compassion. Deep acting is unlike surface acting, as resources only need to be invested to follow display rules and there is no longer any emotional dissonance requiring management. To meet the demand of organisations' display rules, frontline employees have to display their emotions using surface acting or deep acting, both of which are considered effortful and difficult. Therefore, emotional labour may cause negative outcomes, such as job stress or emotional exhaustion (Lee, 2014). Many studies consistently show that surface acting is more likely to result in harm to well-being and health outcomes than deep acting (Lee *et al.*, 2015). According to Ko (2013), flight attendants have to manage their actual emotions and display deep acting, and if they cannot manage and regulate their emotions, they suffer more emotional exhaustion.

2.4. Job burnout

Job burnout is a work-related chronic affective state that develops gradually over time as a consequence of prolonged stress at work (Sokka *et al.*, 2016). Based on COR theory, job burnout occurs when resources are lost in the process of managing both work roles and family obligations (Mansour & Tremblay, 2016). Frontline employees invest their limited resources in the activities from which they anticipate positive outcomes. As they allocate their resources with this intention, it is challenging for them to face stressors. Consequently, when they do, they deplete their limited resources and experience job burnout (Karatepe *et al.*, 2009). According to Maslach's model (Maslach & Goldberg, 1999), job burnout can be defined by three components: feelings of emotional exhaustion, development of depersonalisation and a reduced sense of personal accomplishment (Aghaz & Sheikh, 2016). Emotional exhaustion is at the core of job burnout. During emotional exhaustion, a person's emotions are consumed during interaction with others or the environment while on the job, leaving him/her feeling exhausted afterwards. Depersonalisation refers to the case in which a person views his/her counterparts, be they customers or co-workers, as items rather than human beings. Diminished personal accomplishment refers to negative self-evaluation, which leads to a lack of self-efficacy and self-determination to do the job and, subsequently, imminent job burnout (Hsu, 2013). Job burnout is indicated by high scores on the exhaustion and cynicism scales (Bria *et al.*, 2014). Frontline employees who suffer from job burnout are less innovative (Stock, 2015) and tend not to seek the best solutions for customers.

2.5. Relationship between CO and job burnout

In hospitality industry, high job demands are stressful, which will induce burnout. Based on COR theory, as an individual resource, CO plays a more critical role in coping with job demands. This means that frontline employees with high CO can read the needs of customers and enjoy solving their problems, which gives them the ability to cope effectively with stressors to neutralise or reduce the detrimental effects of job demands (Babakus *et al.*, 2009). Frontline employees with high CO expect the future job environment to be more positive. This is because of their job resourcefulness, service mind, confidence in their abilities, openness to experience, optimism, learning agility, desire to increase their competence by developing new skills and mastering new situations and conscientiousness as well as feelings of enjoyment they receive from serving customers, meeting customer demands and solving customer problems (Schlosser & McNaughton, 2009). Zablah *et al.* (2012) proposed that CO represents an individual resource that helps alleviate role stress and perceptions of role ambiguity, because it offers frontline employees strong guidance regarding the purpose or objective of their roles.

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According to COR theory, as a personality resource, CO can supplement the resource loss caused by job demands. More specifically, the frontline employees with high CO perceive resource loss caused by job demands as external, temporary and controllable and engage in actions to replenish the resources. When their appraisals point to a lack of organisational resources, frontline employees with high CO, because of their resourcefulness, seek and garner the necessary resources to overcome the obstacles (Harris *et al.*, 2006), as they have a stronger need to serve customers. They see the resource loss as temporary and under their control due to their optimistic nature and their beliefs that, through their efforts, the cause of the resource loss will decrease (Babakus & Yavas, 2012). Meanwhile, frontline employees with low CO who have less interest in serving and satisfying customer needs have to force themselves to comply with the display rules. Because of their passive and pessimistic nature, such efforts consume emotional and cognitive resources and ultimately lead directly to burnout (Babakus *et al.*, 2010).

Taken together, this study argues that frontline employees in the hospitality industry with high CO are more likely to perceive their jobs as significant and meaningful than employees with low CO and, therefore, show low levels of job burnout. This study thus proposes the following hypotheses:

Hypothesis 1. CO is negatively associated with job burnout.

2.6. Relationship between CO and emotional labour

In line with a COR theory, employees experiencing negative affective states might gain new resources. CO is available energetic resources, employees with high levels of CO are more committed to customer service and work to foster meaningful interpersonal relationships through warmth, empathy and consideration (Smith *et al.*, 2012). (Brach *et al.*, 2015) found that frontline employees' higher CO combined with their more elaborate service scripts exerts a synergistic effect on authentic emotional displays. Thus, customer-oriented employees display the required emotions in a greater extent than less customer-oriented employees who may not agree that customer needs must be met. Frontline employees with low CO follow rigorous service scripts to engage actively in behaviour that is designed solely to meet customer needs. In contrast, frontline employees with high levels of CO are more likely to display the emotions demanded by more elaborate service scripts.

In the hospitality industry, the management set strict emotional demands, and frontline employees have to engage in surface acting (faking positive emotions or suppressing negative emotions) or deep acting (modifying felt emotions to produce genuine positive emotional display) in an effort to express the desired displays and please customers (Grandey *et al.*, 2005). Such emotional labour to produce the expected positive displays depletes employees' limited resources for self-regulation and results in stress and strain (Muraven *et al.*, 2006). According to COR theory, CO can play a critical role as an enduring reservoir of emotional and cognitive resources to deal with the strict emotional demands (Gabriel *et al.*, 2015). Frontline employees with high CO have a natural internal drive to engage in customer-satisfying behaviours due to their propensity to be helpful and cooperative when dealing with customers (Yoo & Arnold, 2016). Frontline employees with high CO are naturally adept at their jobs, as they automatically display desired emotions and behaviours in an authentic manner that is conducive to highly satisfying service encounters, and they have higher levels of satisfaction with their jobs, as they feel affective need satisfaction through engaging in deep acting (Babakus *et al.*, 2009; Lee *et al.*, 2016). Frontline employees with high CO naturally express their genuine emotions or strive to adjust their internal feelings to align them with the desired emotions. They are more likely to show attitudes and behaviours on their job that require effort and are less likely to act superficially during service interactions (Smith *et al.*, 2012). Given the above-mentioned findings from the literature, this study

proposes the following hypotheses:

Hypothesis 2. CO is negatively associated with surface acting.

Hypothesis 3. CO is positively associated with genuine emotion.

Hypothesis 4. CO is positively associated with deep acting.

2.7. Relationship between emotional labour and job burnout

According to COR theory, the frontline employees accumulate personal resources, such as motivation and energy. When the net outcomes of the service role are positive, they experience a surplus in their resources and are motivated to take part in similar transactions in the future. When resources cannot be regained, they experience stress and job burnout (Lings *et al.*, 2014). Resource demands consist of the effort required to modify one's emotional displays to conform to service norms. In the context of operational demands, role stressors (resource demands) comprise three separate but related constructs: role overload, role ambiguity and role conflict (Choi *et al.*, 2013; Siddiqi, 2014). Grandey *et al.* (2013b) found that the relationship between surface acting and job stress was significantly positive. Cheung and Lun (2015) showed that employees who express more naturally felt emotion in combination with other strategies, especially deep acting, tend to report higher job satisfaction and lower stress. Lee *et al.* (2015) indicated that deep acting plays a positive role in mitigating employees' job stress, while surface acting increases job stress by exhausting employees' emotional resources during service.

Frontline employees who are motivated to comply with organisational display rules and have the ability to understand and regulate emotions have a resulting reduction in job burnout. Both surface acting and attempts to deeply experience required positive emotions actually serve to decrease stress (Schaible & Six, 2016). The results of a correlation analysis by Bayram *et al.* (2012) showed a positive relationship between faking emotions from emotional labour dimensions and hiding emotions from job burnout dimensions and a positive relationship between emotional exhaustion and hiding emotions from job burnout dimensions. The need to express contrived positive emotions suggests a negative or, at best, neutral interaction and requires the employee to modify his/her emotional display to conform to service norms. This emotional dissonance requires effort and draws on employees' emotional resources. Suppression of genuine negative emotions in the service interaction also indicates a negative interaction and, in turn, requires effort, draining emotional resources (Lings *et al.*, 2014). In summary, based on COR theory and prior evidence, this study puts forth the following hypotheses:

Hypothesis 5. Surface acting is positively associated with job burnout.

Hypothesis 6. Genuine emotion is negatively associated with job burnout.

Hypothesis 7. Deep acting is negatively associated with job burnout.

2.8. Moderating effect of emotional intelligence on relationship between CO and emotional labour

Emotional intelligence is a resource (Rossi, 2010) that involves perceiving discrete emotions, such as anger, disgust, fear, sadness and so forth, in other people, is a fundamental part of social life. Without this ability, people lack empathy for loved ones, make poor social judgments in the boardroom and classroom and have difficulty avoiding those who mean them harm (Lindquist *et al.*, 2014). Pettijohn *et al.* (2010) found that emotional intelligence is significantly and positively related to CO and suggested the use of emotional intelligence in the selection process to enable firms to select individuals with a greater propensity to engage in CO at a lower training and development cost. Based on COR theory, frontline employees with high emotional intelligence can use these abilities as foundational resources for performing emotional labour. For example, using the ability to regulate emotion, high emotional intelligence employees can see the positive aspects of emotionally demanding

work situations and have better control of their emotions (Lee & Ok, 2014a). This is because their effective control of their own or others' emotions and their excellent ability to regulate or utilise emotion lead to very effective emotional labour both in the inner aspect and the superficial aspect (Jung & Yoon, 2014a). Yin (2015) found that emotional intelligence significantly moderates the impact of emotional job demands on surface acting and the expression of naturally felt emotion. Choi (2015) showed that emotional intelligence promotes deep acting, suppresses surface acting, alleviates depersonalisation and enhances service quality.

Employees with high emotional intelligence find it easy to use and accumulate personal resources during interactions with customers, which increases CO and decreases negative emotions. Specifically, employees with high emotional intelligence activate and increase employees' beliefs about their worthiness, capabilities and functionality (Lee & Ok, 2014a). As a result, such employees may become more motivated to invest in pursuing goals desired by the organisation and subsequently show more genuine emotion and engage more in deep acting instead of surface acting. Thus, this study poses the following hypotheses:

Hypothesis 8a. Emotional intelligence will moderate the relationship between CO and surface acting, such that the relationship is weaker for the frontline employees who have high level of emotional intelligence

Hypothesis 8b. Emotional intelligence moderates the relationship between CO and genuine emotion, such that the relationship is stronger for frontline employees who have high emotional intelligence.

Hypothesis 8c. Emotional intelligence moderates the relationship between CO and deep acting, such that the relationship is stronger for frontline employees who have high emotional intelligence.
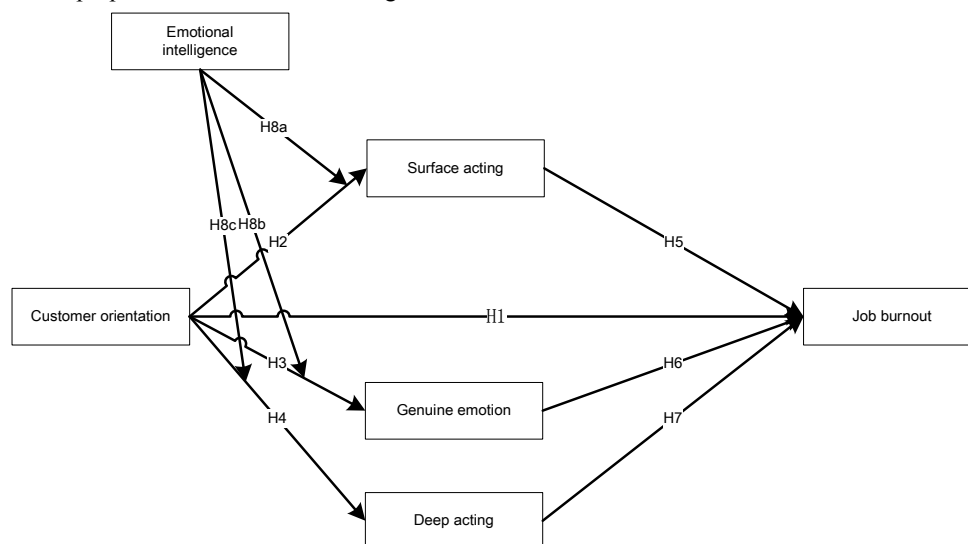
The proposed model is shown in Fig. 1.

Fig. 1 Proposed conceptual model

3. Methodology

3.1. Sample and data collection

We conducted convenience sampling of customer-contact frontline employees of five-star hotels in Beijing, China's capital city. These employees were from five departments of hotel operations, including the front office, housekeeping, food and beverage, fitness and entertainment and sales and marketing departments. Beijing is the capital of Mainland China, meanwhile Beijing is the political, economic and cultural centre of Mainland China. With more and more enterprises settling in Beijing,

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the business activities income of Beijing is increasing, which leads to the development of the hospitality industry in Beijing. The successful hosting of the Olympic Games and the APEC, the convention and exhibition industry in Beijing is developing rapidly, increasing the occupancy rate of hospitality industry in Beijing. Because of so many historical sites and famous universities, the tourism industry has become an important industry of Beijing with tourist-related income increasing. As a pillar part of the tourism industry, the hospitality industry in Beijing has been booming. This study chose hotels in Beijing due to the increasing of the occupancy rate, the interacting between the frontline employees and customers would be more frequently. The more frequently interacting with customers would lead to more significant emotional labour of the frontline employees. Five-star hotels strongly emphasized employees' emotional presentation and provided more explicit display rules, and many customers in these hotels were foreigners who required high quality of service. Meanwhile, the management of these hotels provided more explicit policies about display rules at work than other hotels in China. These high requirements for the work and display rules would facilitate the study.

To collect data, we contacted 62 five-star hotels due to their similarities of emotional display rules, which allowed this study to control variances of emotional labour affected by frequency of appropriate emotional display, attentiveness to required display rules, and variety of emotions to be displayed. According to the 2015 China hotel industry statistics bulletin, 62 five-star hotels were legally licensed in Beijing. Only seven hotel managers who agreed to participate were requested to forward the survey purpose to their frontline employees and then scheduled the time and place for the questionnaire survey. After interviewing the managers of the seven managers, we learned that most of the frontline employees born in the 1980s and 1990s from the rural areas, their family did not implement the one-child policy. In fact, China's rural families did not implement the one-child policy. The frontline employees who agreed to participate in the survey were informed to access the survey at the set place and time. The participants came to the set meeting place to fill out the questionnaires in their spare time. When they finished filling them in, we gave them small gifts to express our thanks. Screening questions were included to strictly control the eligibility of the participants, and only frontline employees who were in contact with customers were included to increase the validity of responses. In total, 600 questionnaires were sent out. For the final analysis, 525 responses were used.

3.2. Measurement

All items in this study were measured on a 5-point Likert-type scale ranging from 1 ('strongly disagree') to 5 ('strongly agree'). Employee CO was measured with six items drawn from the studies of (Susskind et al., 2007; Susskind et al., 2003). Surface acting and deep acting were measured with 15 items drawn from (Chu & Murrmann, 2006). Genuine emotion was measured with three items drawn from the study of (Diefendorff et al., 2005). Job burnout was assessed using 22 items drawn from (Bakker et al., 2002). Emotional intelligence was measured with 16 items drawn from (Wong & Law, 2002).

3.3. Data analysis

We used descriptive statistical analysis and reliability analysis. Then, confirmatory factor analyses (CFA) was used to ensure the model fit and discriminant validity of the measures. Lastly, the hypothesised relationship model was tested and analysed via regression analysis.

4. Results

4.1. Sample characteristics and reliability analysis

The detailed sample characteristics are summarised in Table 1. Of the 525 respondents in the sample, 24.6% were male (n=129) and 75.4% were female (n=369). Approximately 31.2% of the

respondents (n=164) were within the range of 22 to 25 years old, 52.6% (n=276) were within the range of 26 to 29 years old, 13.9% (n=73) were within the range of 30 to 39 years old and 2.3% (n=12) were 40 years old and above. In terms of the education level of respondents, 75.6% (n=396) had a junior college degree, 24.0% (n=126) had a bachelor's degree and 0.4% (n=3) had a master's degree or above. In terms of the job departments of respondents, 19.6% (n=103) were in the front office department, 22.3% (n=117) were in the housekeeping department, 19.0% (n=100) were in the food and beverage department, 17.7% (n=93) were in the fitness and entertainment centre and 21.4% (n=112) were in the sales and marketing department. Of the respondents, 68.5% (n=360) had 0–2 years' experience in hospitality, 28.1% (n=148) had 3–4 years' experience and 3.4% (n=17) had 5+ years' experience. The Cronbach's alpha of the proposed model was 0.81 (n=61).

Table 1 Characteristics of the sample

Demographic information	Category	Numbers (N=525)	Percentage (%)
Gender	Male	129	24.6
	Female	396	75.4
Age	22–25	164	31.2
	26–29	276	52.6
	30–39	73	13.9
	≥40	12	2.3
Education qualification	Junior college degree	396	75.6
	Bachelor's degree	126	24.0
	Master's degree or above	3	0.4
Job department	Front office department	103	19.6
	Housekeeping department	117	22.3
	Food and beverage department	100	19.0
	Fitness and entertainment centre	93	17.7
	Sales and marketing department	112	21.4
Experience in hospitality	0–2	360	68.5
	3–4	148	28.1
	≥5	17	3.4

4.2. CFA

We used several fit criteria adopted by previous studies (Hair *et al.*, 2006). These included χ^2/df (matching standard was less than 3.00), SRMR (matching standard was less than 0.08), GFI (matching standard was more than 0.90), AGFI (matching standard was more than 0.90), NFI (matching standard was more than 0.90), IFI (matching standard was more than 0.90), CFI (matching standard was more than 0.90) and RMSEA (matching standard was less than 0.08). The results of the validity analysis are presented in Table 2. The χ^2/df of the proposed model was 1.29 (1.29<3.00), which met the matching standard. The SRMR of the proposed model was 0.06 (0.06<0.08), which met the matching standard. The GFI of the proposed model was 0.91, (0.91>0.90), which met the matching standard. The AGFI of the proposed model was 0.90, which was close to the matching standard. The NFI of the proposed model was 0.90, which was close to the matching standard. The IFI of the proposed model was 0.98 (0.98>0.90), which met the matching standard. The CFI of the proposed model was 0.97 (0.97>0.90), which met the matching standard. Finally, the RMSEA of the proposed model was 0.02 (0.02<0.08), which met the matching standard. The proposed model fit the matching standard very well. As a result, it was concluded that the proposed model had goodness of fit.

Table 2 Model fit

Index	χ^2/df	SRMR	GFI	AGFI	NFI	IFI	CFI	RMSEA
Standard criteria	<3.00	<0.08	>0.90	>0.90	>0.90	>0.90	>0.90	<0.08
Proposed model	1.29	0.06	0.91	0.90	0.90	0.98	0.97	0.02

Note: The detail information of CFA and the fit criteria shown on the appendix B

The CFA results are shown in Table 3. The average variance extracted (AVE) for all constructs

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was higher than 0.50, suggesting that the convergent validity of the measurement scales was well established (Fornell & Larcker, 1981). The composite reliabilities (CRs) of constructs were greater than 0.70. These values indicated that all constructs in the model had adequate internal consistency (Hair *et al.*, 2010).

Table 3 CFA results

Variable	AVE	CR
Customer orientation	0.54	0.86
Surface acting	0.60	0.93
Genuine emotion	0.63	0.84
Deep acting	0.58	0.89
Job burnout	0.53	0.77
Emotional intelligence	0.51	0.94

4.3. Discriminant validity

Table 4 shows the results of the discriminant validity analysis. The correlations of each variable were analysed to secure the discriminant validity and avoid multicollinearity (Jeon, 2015). The discriminant validity was evaluated by comparing the AVE values and squared correlations between the two constructs of interest (Fornell & Larcker, 1981). The square root of the AVE for each construct was higher than all of the correlations (R) between any pair of constructs, suggesting that discriminant validity was statistically supported.

Table 4 Discriminant validity results

Variable	M	SD	1	2	3	4	5	6
1. CO	3.342	0.933	0.736					
2. SA	3.211	1.038	-.269***	0.774				
3. GE	2.957	1.176	.187***	-.440***	0.794			
4. DA	3.337	1.001	.447***	-.078	.106*	0.763		
5. JB	2.992	0.806	-.444***	.499***	-.394***	-.378**	0.729	
7. EI	3.360	0.823	.242***	-.194***	.190***	.378***	-.323***	0.711

Notes: β=standardised coefficients; *P<0.05, **P<0.01, ***P<0.001; CO=customer orientation; SA=surface acting; GE=genuine emotion; DA=deep acting; JB=job burnout; EI=emotional intelligence

4.4. Testing mediating effects

We executed the regression analysis by adopting the testing approach of Baron and Kenny (1986) to investigate how each of the three dimensions of emotional labour (surface acting, genuine emotion and deep acting) affected the relationship between CO and job burnout. Education qualification and experience in hospitality were taken as control variables, because it was thought that employees with higher levels of education and more experience in hospitality would be better able to control their emotions. Table 5 shows the mediated regression analysis results of the effect of surface acting on the relationship between CO and job burnout. CO was found to significantly and negatively predict surface acting (F=13.933, P<0.001; β=-0.270, P<0.001), therefore supporting Hypothesis 2. CO accounted for significant variance in job burnout (β=-0.443, $AdjR^2$=0.194, F=34.909, P<0.001), therefore supporting Hypothesis 1. CO was negatively associated with job burnout. Surface acting was found to significantly and positively predict job burnout (F=70.807, P<0.001; β=0.410, P<0.001), therefore supporting Hypothesis 5. Surface acting added significant variance to job burnout (β=-0.332, $AdjR^2$=0.348, F=70.807, P<0.001), and its inclusion in the model resulted in a drop in the coefficient of

CO. Therefore, surface acting partially mediated the relationship between CO and job burnout.

Table 5 Mediated regression analysis results of effect of surface acting on relationship between CO and job burnout

Independent variable	Dependent variable Job burnout			Dependent variable Surface acting	
	M1	M2	M3	M1	M2
Education qualification	-0.022	-0.003	0.012	-0.046	-0.036
Experience in hospitality	-0.052	-0.007	-0.018	-0.002	0.025
CO		-0.443***	-0.332***		-0.270***
Surface acting			0.410***		
$AdjR^2$	-0.001	0.193	0.348	-0.002	0.069
ΔR^2	0.003	0.197	0.353	0.002	0.074
F	0.803	42.649***	70.807***	0.560	13.933***

Notes: β=standardised coefficients; *P<0.05, **P<0.01, ***P<0.001; CO=customer orientation

Table 6 shows the mediated regression analysis results of the effect of genuine emotion on the relationship between CO and job burnout. CO was found to significantly and positively predict genuine emotion (F=7.390, P<0.001; β=0.182, P<0.001), therefore supporting Hypothesis 3. Genuine emotion was found to significantly and negatively predict job burnout (F=55.188, P<0.001; β=-0.324, P<0.001), therefore supporting Hypothesis 6. Genuine emotion added significant variance to job burnout (β=-0.384, $AdjR^2$=0.292, F=55.188, P<0.001), and its inclusion in the model resulted in a drop in the coefficient of CO. Therefore, genuine emotion partially mediated the relationship between CO and job burnout.

Table 6 Mediated regression analysis results of effect of genuine emotion on relationship between CO and job burnout

Independent variable	Dependent variable Job burnout			Dependent variable Genuine emotion	
	M1	M2	M3	M1	M2
Education qualification	-0.020	-0.003	0.020	0.079	0.073
Experience in hospitality	-0.052	-0.007	0.001	0.045	0.026
CO		-0.443***	-0.384***		0.182***
Genuine emotion			-0.324***		
$AdjR^2$	-0.001	0.193	0.292	0.004	0.035
ΔR^2	0.003	0.197	0.298	0.008	0.041
F	0.803	42.649***	55.188***	2.145	7.390***

Notes: β=standardised coefficients; *P<0.05, **P<0.01, ***P<0.001; CO=customer orientation

Table 7 shows the mediated regression analysis results of the effect of deep acting on the relationship between CO and job burnout. CO was found to significantly and positively predict deep acting (F=45.603, P<0.001; β=0.455, P<0.001), therefore supporting Hypothesis 4. Deep acting was found to significantly and negatively predict job burnout (F=40.594, P<0.001; β=-0.227, P<0.001), therefore supporting Hypothesis 7. Deep acting added significant variance to job burnout (β=-0.340, $AdjR^2$=0.232, F=40.594, P<0.001), and its inclusion in the model resulted in a drop in the coefficient of CO. Therefore, deep acting partially mediated the relationship between CO and job burnout.

Table 7 Mediated regression analysis results of effect of deep acting on relationship between CO and job burnout

Independent variable	Dependent variable Job burnout			Dependent variable Deep acting	
	M1	M2	M3	M1	M2
Education qualification	-0.020	-0.003	-0.020	-0.057	-0.074
Experience in hospitality	-0.052	-0.007	-0.019	-0.006	-0.052
CO		-0.443***	-0.340***		0.455***
Deep acting			-0.227***		
$AdjR^2$	-0.001	0.193	0.232	-0.001	0.203
ΔR^2	0.003	0.197	0.238	0.003	0.208
F	0.803	42.649***	40.594***	0.854	45.603***

Notes: β=standardised coefficients; *P<0.05, **P<0.01, ***P<0.001; CO=customer orientation

4.5. Testing moderating effects

We executed the regression analysis by adopting the testing approach of Baron and Kenny (1986) to investigate how emotional intelligence affected the relationship between CO and each of the three dimensions of emotional labour. Table 8 shows the moderated regression analysis results of the effect of emotional intelligence on the relationship between CO and surface acting. CO was found to significantly and negatively predict surface acting (F=13.933, P<0.001; β=-0.270, P<0.001). Emotional intelligence was found to significantly and negatively predict surface acting (F=13.380, P<0.001; β=-0.143, P<0.001). The interaction of CO and emotional intelligence accounted for significant variance in surface acting (β=-0.228, $AdjR^2$=0.136, F=16.688, P<0.001), and the coefficient was negatively significant, therefore supporting Hypothesis 8a. Emotional intelligence moderated the relationship between CO and surface acting, such that the relationship was weaker for frontline employees who had high levels of emotional intelligence.

Table 8 Moderated regression analysis results of effect of emotional intelligence on relationship between CO and surface acting

Independent variable	Dependent variable Surface acting			
	M1	M2	M3	M4
Education qualification	-0.046	-0.036	-0.049	-0.052
Experience in hospitality	-0.002	0.025	0.030	0.029
CO		-0.270***	-0.236***	-0.282***
EI			-0.143***	-0.157***
CO × EI				-0.208***
$AdjR^2$	-0.002	0.069	0.086	0.126
ΔR^2	0.002	0.074	0.093	0.134
F	0.560	13.933***	13.380***	16.051***

Notes: β=standardised coefficients; *P<0.05, **P<0.01, ***P<0.001; CO=customer orientation; EI=emotional intelligence

Table 9 shows the moderated regression analysis results of the effect of emotional intelligence on the relationship between CO and genuine emotion. CO was found to significantly and positively predict genuine emotion (F=7.390, P<0.001; β=0.182, P<0.001). Emotional intelligence was found to significantly and positively predict genuine emotion (F=9.065, P<0.001; β=0.162, P<0.001). The

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interaction of CO and emotional intelligence accounted for significant variance in genuine emotion (β=0.142, $AdjR^2$=0.075, F=9.532, P<0.001), and the coefficient was positively significant, therefore supporting Hypothesis 8b. Emotional intelligence moderated the relationship between CO and genuine emotion, such that the relationship was stronger for frontline employees who had high levels of emotional intelligence.

Table 9 Moderated regression analysis results of effect of emotional intelligence on relationship between CO and genuine emotion

| | Dependent variable | | | |
| | Genuine emotion | | | |
Independent variable	M1	M2	M3	M4
Education qualification	0.079	0.073	0.087[*]	0.089
Experience in hospitality	0.045	0.026	0.021	0.021
CO		0.182[***]	0.143[***]	0.175[***]
EI			0.162[***]	0.171[***]
CO ×EI				0.142[***]
$AdjR^2$	0.004	0.035	0.058	0.075
ΔR^2	0.008	0.041	0.065	0.084
F	2.145	7.390[***]	9.065[***]	9.532[***]

Notes: β=standardised coefficients; *P<0.05, **P<0.01, ***P<0.001; CO=customer orientation; EI=emotional intelligence

Table 10 shows the moderated regression analysis results of the effect of emotional intelligence on the relationship between CO and deep acting. CO was found to significantly and positively predict deep acting (F=45.603, P<0.001; β=0.455, P<0.001). Emotional intelligence was found to significantly and positively predict deep acting (F=51.360, P<0.001; β=0.284, P<0.001). The interaction of CO and emotional intelligence accounted for significant variance in deep acting (β=0.195, $AdjR^2$=0.312, F=48.553, P<0.001), and the coefficient was positively significant, therefore supporting Hypothesis 8c. Emotional intelligence moderated the relationship between CO and deep acting, such that the relationship was stronger for frontline employees who had high levels of emotional intelligence.

Table 10 Moderated regression analysis results of effect of emotional intelligence on relationship between CO and deep acting

| | Dependent variable | | | |
| | Deep acting | | | |
Independent variable	M1	M2	M3	M4
Education qualification	-0.057	-0.074	-0.048	-0.046
Experience in hospitality	-0.006	-0.052	-0.062	-0.061
CO		0.455[***]	0.386[***]	0.430[***]
EI			0.284[***]	0.297[***]
CO ×EI				0.195[***]
$AdjR^2$	-0.001	0.203	0.278	0.312
ΔR^2	0.003	0.208	0.283	0.319
F	0.854	45.603[***]	51.360[***]	48.553[***]

Notes: β=standardised coefficients; *P<0.05, **P<0.01, ***P<0.001; CO=customer orientation; EI=emotional intelligence

5. Hypothesis results and implications

Given the results of the regression analyses above, we could get the hypothesis of this study, as shown in Table 11, all the hypotheses of the proposed conceptual model were supported.

Table 11 Hypothesis results

Hypothesized relationship	Results
H1: CO is negatively associated with job burnout	Supported
H2: CO is negatively associated with surface acting	Supported
H3: CO is positively associated with genuine emotion	Supported
H4: CO is positively associated with deep acting	Supported
H5: Surface acting is positively associated with job burnout	Supported
H6: Genuine emotion is negatively associated with job burnout	Supported
H7: Deep acting is negatively associated with job burnout	Supported
H8a: Emotional intelligence will moderate the relationship between customer orientation and surface acting, such that the relationship is weaker for the frontline employees who have high level of emotional intelligence	Supported
H8b: Emotional intelligence will moderate the relationship between customer orientation and genuine emotion, such that the relationship is stronger for the frontline employees who have high level of emotional intelligence	Supported
H8c: Emotional intelligence will moderate the relationship between customer orientation and deep acting, such that the relationship is stronger for the frontline employees who have high level of emotional intelligence	Supported

The findings of this study suggest a variety of significant practical implications. First, Applying COR theory, CO is an important resource with can supplement the emotional demands. CO level determines the type of emotional labour, so the main implication for hospitality managers is to pay attention to the recruitment and selection of frontline employees incorporating an assessment of the level of CO. The results show that frontline employees with high CO are more likely to use deep acting and genuine emotion and consequently less likely to have higher levels of job burnout. The results of this study strongly suggest that hotels can greatly benefit from hiring individuals with higher CO for frontline positions, because CO signals a better resource. As an individual resource, CO plays a critical role in reducing emotional labour, and according to COR theory, employees with high CO may exhibit increased levels of the more beneficial deep acting and genuine emotion and decreased levels of the more detrimental surface acting towards customers (Yoo & Arnold, 2014). This means that frontline employees with high CO can understand the needs of customers and enjoy solving their problems, which gives them the ability to cope effectively with stressors to neutralise or reduce the detrimental effects of job demands (Babakus *et al.*, 2009). One possible way for the hospitality managers selecting customer-oriented employees is to ask prospective employees to do a screening survey regarding the customer orientation measure within the application. Those who have more positive attitudes would obviously be more attractive as employees, and these attitudes could be reinforced during training and through motivational incentives (Yoo & Yoo, 2016).

Second, hospitality management should train employees in the proper control of emotional labour. The results of the study show that surface acting increases job burnout while genuine emotion and deep acting decrease it. Thus, programmes should be developed to train employees who perform emotional labour to understand the point of view of the customer in order to improve their ability to express

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emotion. Programmes that aid employees in experiencing positive emotions through understanding and sympathising with customers and programmes that help employees appropriately change negative emotions are necessary. Rather than learning by rote to perform customer-oriented behaviour, employees should experience roleplaying to understand customers (Jung & Yoon, 2014b). For instance, hospitality managers can use simulated customer encounters. The employees will receive different scenarios. Some employees will act as customers with different attitudes of the request. The employees who act as employees are required to react to them as if they are in a real service encounter. Then, the employees acting as customers and the other employees communicate experience. Last, the managers and the employees can discuss about the desirable ways to cognitively and emotionally manage the scenario are.

Third, according to COR theory, emotional intelligence is an individual resource that can strengthen the role of CO on emotional labour. The recruitment and selection of frontline employees should incorporate an assessment of the level of emotional intelligence; meanwhile, it is necessary to strengthen the emotional intelligence training. The results of this study show that high emotional intelligence in frontline employees decreases the effect between CO and surface acting, increases the effect between CO and genuine emotion and increases the effect between CO and deep acting. Thus, hospitality management should implement strategies to ensure that employees possess and use EI. One strategy that hospitality organisations may consider is using emotional intelligence measurements in hiring. By evaluating potential employees' emotional intelligence, hospitality organisations could hire people who may be a better fit for the job (Lee & Ok, 2014b). Previous research suggests that emotional intelligence is neither fixed nor constant; it can be changed, developed and improved through proper training (Goleman, 1998; Slaski & Cartwright, 2002). Thus, another strategy to ensure that employees possess emotional intelligence is implementing emotional training or development programmes. For example, managers can use coaching or mentoring, and through simulation education that may occur in various virtual service situations. The employees should master coping abilities using emotional intelligence in a sudden service situation. In addition, in order to form bond of sympathy among organizational employees, the managers should frequently create the opportunities to share opinions about organizational culture. Moreover, professional counsellor should be available within an organization to help employees understand and control their emotions by themselves. In addition, watching movies and musicals are good for improving cultural emotions of employees, and managers should provide methods to stimulate employees' emotions through book lending and watching art galleries or exhibitions (Jung *et al.*, 2016). Further, to encourage employees to use emotional intelligence, hospitality management should create and sustain a climate that values emotional intelligence. To create such an organisational climate, hospitality management should give formal or informal rewards to employees who respond well to customer complaints or requests with sincerity and good faith (Lee & Ok, 2014b).

6. Limitations and suggestions

This study has some limitations that need careful consideration. First, the respondents in this study came from five-star hotels in Beijing, China. Since the results of this study are based on a sample of Chinese five-star hotel employees, the selection of a single service setting and a single country may raise concerns regarding the issue of generalisability. Thus, the findings of this study may not generalise to other hospitality contexts, cultures or times, and research in other settings, geographical areas or times might yield different results (Trochim & Donnelly, 2008). The results of this study should be validated in different service settings, various star-rated hotels and other countries. Future

research needs to replicate this study in different settings or use cross-cultural data to establish the generalisability of our findings.

Second, the cross-sectional design of the study did not allow us to test causal relationships among the variables. Future research tracking changes in variables over time would strengthen the ability to make causal inferences. Moreover, although the directions of the relationships investigated in our study were proposed based on the theoretical basis, opposite directions may be plausible as well. This possibility, however, does not negate the contribution of this study to the literature. More investigation in future studies would verify the causal relationships among the variables. Longitudinal study designs are needed to examine the proposed processes.

Third, this study used perceptual self-reported measures, which may have generated exaggerated relationships among variables. Because the data for this study were collected using a self-report questionnaire, respondents of the survey may have 'faked good' under the influence of social desirability, and the data that underwent statistical analysis could have contained SDRB and CMV (Podsakoff *et al.*, 2003). Nevertheless, to alleviate this bias, future research needs to obtain more objective and potentially less biased measures of variables through, for example, surveying respondents' superiors or co-workers (Beal & Weiss, 2003).

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编码：＿＿＿＿　　　员工 1 □　员工 2 □　员工 3 □　员工 4 □　员工 5 □　员工 6 □

研究问卷

亲爱的受访者：

您好！

首先感谢并恳请您抽出宝贵时间填答此问卷！这是一份学术性问卷，目的在探讨酒店一线员工情绪劳动的相关议题，您所提供之资料仅供学术研究之用，并且严加保密，请放心填答。研究结果希望能够提供业界与学术研究分析的参考！此份问卷填答对象为酒店与顾客有接触的一线员工。感谢您在百忙之中抽空填答本问卷，在此向您表达诚致谢意。

请依照工作团队实际状况回答每一个问题。问卷填完后请交由负责人整理收回，问卷无需填写姓名，敬请放心作答。诚挚地感谢您的大力协助！

敬祝　工作顺利　万事如意

【第一部份】下列问题主要针对您工作中关于工作态度相关问题，问题本身没有好与坏之分，就您个人的看法，请圈选最符合的实际状况的数字。数字越高表示该描述越符合	非常不同意	不同意	普通	同意	非常同意
	1	2	3	4	5
1 我尽力确保我们的顾客获得最佳的服务	□	□	□	□	□
2 顾客对我而言非常重要，我会尽可能满足顾客的所有要求	□	□	□	□	□
3 在我工作中，顾客对我而言是非常重要的	□	□	□	□	□
4 我认为我工作的主要职责，是为顾客提供及时，有效的服务	□	□	□	□	□
5 我认为应优先满足顾客的需求	□	□	□	□	□

【第二部份】下列问题主要针对您在工作中关于工作情绪相关问题，问题本身没有好与坏之分，就您个人的看法，请圈选最符合的实际状况的数字。数字越高表示该描述越符合	非常不同意	不同意	普通	同意	非常同意
	1	2	3	4	5
1 服务顾客时，我会努力表达自己的真实感受	□	□	□	□	□
2 当我不是表现出实际感受的情绪时，我必须更注意自己的行为	□	□	□	□	□
3 与顾客互动时，我会努力表现出应有的情绪状态	□	□	□	□	□
4 我会努力改变实际的感受，去迎合顾客需要的情绪	□	□	□	□	□
5 工作时，我会想起自己应该展现给顾客的情感	□	□	□	□	□
6 服务顾客时，我努力让自己呈现出酒店所期望形象的情绪	□	□	□	□	□
7 为了工作上所需的情绪表现，我会伪装自己	□	□	□	□	□
8 服务顾客时，我必须隐藏真实感受	□	□	□	□	□
9 服务顾客时，我不会表现出真实感受的情绪	□	□	□	□	□
10 服务顾客时，我会伪装自己的情绪	□	□	□	□	□
11 我对顾客的微笑，常常不是真诚的	□	□	□	□	□
12 我与顾客的互动形式很固定	□	□	□	□	□
13 服务顾客时，表现出合适的情绪，对我而言如同在演戏	□	□	□	□	□
14 服务顾客时，我真实的感受与行为表现不同	□	□	□	□	□
15 与顾客互动时，我会假装好心情	□	□	□	□	□
16 我展现给顾客的情绪是真诚的	□	□	□	□	□
17 我展现给顾客的情绪是自然产生的	□	□	□	□	□
18 我表现给顾客的情绪，正是我自发的感受	□	□	□	□	□

【第三部份】下列问题主要针对您在工作中关于工作感受相关问题，问题本身没有好与坏之分，就您个人的看法，请圈选最符合的实际状况的数字。数字越高表示该描述越符合	非常不同意	不同意	普通	同意	非常同意
	1	2	3	4	5
1 我的工作让我感觉身心疲惫	□	□	□	□	□
2 下班后，我感觉精疲力竭	□	□	□	□	□
3 早上起床要面对工作时，我感觉非常累	□	□	□	□	□
4 整天与人打交道对我来说，确实是一项费力的事	□	□	□	□	□
5 我的工作让我快要崩溃了	□	□	□	□	□
6 我的工作使我感到挫折	□	□	□	□	□
7 我觉得工作太辛苦了	□	□	□	□	□
8 与人打交道，会直接带给我非常大的压力	□	□	□	□	□
9 我感觉我已经到了紧绷的极限	□	□	□	□	□
10 我不会把某些顾客当做一般人看待	□	□	□	□	□
11 自从开始做这份工作以来，我对他人越来越冷漠	□	□	□	□	□
12 我担心这份工作，会让我越来越没有感情	□	□	□	□	□
13 我并不是真正关心，某些顾客发生了什么事	□	□	□	□	□
14 我觉得顾客会因为自己的问题而责怪我	□	□	□	□	□
15 我很容易理解顾客对事情的感受	□	□	□	□	□
16 我能非常有效地处理顾客的问题	□	□	□	□	□
17 我感觉自己能正面影响工作周遭的人	□	□	□	□	□
18 我感觉精力充沛	□	□	□	□	□
19 我很善于为顾客创造轻松的气氛	□	□	□	□	□
20 为顾客贴心服务后，我感觉很兴奋	□	□	□	□	□
21 我认为我的工作很有价值	□	□	□	□	□
22 我会非常镇定地处理工作中的情绪问题	□	□	□	□	□

【第四部份】下列问题主要针对您在工作中关于情绪相关问题，问题本身没有好与坏之分，就您个人的看法，请圈选最符合的实际状况的数字。数字越高表示该描述越符合	非常不同意	不同意	普通	同意	非常同意
	1	2	3	4	5
1 大多时候，我很清楚自己的感受	□	□	□	□	□
2 我很了解自己的情绪	□	□	□	□	□
3 我真正明白自己的感受	□	□	□	□	□
4 我一直清楚自己是否快乐	□	□	□	□	□
5 我总是能从朋友们的行为中，了解他们的情绪	□	□	□	□	□
6 我善于察觉他人的情绪	□	□	□	□	□
7 我对他人的情绪和感受很敏锐	□	□	□	□	□
8 我对自己周围人的情绪很了解	□	□	□	□	□
9 我总是为自己设定目标，并尽全力去完成	□	□	□	□	□
10 我总是告诉自己，我是一个有能力的人	□	□	□	□	□
11 我是个能够自我激励的人	□	□	□	□	□
12 我总是鼓励自己尽全力	□	□	□	□	□
13 我能控制自己的脾气，并且理性地面对困难	□	□	□	□	□
14 我有控制自己情绪的能力	□	□	□	□	□
15 当我生气时，总是能很快让自己平静下来	□	□	□	□	□
16 我会控制好自己的情绪	□	□	□	□	□

＊以下为个人基本数据，此数据仅供整体统计分析，绝不对外公开，请您放心填写。

1.您的性别：男 □　　　　　　女 □
2.您的年龄：22-25 岁 □　　　26-29 岁 □　　　30-39 岁 □　　　40 岁以上 □
3.您的学历：大专 □　　　　　本科 □　　　　　硕士及以上 □
4.您的职位级别：一般员工 □　　　基层管理人员 □　　　中层管理人员 □
　　　　　　　　高层管理人员 □
5.您工作所在部门：＿＿＿＿＿＿＿＿＿＿
6.您在酒店行业工作的年数：＿＿＿＿＿＿＿＿＿＿
7.您在这家酒店工作的年数：＿＿＿＿＿＿＿＿＿＿
8.您的工作性质：接触人际关系比率＿＿＿＿＿＿＿＿＿＿%

处理事务或提供技术比率：_____%

（上述两项比率加总为 100%）

本问卷到此结束，请再次确认是否每题均已回答，感谢您填答问卷！

CFA: Confirmatory factor analysis (CFA) is a statistical technique used to verify the factor structure of a set of observed variables. CFA allows the researcher to test the hypothesis that a relationship between observed variables and their underlying latent constructs exists. CFA relies on the chi-square test indicates the amount of difference between expected and observed covariance matrices. The chi-square value close to zero indicates little difference between the expected and observed covariance matrices. In addition, the probability level must be greater than 0.05 when chi-square is close to zero (Hu & Bentler, 1999).

SRMR: The standardized root mean square residual (SRMR) is the square root of the discrepancy between the sample covariance matrix and the model covariance matrix. SRMR removes this difficulty in interpretation, and ranges from 0 to 1, with a value of 0.08 or less being indicative of an acceptable model (Hu & Bentler, 1999).

CFI: The comparative fit index (CFI) is equal to the discrepancy function adjusted for sample size. CFI ranges from 0 to 1 with a larger value indicating better model fit. Acceptable model fit is indicated by a CFI value of 0.90 or greater (Hu & Bentler, 1999).

GFI: The goodness of fit index (GFI) is a measure of fit between the hypothesized model and the observed covariance matrix. Values greater than 0.90 indicate adequate fit (Baumgartner & Homburg, 1996).

AGFI: The adjusted goodness-of-fit index (AGFI) measures the correspondence of the observed covariance matrix with that predicted by the model. Values greater than 0.90 indicate adequate fit (Kail, 2007).

NFI: The normed fit index (NFI) analyzes the discrepancy between the chi-squared value of the hypothesized model and the chi-squared value of the null model. Values for the NFI should range between 0 and 1, with a cutoff of 0.90 or greater indicating a good model fit (Hu & Bentler, 1999).

IFI: The incremental fit index (IFI) compares the chi-square for the hypothesized model to one from a "null", or "baseline" model. Values greater than 0.90 indicate adequate fit(Hu & Bentler, 1999).

RMSEA: Root Mean Square Error of Approximation (RMSEA) is related to residual in the model. RMSEA values range from 0 to 1 with a smaller. RMSEA value indicating better model fit. Acceptable model fit is indicated by an RMSEA value of 0.06 or less (Hu & Bentler, 1999).

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