

# MEASURING EMOTIONAL LABOUR IN THE CRUISE SHIP INDUSTRY: THE INFLUENCE OF THE INDIVIDUAL AND ORGANIZATIONAL CHARACTERISTICS

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## ABSTRACT

The past decade has seen the rapid development of the cruise ship industry as one of the fastest growing sectors in the tourism industry. Millions of people now have their vacation on a cruise ship. This phenomenon has led to job opportunities to many people around the world. The cruise industry demands strong labour, both physical and emotional, for a duration 6 to 9 month of their contracts. Furthermore, limited space to move and feelings of isolation from the outside world while living on a ship could influence the emotions of the individual. Emotions is an important and demanding aspect of work, particularly in-service work that required management of feeling and expression of emotions. Arlie Hochschild (1983) in her work “*The Managed Heart: Commercialization of Human Feeling*”, illustrates this phenomenon as emotional labour. The current project was undertaken examine the effect of the antecedents through the dimensions of emotional labour and evaluate their impact on the outcomes. Mixed methods were conducted in a few cities in Indonesia: Bali, Bandung, and Jakarta. Total of participants were 169 for quantitative and 6 for the qualitative methods. In general, the antecedents have significant effect on neither the dimensions nor the outcomes of emotional labour. Most of the findings are supported by the previous study and by the interviews’ result. In addition, the findings from this study make several contributions to the current literature. First, this research could explore the insight of cruise industry from the employees’ perspectives, since cruise ships world is very exclusive to people who wants to do a research. Second, the novel results might provide diversity specifically on emotional labour’s literature. Third, the finding related to working situations have not previously been described in literature.

Keywords: emotional labour, cruise ship, crew, empathic concern, emotional contagion, working situations, social support, emotive effort, emotive dissonance, job satisfaction, emotional exhaustion.

## CONSTRUCT DEFINITIONS

Emotional labour. “The management of feeling to create a publicly observable facial and bodily display; emotional labour is sold for a wage and therefore has exchange value” (Hochschild, 1983, p.7).

Antecedents of emotional labour. It consists of three characteristics: individual, organizational, and job characteristics (Choi & Kim, 2015).

Emotive effort. The labour or work employees need to perform emotional labour (Kruml & Geddes, 2000)

Emotive dissonance. The degree to which employees has freedom, independence, and discretion in fulfilling the tasks of the job (Hackman & Oldham, 1975)

Empathic concern. An individual's experience of a particular affective response to a distressed target (Davis, 1994).

Emotional contagion. A tendency to automatically mimic and synchronize expressions, vocalizations, posture, and movements with those of another person and, consequently, to converge emotionally (Hatfield, Cacioppo, & Rapson, 1994).

Working situations. The degree which is not only directly influence behaviour of employee, but also influence their emotion (Weiss and Cropanzano, 1996)

Social support. Feedback that focuses on and action, identity and guidance as a supporter tries to help a stress receiver understand and/or identity ways to cope with a stressor (Caplan et al., 1975).

Job satisfaction. A pleasurable or positive emotional state resulting from the appraisal of one's job or job experience (Locke, 1976)

Emotional exhaustion. Feelings of being emotionally overextended and drained by one's contact with other people (Maslach, 1982).

## TABLE OF CONTENTS

ACKNOWLEDGEMENTS .....	i
ABSTRACT .....	ii
CONSTRUCT DEFINITIONS .....	iii
TABLE OF CONTENTS .....	iv
LIST OF FIGURES .....	vii
LIST OF TABLES .....	viii
ABBREVIATIONS .....	ix
CHAPTER I INTRODUCTION .....	1
1.1 Introduction .....	1
1.2 Emotion, Labour, and Life on board .....	2
1.3 Research objective and research questions .....	5
CHAPTER II LITERATURE REVIEWS AND THEORETICAL FRAMEWORK .....	7
2.1 THE CONCEPT OF EMOTIONAL LABOUR .....	7
2.1.1 The importance of emotion .....	7
2.1.2 Dimensions of emotional labour .....	8
2.1.3 Surface acting and deep acting .....	8
2.1.4 Display rules .....	9
2.2 THE ANTECEDENTS OF EMOTIONAL LABOUR .....	10
2.2.1 Individual characteristics .....	10
2.2.1.1 Empathic concern .....	10
2.2.1.2 Emotional contagion .....	10
2.2.2 Organizational characteristics .....	11
2.2.2.1 Working situations .....	11
2.2.2.2 Social support .....	12
2.3 EMOTIONAL LABOUR OUTCOMES .....	13
2.3.1 Positive outcomes of emotional labour .....	13
2.3.2 Negative outcomes of emotional labour .....	14
2.4 CONCEPTUAL MODEL .....	15
2.5 CONTRIBUTION OF THE STUDY .....	16
CHAPTER III METHODOLOGY .....	18
3.1 INTRODUCTION .....	18
3.2 SAMPLE .....	19
3.3 DATA COLLECTION .....	20
3.3.1 Questionnaires .....	20
3.3.2 Interviews .....	20

3.4. VALIDITY AND RELIABILITY TEST .....	21
3.4.1 Validity Test .....	21
3.4.2 Reliability Test .....	24
3.5 DATA ANALYSIS DESIGN .....	25
3.5.1 Descriptive Data Analysis Design .....	25
3.5.2 Regression Analysis .....	26
3.5.2.1 Normality Test.....	26
CHAPTER IV ANALYSIS FINDINGS.....	29
4.1 INTRODUCTION .....	29
4.2 PROFILE OF PARTICIPANTS.....	30
4.3 DATA ANALYSIS.....	31
4.3.1 Phase 1 Examined the research question 1 and sub-question .....	31
4.3.1.1 Do Individual characteristics influence the way crew perform emotional labour?.....	32
4.3.1.1.1 Does empathic concern influence the way crew perform emotional labour and its impact on the outcomes?.....	33
4.3.1.1.2 Does emotional contagion influence the way crew perform emotional labour and its impact on the outcomes?.....	34
4.3.2 Phase 2 Examined the research question 2 and sub-question.....	35
4.3.2.1 Do organizational characteristics influence different outcomes when the crew perform Emotional Labour?.....	35
4.3.2.1.1 Is the relation between emotive effort and its outcomes mediated by the dimensions of the organizational characteristics of emotional labour?.....	36
4.3.2.1.2 Is the relation between emotive dissonance and its outcomes mediated by the dimensions of the organizational characteristics of emotional labour?.....	40
4.3.3 Interview's findings.....	44
4.3.3.1 Profile of respondents .....	44
CHAPTER V DISCUSSION .....	46
5.1 INTRODUCTION .....	46
5.2 DISCUSSION OF THE RESEARCH ANALYSIS' FINDINGS.....	47
5.2.1 The influence of the antecedents on the dimensions of emotional labour ....	47
5.2.2 The effect of the individual characteristics.....	47
5.2.2.1 Empathic concern.....	47
5.2.2.2 Emotional contagion.....	49
5.2.3 The effect of the organizational characteristics.....	51

5.2.3.1 Working situations.....	51
5.2.3.2 Social support.....	53
CHAPTER VI CONCLUSION .....	56
6.1 LIMITATIONS AND FUTURE RESEARCH .....	56
6.2 CONCLUSION .....	56
REFERENCES.....	58
APPENDIXES.....	63
APPENDIX 1 Empathic Concern Analysis.....	63
APPENDIX 2 Emotional Contagion Analysis .....	67
APPENDIX 3 Working Situations Analysis.....	69
APPENDIX 4 Social Support Analysis .....	76
APPENDIX 5 Regression Analysis Result Between Dimensions, Antecedents, and Its Outcomes.....	82
APPENDIX 6 Descriptive Analysis of Emotive Effort .....	83
APPENDIX 7 Descriptive Analysis of Emotive Dissonance.....	84
APPENDIX 8 Descriptive Analysis of Empathic Concern.....	85
APPENDIX 9 Descriptive Analysis of Emotional Contagion .....	87
APPENDIX 10 Descriptive Analysis of Working Situations.....	89
APPENDIX 11 Descriptive Analysis of Social Support.....	91
APPENDIX 12 Descriptive Analysis of Emotional Exhaustion .....	93
APPENDIX 13 Descriptive Analysis of Job Satisfaction .....	96
APPENDIX 14 Questionnaire Design .....	98

## LIST OF FIGURES

		Page
Figure 1.1	The growth of cruise ship passengers from 2014 to 2017	1
Figure 2.1	The conceptual model	15
Figure 3.1	The crew list of R-Class ship of Holland America Line	19
Figure 3.2	The output of the reliability test	25
Figure 4.1	The effect of individual characteristics on emotional labour and its impact on the outcomes	33
Figure 4.2	The effect of organizational characteristics on the relation between emotional labour and its outcomes	35
Figure 4.3	The direct and indirect effect of emotive effort on job satisfaction through working situations	36
Figure 4.4	The direct and indirect effect of emotive effort on job satisfaction through social support	37
Figure 4.5	The direct and indirect effect of emotive effort on emotional exhaustion through social support	38
Figure 4.6	The direct and indirect effect of emotive effort on emotional exhaustion through working situations	39
Figure 4.7	The direct and indirect effect of emotive dissonance on job satisfaction through working situations	40
Figure 4.8	The direct and indirect effect of emotive dissonance on job satisfaction through social support	41
Figure 4.9	The direct and indirect effect of emotive dissonance on emotional exhaustion through working situations	42
Figure 4.10	The direct and indirect effect of emotive dissonance on emotional exhaustion through social support	43



## LIST OF TABLES

	Page
Table 3.1	The validity result of the emotional labour dimensions 22
Table 3.2	The validity result of the empathic concern 22
Table 3.3	The validity result of the emotional contagion 23
Table 3.4	The validity result of the working situations 23
Table 3.5	The validity result of the social support 23
Table 3.6	The validity result of the emotional exhaustion 24
Table 3.7	The validity result of the job satisfaction 24
Table 3.8	The output of the normality test 27
Table 4.1	The demographic profile of sample (questionnaires) 30
Table 4.2	The effect of the antecedents to the dimensions and the outcomes of emotional labour 31
Table 4.3	The effect of emotional labour's dimensions on its outcomes 32
Table 4.4	The demographic profile of sample (interviews) 44

## ABBREVIATIONS

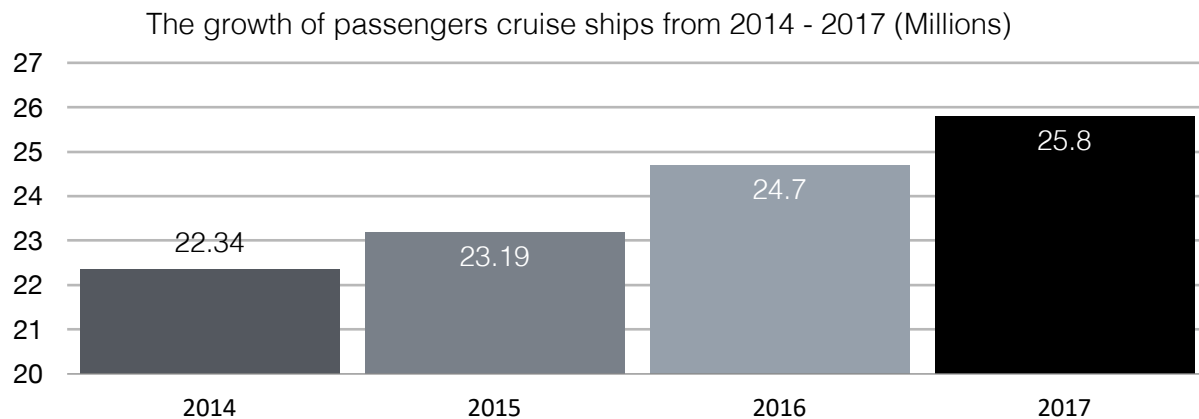
CLIA	Cruise Lines International Associations
AET	Affective Events Theory
USPH	United States Public Health
GI	Gastrointestinal Infections
MS	Motor Ship
SPSS	Statistical Package for the Social Science
MMR	Mediation Multiple Regression
CI	Confidence Interval

# CHAPTER I

## INTRODUCTION

### 1.1 Introduction

The past decade has seen the rapid development of the cruise ship industry as one of the fastest growing sectors in the tourism industry (Bow, 2002; Veronneau & Roy, 2009). Millions of people now have their vacation on a cruise ship. According to CLIA (2017), this industry has experienced a growth of 7,2% per year in the numbers of passenger since 1980. Figure 1.1 below shows the growth of passengers from 2014 to 2017. In 2015, 23 million passengers sailed on cruise ships and Cruise Line International Association reported that total output worldwide had an impact of \$117 billion on the global economy.



**Figure 1.1 The growth of cruise ship passengers from 2014 to 2017. Source: Cruise Lines International Association, 2017.**

The number went up slightly every year and reached a peak of 24.7 million in 2016. Furthermore, 25.8 million passengers were projected to cruise in 2017. Despite this worldwide growth, very little research has been done on the cruise industry and specifically on crew experiences while working and living on board the ships. According to Mancini (2011, 3), he stated that ‘crew on board serving passengers and giving them a pleasing time while away from the stresses of daily routines’. The main focus of cruise ship industries are passengers—they receive 24/7 services. Furthermore, there is a great deal of competition among cruise ship companies to get as many passengers and new

customers as possible (Veronneau & Roy, 2009). These days, cruise ship companies attempt to offer an experience with the best facilities to market themselves against the competition. Cruise ships are like floating cities with a wide variety of attractions on board such as movie theatres, swimming pools, spas, playgrounds, etc. In 2017, another 26 vessels will come off the production line representing a total investment of more than \$ 6,8 billion. One of those vessels can accommodate 5.000 passengers (CLIA, 2017). While passenger experiences continue to be a significant research topic, this paper focuses on measuring the crew's emotions while working on board a cruise ship.

The growth of the cruise industry has led to job opportunities for people with different experiences, skills and backgrounds (Veronneau & Roy, 2009). The annual report of Cruise Lines International Association in 2015 showed that more than 956.597 jobs has been created, representing total wages and salaries of \$3,8 billion. This industry requires that crew have the ability to interact with passengers and shows the certain types of emotions such as warmth, friendliness or confidence, which are in line with the company's rules. Specifically, in the frontline occupations, interaction with passengers is most important part of the work. This interaction between "service provider and customer" is the main service experience which is able to influence customers' perceptions of service quality. Hence, it is important to keep the employees happy, which is a good in and of itself, but which also enables them to perform their duties better. In support, Steinberg and Figart (1999) explains the importance of customer satisfaction to the success of the company and the behaviour of employees could influence customer satisfaction. Similarly,

*"positive attitude is a basic ingredient...when you are not having fun, you can be sure that people around you will not be smiling either...when you are able to control your attitude, it can make the difference in someone's day and a positive attitude will give benefits to your company"* (Steinbeg & Figart, 1999, p.9).

## 1.2 Emotion, Labour, and Life on board

A number of studies have been conducted related to managing employees in the hospitality industry but there appears to be a lack of research related to how cruise agencies manage their crew experiences while the crew are living on a vessel (Papathanasis & Beckmann, 2011). Many studies have proposed that several factors can create bad crew experiences such as challenging working hours, no day off, low wages and emotional labour (Lee-Ross, 2006; Raub & Streit, 2006; Tracy 2000). Cruise

ships are like home for crew with all the advantages and disadvantages. The cruise industry demands strong labour, both physical and emotional, for a duration 6 to 9 month of their contracts. Furthermore, limited space to move and feelings of isolation from the outside world while living on a ship could influence the emotions of the individual. Therefore, emotions might express themselves differently for every crew member on the cruise ship, such as when they are adapting to a new environment. Furthermore, home sick and limited time to contact family and friends could affect also the crew's emotions, but on one hand, the crew require to manage/deal with their emotions in order to give satisfaction to passengers. Many scholars argued that dealing with emotions is an important and demanding aspect of work, particularly in-service work that required management of feeling and expression of emotions.

Arlie Hochschild (1983) in her work "*The Managed Heart: Commercialization of Human Feeling*", illustrates this phenomenon as emotional labour. She mentioned that emotional labour is when employees need to show what they feel with their appearance or certain emotion. Furthermore, many researchers explore the concept of emotional labour from Hochschild's research in many different sectors, such as fast-food employees, cashiers, amusement park employees but lack of researches have been done in the cruise ship industries. Therefore, researchers still have different opinions about the dimensions of emotional labour, as well as about its antecedents and consequences. Related to antecedents of emotional labour, Hochschild (1983) recommended two aspects which influence individuals to perform emotional labour: situational and individual aspects. Many scholars focus on situational aspects (routines of task; a form of interaction; job autonomy) and few studies explore individual factors of crew performing emotional labour and its associated consequences. Besides, Choi and Kim (2015) proposed three dimensions of the antecedents of emotional labour: Individual characteristics, organizational characteristics, and job characteristics.

Focusing on the antecedents of emotional labour are important to identify because previous researches suggested that these characteristics influence the behaviour of employee who engages in emotional labour (Rafaeli & Sutton, 1989; Grandey, 1999). Furthermore, this study focuses on two dimensions of the antecedents: individual and organizational characteristics. First, individual characteristics are consisted of two types— affective and empathic. However, this study is focuses on empathic ability because it could explain as 'an instant experience of the emotion of another person' (Duan & Hill, 1996). Previous study mentioned that people with empathic ability are more sensitive to someone's needs, and therefore, are recognized as emotionally intelligent

people (Goleman, 1995). Furthermore, this study focuses on two empathic ability of individual characteristics—empathic concern and emotional contagion. Second, organizational characteristics are consisted two dimensions: working situations and social support. These variables as an external factor are able to create positive outcomes while engaging with emotional labour (Rafaeli & Sutton, 1987). A good working situation will create a good feeling for crew to do their job with right attitude and right quantity of attention to passengers. Moreover, the working situations on the ships are influenced by the current emergency situations codes, there are three types of emergency code: green, yellow, and red. Every code shows the intensity of work, specifically in cleaning. The more intense of the work, the more crews' emotions are affected, this resulted in the interaction of passengers being disturbed. Hence, it is important to manage their emotions in every situation on board cruise ships.

Another external aspect that can influence crews' emotions is social support. This study concerns on the relationship between crew with their supervisors, and with fellow crewmembers. Cruise ships consist of a multicultural working environment of over 40 different nationalities, background, and cultures (Brownell, 2008). Managing these relationships are very important to create a good working environment and feeling comfortable for any crew on board cruise ships. Previous study by Hochschild (1983), she mentioned in her work that flight attendant often makes an informal meeting with other flight attendant to let the negative emotions go after dealt with difficult passengers. In short, social support from either supervisor or fellow crewmember are able to help them to reduce their stress from the same routines every day for the period of time on board the ships.

Cruise ships are like floating hotel with 24/7 business of service. The crew have to face many challenges during their work, especially during bad weather, limited physical movements while delivering food to stateroom would be difficult. Furthermore, inspections can create a chaos or restless on-board cruise ships, especially when the ship enter the territorial waters of USA. This phenomenon sometimes makes the crew stress due to pressure from their supervisors. Because all the crew must prepare for public health services inspections of the United State (USPH), if the ships are not ready which can lead the cancellation of the cruise journey to the United State if it cannot reach the minimum scores.

In summary, managing emotional labour is very important for the service-work include the cruise ships. The crew who perform emotional labour shows higher satisfaction in work than the crew who do not perform emotional labour. Working on the cruise ships is

not easy because crew must have challenges while living and working on the cruise ships neither physically nor emotionally. For instance, working in bad weathers; culture differences; away from family and friends; in off-duty time in spaces that are physically constrained and give limited opportunities for private time; and the limited working environment and leisure facilities increase the work stress experienced by the crew. Those are challenges that can influence their emotions while working and living on the ships. In summary, examine the emotional labour of crew during their time on board is very important, especially the antecedents, because it could influence the behaviour of crew who engage in emotional labour. Individual and organizational characteristics are selected to be explored in terms the effects on emotional labour and the impact on its outcomes.

### 1.3 Research objective and research questions

A cruise ship is an exclusive environment to the outside world especially when it comes to research purposes. Very little research has been done on the hospitality industry and specifically on crew experiences. Therefore, there are lacking information related to crew experiences on board cruise ships especially on emotional labour. Furthermore, this paper will help to discover the phenomenon that happened on the ships including the past experiences from the author while working and living on the cruise vessel. The focus of this study is to explore crew experiences through emotional labour and to find the relation between individual characteristics, organizational characteristic, and its impact on the outcomes while crew performing emotional labour.

Research objectives in this study is to establish the extent in which individual characteristics influence how the crew on cruise ships perform emotional labour. To assess the influence of empathic concern and emotional contagion on the relation between emotional labour and its outcomes. Furthermore, to understand how organizational characteristics, influence different outcomes when the crew perform emotional labour. Also, to examine whether relation between emotional labour (emotive effort and emotive dissonance) and its outcomes mediated by the dimensions of organizational characteristics (working situations and social support). Moreover, the findings of this study will contribute to literature on emotional labour and the knowledge to cruise ship industries.

The research objectives above lead to the following research questions below:

1. Do individual characteristics influence the way crew perform emotional labour?
  - Sub-questions:
    - 1a. Does empathic concern influence the way crew perform emotional labour and its impact on the outcomes?
    - 1b. Does emotional contagion influence the way crew perform emotional labour and its impact on the outcomes?
2. Do organizational characteristics influence different outcome when crew perform emotional labour?
  - Sub-questions:
    - 2a. Is the relation between emotive effort and its outcomes mediated by the dimensions of the organizational characteristics?
    - 2b. Is the relation between emotive dissonance and the outcomes mediated by the dimensions of the organizational characteristics?



## CHAPTER II

### LITERATURE REVIEWS AND THEORETICAL FRAMEWORK

In this chapter, the concept of emotional labour will be discussed as the theoretical framework. First, defines the importance of emotion, the concept of emotional labour, and its dimensions. Second, the antecedents of emotional labour will be explained: 1) individual characteristics of emotional labour will be discussed through emotional contagion and empathic concern; 2) organizational characteristic of emotional labour will be discussed through working situations and social support. Third, the outcomes of performing emotional labour will be explained whether it is positive or negative outcomes. Different theories are used to elaborate further on the idea of the crew performing emotional labour. The findings are formulated in the conceptual model.

#### 2.1 THE CONCEPT OF EMOTIONAL LABOUR

##### 2.1.1 The importance of emotion

As a part of organizations, emotion of individuals has already been existing as the topic research in business administration. In the past, the concept of emotional labour was studied regarding to the sales and profits increase based on the effectiveness of organizations, instead of the individuals. Even tough, an organization also need to be treated appropriately, it is obvious that the existence of individuals in the conceptual of work-based thinking of the organization has been less to be focus of attention.

Mostly, the concept of emotion is an important aspect for individuals to be able to interact with others (Goffman, 1959). In terms of business, emotion is a factor that can interfere with the efficiency of work (Ashforth and Humphrey, 1993). Moreover, emotion has not been taken into account as an aspect to increase the effectiveness of an organization. Several studies on business administrations have expand to the concepts under the previous studies that mentioned emotion is logically reasonable (Taylor, 1913). Furthermore, Ashfort and Humphrey (1993) stated that the influence of emotion as a part of organizational members in the organization has started to grow and they are also mentioned that emotion needs to be control at the organizational level. Moreover, Weiss and Cropanzano (1996) explain that The Affective Events Theory refers to emphasizing the importance of emotion in terms of the employee as a member of the organizational management. The AET suggest that the working situation influence behaviour of the employee, and also influences their emotions. The Affective Event Theory model also suggests that an organization needs to take into account the emotional response of the

employee. Besides, distinguish type of employee from their emotions can help organization to assign their employee in the right position, in order to increase organization's profits.

### 2.1.2 Dimensions of emotional labour

The term of emotional labour was first introduced by an American sociologist, Arlie Russel Hochschild (1983). In her research, the sample of her study population was flight attendants of airline industries. Since then, the concept of emotional labour has been used by many scholars. Hochschild (1983) stated that crew has direct (face to face; voice to voice) contact with passengers, this job requires them to create emotional responses in the other person as a part of their interactions. Therefore, Fiebig & Kramer (1998) explained that emotional labour is a communication as a result of either expression that are truly felt or a decision to put on an act or disguise. Moreover, Hochschild (1983) mentioned in her research the criteria of the job that require emotions: (1) it requires face to face/ voice to voice interactions with the people in the public; (2) it requires the employees to provide an emotional state with customers; (3) it allows the employers, through training and supervision, to exercise a degree of control over the emotional activities of the employees.

According to Sharpe (2005), many studies show that the crew does not tend to automatically express their emotional responses. In order to manage their emotions, mandatory exercises are available for crew through training, policy, and supervision (Hochschild, 1983). Influenced by Goffman's (1959) dramaturgical views, she found that the necessity of controlling emotions depends on situational factors or rules. In this situation, where feelings are often in conflict between expectation and expression, the crew often solve this problem of "emotional dissonance" using surface acting and deep acting.

### 2.1.3 Surface acting and deep acting

Hochschild (1983) stated that emotional labour is characterized by the "acting" they performed. There are two types of acting according to Hochschild: surface acting and deep acting. Surface acting involves disguising emotions that are not actually felt, by only changing outward appearances such as gestures, facial expression or voice tone. By altering facial or bodily expressions, for instances standing up with straight shoulders, adopting a drooping mouth, or bowing the head, these inner feelings can be changed to an appropriate state (Hochschild, 1983). On the other hand, deep acting happens when feelings do not fit the situation, and training or past experiences are used to bring out the appropriate emotions. This phase involves the transformation of inner feelings by

changing to something that more than the outside appearance. According to Grandey et al. (2013), deep acting is a process through which internal feelings are changed according to the expectations of the organization, producing more natural emotional displays.

In conclusion, surface acting is the feelings that are changed from outside, whereas deep feelings are changed from the inside (Hochschild, 1983). Afterwards, Kruml and Geddes (2000) stated that emotional labour has two dimensions: emotive effort and emotive dissonance. They declared that these two dimensions are the best representative of Hochschild theory about emotional labour. Emotive dissonance aligns with surface acting and refers to a gap between felt emotions and expressed emotions. For instance, a cabin steward greets passengers in an enthusiastic manner, but he feels down and unhappy. In addition, emotive effort aligns with deep acting refers to a labour who needs to perform emotional labour. For instance, crew tries to change their actual feeling to match and express the feeling to passengers.

#### 2.1.4 Display rules

Ekman (1973) stated that display rules are related to norms in the society, which is sharing expectations about emotions that should be expressed and which should be a disguise. On one hand, Hochschild (1983) explains that service providers and consumers are share expectations about pure emotions that ought to display during service. These expectations are liable for societal norms, occupational norms, and organizational norms (Rafaeli & Sutton, 1989).

The hospitality industry in general and cruise ship industry in particular, implement these display rules to manage their crews' behaviour. "Showing the right attitude and put the right attention on passengers" are common guides in employee's handbooks. Furthermore, cruise agencies use policies, story to teach, to demonstrate these display rules. These display rules are expected to manage crews' behaviour to act friendly and able to disguise their anger, even while facing difficult passengers. In addition, the company must often be monitoring their crew, such as things wear uniforms, and manage their mannerisms, emotional expressions and body languages (Paules, 1991 in Wharton 2009). The aim is to ensure that crew will able to show the image of the cruise ship company to the public, including passengers in order to create a good experience during their stay.

## 2.2 THE ANTECEDENTS OF EMOTIONAL LABOUR

### 2.2.1 Individual characteristics

Researchers have proposed that Individual characteristics indicate if a person will engage in emotional labour or whether the labour will have undesirable outcome (Rafaeli & Sutton, 1989; Grandey, 1999). According to Hochschild (1983), various individual and situational characteristics influence the way individuals perform emotional labour. Furthermore, this study focuses on the individual characteristics which consisted of two types: affective and empathy. To narrowed, this study will focus on the empathy. According to Duan and Hill (1996), Empathy is defined as an instant experience of emotions of another person, it is the ability to understand how another feel. Many studies proposed that people who are empathic, they are more sensitive to other's needs, and therefore, is distinguished as emotionally intelligent people (Goleman, 1995). The ability to understand how to relate to others is an asset in the service-work, especially in the hospitality industry because people with an enormous empathic ability can perform emotional labour better by understanding others' needs. Furthermore, the importance of empathy has been recognized in the literature of services. Many studies suggested that empathy is a multidimensional phenomenon. Two of the most-often-cited dimensions are empathic concern and emotional contagion.

#### 2.2.1.1 Empathic concern

Empathic concern refers to others-oriented rather than self-oriented and related to the response of other's emotions (Davis, 1994). This dimension does not require sharing emotions, it refers to a concern of another well-being. However, the higher an empathic concern of individuals cannot automatically "feel with" others, but "can feel" for others. On one hand, empathic concern refers to the individual self-acceptance and response to other's emotions. The term empathic concern is when the crew only has feelings about the passengers, but they do not have the same feeling with the passengers (Davis, 1994). Although individuals have empathic concern, they do not always recognize with the emotions of others. However, they understand the emotion through a conceptual process. Choi et al., (2006) found that empathic concern act as deep acting. In addition, Omdahl and O'Donnell (1999) explained that empathic concern lowers the emotional exhaustion of the employees.

#### 2.2.1.2 Emotional contagion

Hatfield, Cacioppo and Rapson (1994) defined emotional contagion as an ability to mimic and synchronize with other's emotional expressions. The higher an emotional contagion of individuals, the more sensitive to other's emotions, and thus able to share

and take-on other person's emotions. According to the literature, emotional contagion refers to emotional exhaustion (Omdhal & O'Donnell, 1999). On the other hand, emotional contagion refers to an innate sensitivity of a natural absorption with the emotion expressed by others. In this process, cognitive interpretation is not involved in sharing other's emotions (Yeong-Gyeong & Kyoung-Seok, 2015). Furthermore, people with an emotional contagion easily understand others' emotions because they easily express their emotions, and they easily feel stress when they terminate their emotions. Moreover, a person who innate sensitivity to their ANS (Autonomic Nervous System) is easily triggered by others' emotions. In short, people who uses their emotional contagion as respond are easily aroused (Miller et al., 1988). According to Kruml and Geddes (2000), emotional contagion can positively affect workers experiences of emotional labour. In addition, this emotional contagion is related to the dimension of emotional labour—surface acting because it does not involve sharing emotion with others, and emotional contagion could affect surface acting (Choi et al., 2006).

## 2.2.2 Organizational characteristics

### 2.2.2.1 Working situations

Weiss and Cropanzano (1996) suggested that the working situations is influence behaviour of employee, and also influence their emotion. Working situation is one of important aspect to take into account related to crew experiences on cruise ships. Because good working situations can help the crew to reduce their stress from daily routines. According to Gibson (2006), the crew service in hotel department have to face many challenges. Related to cruise ships industry, the crewmember also must able to work in every situation on board cruise ships. For instance, seven days' cruise are containing three days at sea and 4 days at ports. The fact that cruise ships are at sea for days will impact their emotional and their physical movements of the crew, especially when they are delivering food to stateroom, which could be a constant challenge since cruise ships have 24/7 business. However, the ship has the whole control over crew both on and off-duty. Even when the crew in the hotel department is off-duty they could still be called to be back on-duty if needed. Furthermore, Nevins (2008) stated that the crew on board the ship needs to work for 100 hours per week without days off and low salary rate.

Crews' work is also influence by the current situation on board. In the cruise ships, there are three type of emergency codes which explain the current situation during the cruise: code green; code yellow; and code red. Code green shows the normal situation where crew has normal work, code yellows indicate a "beware" situation where the crew needs

to do more cleaning, and usually the first two days of the cruise is always yellow code to see how the passengers adapting to the ships' pattern. Furthermore, the next level is associated with code red. Code red indicates an "outbreaks" when two percent of passengers are having GI illness caused by Norovirus. This situation means that the ship needs to do deep cleaning every hour in every part of the ship, especially the public areas (e.g. hand rails, tables and etc.), and sick passengers must be isolated in their staterooms. Additionally, this virus could easily spread through the air and shake hands, therefore, ill passengers should report themselves to infirmary or front office if they have the symptoms.

#### 2.2.2.2 Social support

As one of the dimension of the organizational characteristics, social support also important to explore. In the hospitality industry, they are not just offered the leisure time but also the crew, specifically in the cruise industry the crew is one of the selling point to promote to the passengers. Passengers knew that certain crewmembers are very friendly, such as the crewmembers from Southeast Asia known as the friendliest crewmembers with natural smile and polite attitude. This friendliness would not be so friendly without support from the environment. They are required to work together to create an excellent atmosphere for passengers. Variety of crewmember from more than 40 countries are often employed by the agencies. These differences could be a good opportunity to enrich their knowledge which could help them in social life while living on board cruise ships. Although, Beddoe et al. (2004) stated that social relation between workers in tourism industry relatively scarce and depends on the environment of tourism or hospitality. On one hand, these differences could also affect the work routines, language barriers in communicate, and different cultures often become of the challenges. By understanding the cultures of the crew, it could help the relation between workers such as with their supervisors and fellow crewmembers to improve their performance. The role of supervisor and the fellow workers are very important to mediate these differences, sharing thoughts before and after work is necessary to improve their work for the next day and create a good environment. Hochschild (1983) stated in her paper that flight attendants help each other manage negative feelings during informal meetings.

This social support creates a good working environment for workers which able to reduce the problem that their encounter during their duties such as dealing with difficult passengers. House (1981) mentioned that social support has a useful effort on individual well-being through two methods: 1) Concern on the direct effect of the social support on

the employee's prosperity of the presence of the stress. Higher social support resulting positive outcomes, so, when the stress is present the level of perceived stress is reduced. 2) social support can be a buffering and moderator (Cohen & Wills, 1985). Previous studies (Abraham, 1988; Grandey, 1999) proposed that the empirical findings show social support help to prevent the negative outcomes. Related to Scheider and Bowen (1985), they stated that social support could reduce the surface acting of emotional labour.

## 2.3 Emotional labour outcomes

According to scholars that have studied emotional labour in the past, they mostly defined the emotional labour as a double-edged sword (Ashforth & Humphrey, 1993), it means that there are positive and negative outcomes related to emotional labour. This study is focusing on the positive outcomes (low emotional exhaustion and high job satisfaction) and negative outcomes (high emotional exhaustion and low job satisfaction). In addition, Maslach (1982) stated that emotional exhaustion refers to feelings that emotionally excessive and worn out by someone's work. On one hand, Locke (1976) showed that appraisal of the job leads to a positive emotions of job satisfaction. Thus, this study proposes how individual characteristics and organizational characteristics influencing the relationship between emotional labour and its outcomes.

### 2.3.1 Positive outcomes of emotional labour

Pugliesi (1999) stated that emotional labour can have a positive effect on psychological of individuals. These positive outcomes are based on the perspective that emotional labour clearly could create positives outcomes because there can be possible advantages of emotional labour (Watson & Tellegen, 1989). In addition, a theory "facial feedback hypothesis" by Laird (1984), explained that the personal emotion of an individual happens as a physical response that created by stimulus. Moreover, this view is started to be accepted by Zajonc (1985), who described that emotion change based on the vascular system. Furthermore, Adelman & Zajonc (1989) argued that the transformation of face expressions is not only causes the recent emotion to be surfaced but could also create change in emotion which suggesting that there is a mutual direction between emotion and cognition.

Many studies found positive outcomes of emotional labour, Wharton (1993) found a positive relation between emotional labour and job satisfaction on employees who works in the hospital. Furthermore, Zapf and Hoiz (2006) found a positive association between a positive emotional display and job satisfaction on a study of hotel and bank employees, teachers, and call centre agent. These findings are empirically support the statement of



Watson and Tellegen (1989) who stated that emotional labour not only bring costs, but also creates benefits. In addition, Ashforth and Humphrey (1993) proposed that as a positive outcome, emotional labour can build up the mutual relationship between employees who understand it.

Job satisfaction defined as a positive circumstance resulting from the appraisal (Locke, 1976). Many studies on emotional labour do not have an absolute conclusion about how performing emotional labour decrease or increase job satisfaction. On one hand, many researchers in the past conclude that emotional labour refers to job dissatisfaction (Hochschild, 1983; Rafaeli & Sutton, 1987; Morris & Feldman, 1996), but according to Wharton (1993), he stated that empirical research have not provided any prove for that disagreement. The differences between researchers about the outcomes of emotional labour might occur because they have failed to consider the importance of individual factors in their studies. They have proposed that some employees find performing organizationally-sanctioned emotion especially unpleasant. Moreover, employees may have the different level of endurance of emotional labour, due to the fact that they have different personality and different ways to adapt themselves into the acting while performing emotional labour. As result, it leads to different outcomes of emotional labour.

### 2.3.2 Negative outcomes of emotional labour

Emotional exhaustion is a particular stress related to the reaction that refers to a situation of the energy used which caused by the excessive psychological and emotional needs that occur between individuals who work with people in some proportions (Jackson, Turner, & Brief, 1987). In addition, Frijda (1994) stated that emotional exhaustion describes as feelings of being emotionally excessive and tired out by their work, because emotions are not an unlimited resource. This emotional exhaustion is established by both physical exhaustion and feelings of “drained” both psychologically and emotionally (Maslach & Jackson, 1981; Wright & Cropanzano, 1998). It is contemplated as the core aspects of burnout (Maslach, 1982). She claimed that emotionally worn out individuals are those who engage on emotional situations on a regular basis. Her opinion was supported by empirical research that has proven that workers who interact with passengers on a regular basis were found to have higher suffer levels of emotional exhaustion (Maslach, 1982; Saxton, Philips, & Blakeney, 1991).

Emotional exhaustion is one of the most-often-cited outcomes of emotional labour (Hochschild, 1983; Wharton, 1993; Kruml & Geddes, 2000; Rafaeli & Sutton, 1987; Grandey, 1999; Morris & Feldman, 1996). Many researchers found different results related to emotional exhaustion of emotional labour. For instance, Kruml and Geddes



(2000) suggested that there is degree of exhaustion which experienced by workers according to types of acting. On one hand, Hochschild (1983) stated in her research that employees who cannot distinguish their “true self” and “acted self” are susceptible to emotional exhaustion, because they cannot preserve an emotional distance from their customers.

## 2.4 CONCEPTUAL MODEL

This chapter provides an oversight on the development of the conceptual model about emotional labour. An extensive literature study has generated a platform to create the most suitable model the concept of emotional labour and relation between antecedents, and its outcomes during the stay on the cruise ship. This conceptual model is an adaptation from previous scholar which contained different variables of emotional labour that applied differently to this model such as different dimension of antecedents of emotional labour. Figure 2.1 below shows conceptual model of this study.

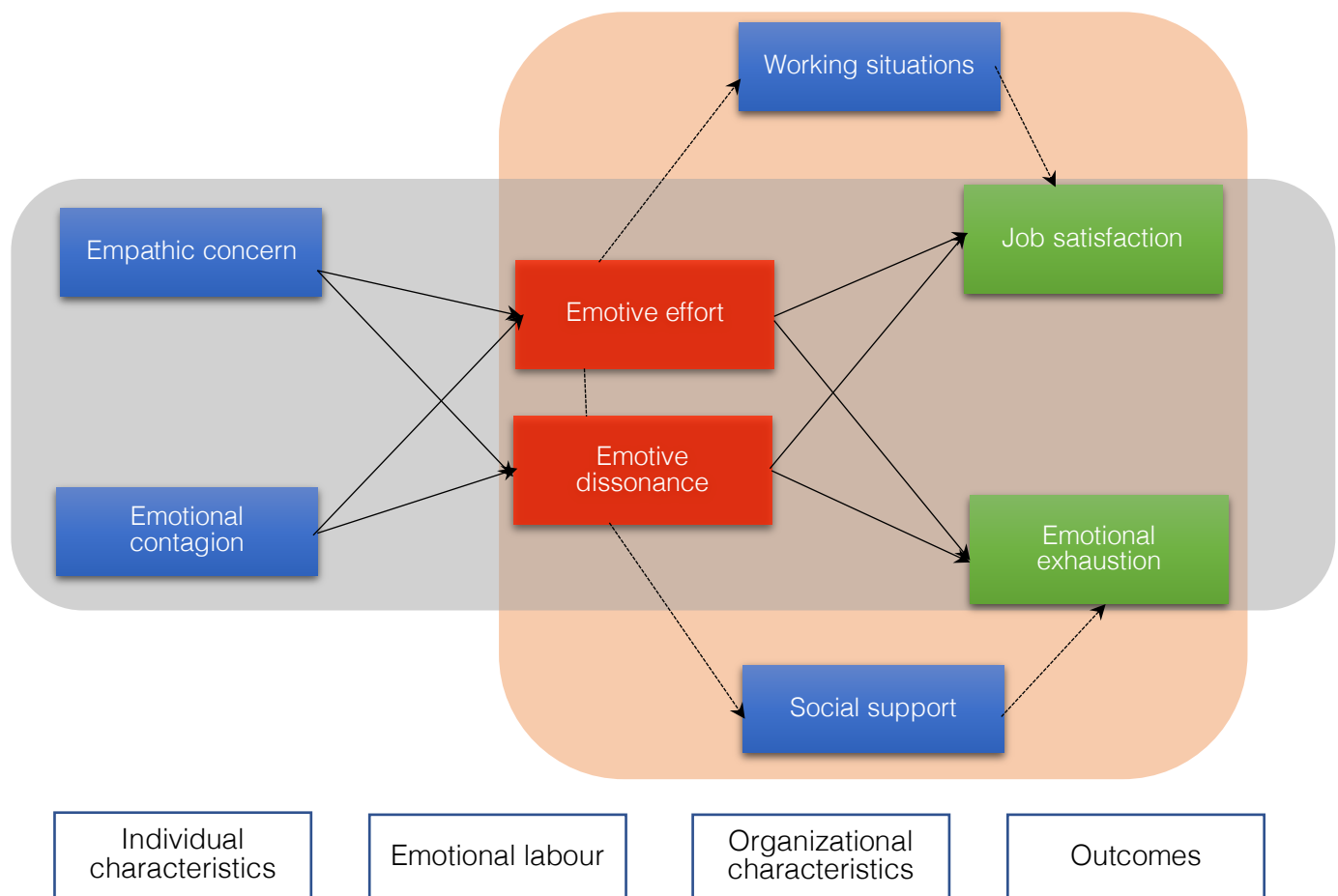


Figure 2.1 Conceptual Model

The conceptual model shows the effects of empathic concern and emotional contagion on emotive effort and dissonance, and the impact on the outcomes. Furthermore, how these factors can be modulated through social support and working situations to have a positive influence on job satisfaction and emotional exhaustion. In this study, emotional labour is a concept of how employees manipulate their inner feelings or outside behaviour to show appropriate emotion as a response to display rule or officinary norms. Furthermore, emotional labour emphasizes the process of how a person creates appropriate emotional display to satisfy the company's display rules.

This conceptual model divided into two phases: *first*, exploring the effect of individual characteristic (emotional contagion and empathic concern) on emotional labour (emotive effort and emotive dissonance) and the impact on its outcomes (job satisfaction and emotional exhaustion). Based on Hochschild's theory, many of the individuals' characteristics influence the way individuals perform emotional labour. However, individual factors as one of the antecedents of emotional labour is related to acting mechanism (surface acting and deep acting) of individuals which often use during their interactions. By discovering the first part, we are able to find out what kind of crew who enjoys performing emotional labour.

*Second*, examine the effect of the organizational characteristics (working situations and social support) as the mediator variable on the relation between emotional labour (emotive effort and emotional contagion) and its outcomes (job satisfaction or emotional exhaustion). According to Weiss & Cropanzano (1996) they proposed that beside influence the behaviour of employees, working situations also influence their emotions. In this phase, the author focuses on examining if working situations and social support mediate on the relation between emotional labour and will it lead to different outcomes.

## 2.5 CONTRIBUTION OF THE STUDY

This study aims to increase the current level of existing knowledge on emotional labour by exploring interrelations between emotional labour and its attributes. This study will contribute to the research on emotional labour by discovering how individual and organizational characteristic influence the way the crew performs on emotional labour. Furthermore, this study is focusing on the effect of the antecedents of emotional labour. Conceptual model (Figure 2.1) above made to represent the employees by the cruise ship industry. Many scholars suggested that the antecedents are important aspects to examine, because it can influence someone's behaviour who engages with emotional labour. Another contribution of this study is better understanding of crew in the hospitality specifically in the cruise ship industry. Moreover, most of the researchers studied

emotional labour through ethnographic or sociology which focus on qualitative method and only few researchers (e.g., Morris & Feldman, 1996; Wharton, 1993) have used quantitative methods to examine the dimensions of emotional labour and its associated with antecedents and its outcomes. Additionally, there are only few researches related to emotional labour in cruise ships industry. This study also contributes to the knowledge of emotional labour by examining the crew on board cruise ships specifically in the hotel department who often face a challenge in the situation where “passengers are the king” while the crew are still expected to show positive impression while facing difficult passengers, because showing negative emotion is restricted in public areas. Furthermore, this study could help in analysing the type of crew who can enjoy and endure in performing emotional labour. Besides its academic significance, this study will be very useful for cruise ship companies in recruiting new employee based on the empathic ability they have, in order to create successful cruise experiences for the passengers and the crew itself.

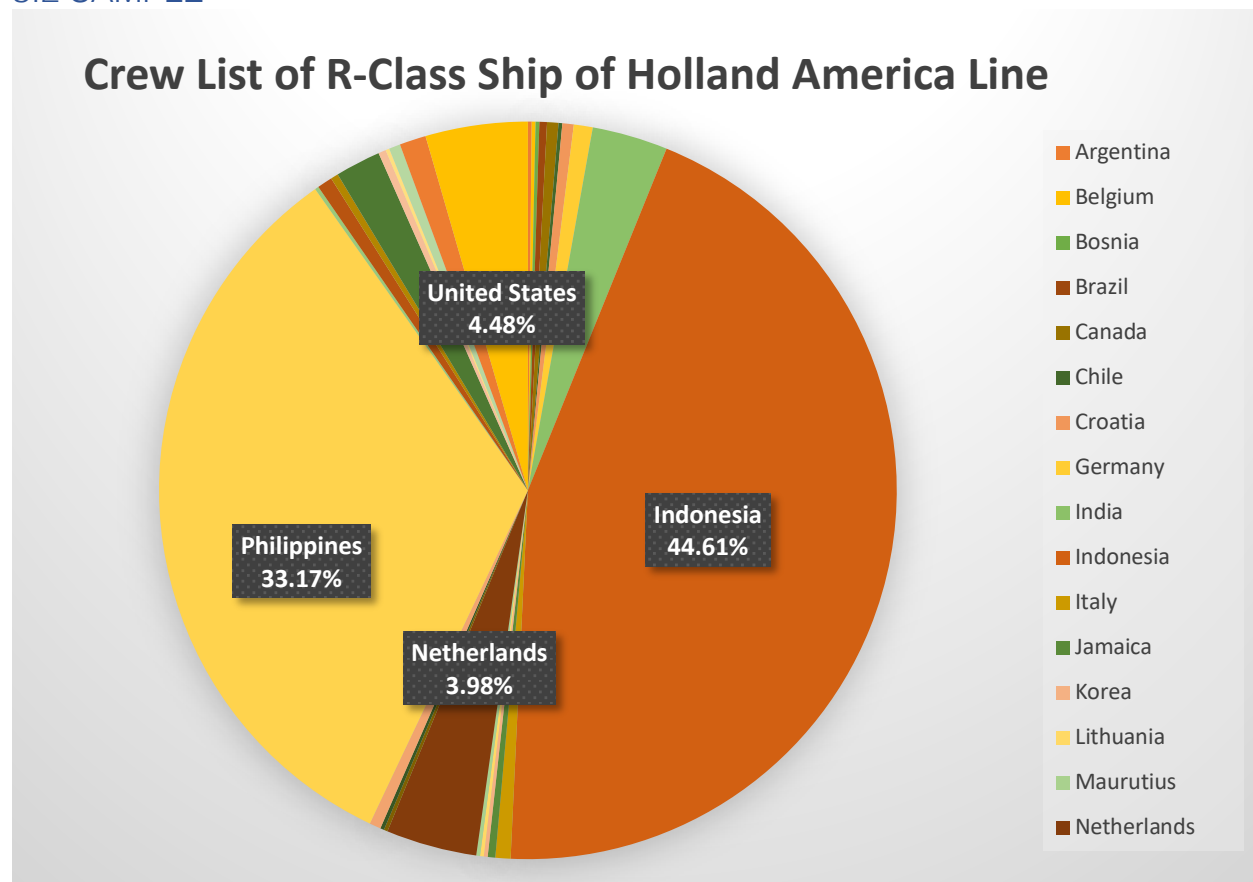
## CHAPTER III

### METHODOLOGY

#### 3.1 INTRODUCTION

The purpose of this section is to present the research methodology of this study, which is intended to gain a better understanding on how crew perform the emotional labour, during their stay and work on board a cruise ship. In short, the methodology processes will be discussed in this section in order to answer the research questions about the effect of the antecedents on emotional labour and the impact on its outcomes. This study conducted mixed methods research that involved quantitative and qualitative methods. Both methods were designed to answer the questions posed in previous chapters: 1) do individual characteristics influence the way crew perform emotional labour, with sub-questions: a) Does empathic concern influence the way crew perform emotional labour and the impact on its outcomes; b) Does emotional contagion influence the way crew perform emotional labour and the impact on its outcomes, 2) do organizational characteristics influence different outcome when crew perform emotional labour, with sub-questions: a) is the relation between emotive effort and its outcomes mediated by the dimensions of the organizational characteristics; b) Is the relation between emotive dissonance and the outcomes mediated by the dimensions of the organizational characteristics. Furthermore, this study divided into two phases: (1) focuses on exploring the effect of the individual characteristics on emotional labour and its outcomes; (2) focuses on exploring how organizational characteristics mediate the relation between emotional labour and leads to different outcomes. Both questions used quantitative methods, as Adelman (1989) proposed that empirical studies and data from Hochschild would be strengthened by quantitative data. However, in order to gain better understanding in emotional labour, the author done semi-structured interviews to provide more detail information and gave respondents freedom to express their opinions on emotional labour.

### 3.2 SAMPLE



Source: Crew list Ms. Volendam Voyage 675

**Figure 3.1 Crew List of R-Class ship of Holland America Line**

Stratified sampling was used to select the participants (Cooper & Schilder, 2008). The sample of this study was limited to the cruise industry and the target population was the crewmembers who work on the Holland America Line cruise line, as I had experience working with this company for couple years. To narrow the sample, this study was concentrated on crew who originally came from Indonesia. According to Figure 3.1 above the crew from Indonesia make up almost fifty percent from 603 totals of the crew on the Holland America Line, whereas the rest of the crew comes from Philippines, Europe, America, and etc. Furthermore, the target population in this study was 269 crewmembers and based on the calculation, minimum sample size was 158 respondents (confidence level at 95%). In addition, crew from hotel department were chosen to be the representative sample size, as the biggest department on the cruise ships and (Bardi, 2003; Testa, 2001) as they are most customer-oriented and responsible to create the best environment for passengers. Moreover, the sub-

department of the hotel were chosen: Housekeeping and Food and Beverage—as the most of Indonesian crewmembers are working in those departments.

### 3.3 DATA COLLECTION

#### 3.3.1 Questionnaires

As this study uses quantitative methods, a questionnaire was formulated based on literature reviews. This questionnaire was distributed to get better insights of crew experiences especially in emotional labour while living and working on the cruise ship. Previously, researches (Mehrabian & Epstein, 1972; Davis, 1983; Hackman & Oldham, 1975) were established the scales on emotional contagion, empathic concern, job satisfaction. Furthermore, emotional exhaustion, working situations, and social supports were applied into the questionnaires to help the author to measure emotional labour.

Data collection for this study was held from November 2017 to January 2018 in few cities in Indonesia: Jakarta, Bandung, and Bali. To conduct the survey, I visited Holland America Line's agent in Jakarta and Bali to distribute the questionnaires. Additionally, online questionnaire was distributed to reach the required sample size and the participants who cannot fill out the questionnaires directly. A total of 169 questionnaires were collected as the sample size.

The questionnaires were analysed via SPSS program. This software was chosen because it is the most suitable tool to analyse data that is collected using quantitative method. Various methods were used in this study: to answer research questions 1, regression analysis was used to find the effect of individual characteristics on the relation between emotional labour and its outcomes; to answer research questions 2, the MMR (mediation multiple regression) PROCESS procedure was used to analyse the mediate effect of organizational characteristics on the relation between emotional labour and its outcomes. Data analysis of this study focuses on examining the ideas on the antecedents and its effects on emotional labour and its outcomes.

#### 3.3.2 Interviews

Semi-structured interviews were used to acquire more information related to the antecedents that influence emotional labour and its outcomes. Hence, descriptions of crew on emotional labour were highlighted to support the numerical data that has been gathered in this study. The advantage of qualitative method is that it allows participants to have more freedom to express their own thoughts and opinions. Interview questions are structured regarding to the emotional labour. The sample of these interviews were with Indonesian crew from hotel departments who have direct contact with passengers.

To conduct the interview, the researcher had contacted them through emails and social media platforms. Participants who agreed to participate were called through WhatsApp application and semi-interviews were done for 30 – 40 minutes per participants. Personal background was asked as the conversation starter in the interview session. Furthermore, open-ended questions focused on the opinion of the respondents based on the questionnaire's questions which related to the topic. Note books were used to write all the relevant responses from the respondents. The interviews were transcribed to obtain the highest reliability in order to answer the research questions. In total, 6 participants from hotel department agreed to join this study.

The interviews were analysed by coding the relevant phrases, words, and sentences. The most important codes were categorized related to label and concerning the key features of literature review and the corresponding interviews. Manual coding was used Microsoft word document to analyse the transcribed interviews. This method was applied because of the small sample of size and it was faster than the software.

### 3.4. VALIDITY AND RELIABILITY TEST

Data is the most important aspect in a research, it is because data is a description of the variables that were studied and functioning to form hypotheses. However, the good data will determine the findings of a research. Furthermore, the right instruments of data collections are required to achieve good data. Moreover, right instruments must have two basic essentials requirements which are—valid and reliable.

#### 3.4.1 Validity Test

Validity refers to a measurement that indicate the variables are being measured and investigate by the researcher (Cooper & Schindler, in Zulganef, 2006). On one hand, Suharsimi (2006) stated that it is a measurement that indicate the validity of an instrument, whether that instrument contained a high or low validity. The validity test used Pearson's correlation coefficients by linking between each item scores with the total scores which obtained in this study.

The formula used to calculate the validity is the correlation product moment by Pearson's as follows:

$$r_{yx} = \frac{n \sum xy - (\sum x)(\sum y)}{\sqrt{(n \sum x^2 - (\sum x)^2)(n \sum y^2 - (\sum y)^2)}}$$

Where:

r = coefficient correlation between variable X and Y, two correlated variables

Basic making decision in validity test of the instrument items, is as follows:

- Seeing the value of the significance:
  1. The question items are declared valid if the significance value  $< 0.05$
  2. The question items are declared invalid if the significance value  $> 0.05$
- Comparing the value of  $r_{yx}$  table with  $r$  product moment:
  1. The question items are declared valid if  $r_{yx} > r_{table}$
  2. The question items are declared invalid if  $r_{yx} < r_{table}$

**Table 3.1 Validity test result of emotional labour dimensions**

Items	$r_{yx}$	$r_{table}$	Note
I try not to think about what I actually feel when helping passengers.	0.216	0,1526	Valid
I work at conjuring up the feelings I need to show to passengers.	0.435	0,1526	Valid
When working with passengers, I attempt to create certain emotions in myself that present the image of the company desires.	0.262	0,1526	Valid
I try to change actual feelings to match those that I must express to customers.	0.383	0,1526	Valid
The emotion I show to passengers' match with what I truly feel	0.391	0,1526	Valid
I show the same feelings to customers that are different from what I feel inside	0.371	0,1526	Valid
I have to cover up my true feelings when dealing with customers.	0.532	0,1526	Valid

Source: Kruml and Gedded (2000a) and data processing 2018

**Table 3.2 Validity test result of empathic concern**

Items	$r_{yx}$	$r_{table}$	Note
I often have tender, concerned feelings for people less fortune than myself	0.198	0,1526	Valid
When I see someone being treated unfairly, I sometimes do not feel very pity for them	0,164	0,1526	Valid
Sometimes I do not feel very sorry for other people when they are having problems	0,189	0,1526	Valid
Other people's misfortunes do not usually disturb me a great deal	0,184	0,1526	Valid
I would describe myself as a pretty soft-hearted person	0,221	0,1526	Valid
I am often quite touched by things that I see happen	0,215	0,1526	Valid

Source: Davis (1983) and data processing 2018



**Table 3.3 Validity test result of emotional contagion**

Items	$r_{yx}$	$r_{table}$	Note
I often find that I can remain cool in spite of the excitement around me	0,207	0,1526	Valid
The people around me have a great influence on my moods	0,300	0,1526	Valid
I become nervous if others around me seem to be nervous	0,169	0,1526	Valid
I am able to remain calm even though those around me worry	0,207	0,1526	Valid
I do not get upset just because a friend is acting upset	0,310	0,1526	Valid
I tend to lose control when I am bringing bad news to people	0,187	0,1526	Valid
I cannot continue to feel OK if people around me are depressed	0,310	0,1526	Valid

Source: Adaptation from Mehrabian and Epstein (1972) and data processing 2018

**Table 3.4 Validity test of working situations**

Items	$r_{yx}$	$r_{table}$	Note
My working situation denies me much chance to use personal initiative when interacting with passengers	0,405	0,1526	Valid
Code red makes me less friendly to passengers	0,304	0,1526	Valid
Embarkation day drained my energy	0,250	0,1526	Valid
I work more than standard hours of my company	0,523	0,1526	Valid
I have limited time to contact family and friends back home	0,527	0,1526	Valid
I have limited time to enjoy my leisure time during off-time	0,569	0,1526	Valid

Source: Bolt and Lashley (2015) and data processing 2018

**Table 3.5 Validity test result of social support**

Items	$r_{yx}$	$r_{table}$	Note
It is easy to talk with my supervisor	0,308	0,1526	Valid
My supervisor goes out of his or her way to make life easier for me	0,155	0,1526	Valid
My supervisor is willing to listen to my personal problems	0,308	0,1526	Valid
My co-workers can be relied on when things get tough at work	0,290	0,1526	Valid
It is easy to talk with my co-workers	0,253	0,1526	Valid
My co-workers are willing to listen to my personal problems	0,257	0,1526	Valid

Source: Caplan, Cobb, French, Harrison and Pinneau (1980) and data processing 2018

**Table 3.6 Validity test result of emotional exhaustion**

Items	$r_{yx}$	$r_{table}$	Note
I feel used up at the end of the workday	0,541	0,1526	Valid
I feel emotionally drained from work	0,397	0,1526	Valid
Working with people all day is really a strain for me	0,671	0,1526	Valid
I feel fatigued when I get up in the morning and have to face another day of the job	0,576	0,1526	Valid
I feel like I am at the end of my rope	0,657	0,1526	Valid
I feel burned out from my work	0,425	0,1526	Valid
I feel like I am working too hard on my job	0,450	0,1526	Valid
Working with people directly puts too much stress on me	0,598	0,1526	Valid
I feel frustrated by my job	0,493	0,1526	Valid

Source: Hackman and Oldham (1975) and data processing 2018

**Table 3.7 Validity test result of job satisfaction**

Items	$r_{yx}$	$r_{table}$	Note
I am satisfied with the kind of work I do in this job	0,429	0,1526	Valid
People on this job often think of quitting	0,159	0,1526	Valid
Most people on this job are very satisfied with their jobs	0,250	0,1526	Valid
I frequently think of quitting this job	0,251	0,1526	Valid
Overall, I am very satisfied with this job	0,412	0,1526	Valid

Source: Hackman and Oldham (1975) and data processing 2018

### 3.4.2 Reliability Test

Reliability refers to an overall consistency of a measure through statistics and psychometrics (Trochim, 2006). Furthermore, according to Suharsimi (2006) reliability is a measurement that shows the trustworthy of instruments to use as a tool of data collection. He mentions that reliability able to indicate a certain degree of reliability. Moreover, trustworthy instruments are able to produce a trustworthy data.

Cronbach's Alpha test was used to measure reliability in this study, because it refers to assess the reliability, internal of consistency, of test item or set of scale. Also, this test is one way of measuring the strength of that consistency. Basic decision making in reliability:

1. If the value of Cronbach's Alpha  $> 0,600$  the questionnaire items declared reliable.
2. If the value of Cronbach's Alpha  $< 0,600$  the questionnaire items declared unreliable.

Case Processing Summary				Reliability Statistics	
		N	%		
Cases	Valid	169	100.0	Cronbach's Alpha	N of Items
	Excluded <sup>a</sup>	0	.0		
	Total	169	100.0	.834	46

a. Listwise deletion based on all variables in the procedure.

Source: SPSS analysis 2018

**Figure 3.2 Output reliability analysis**

First output, the Case Processing Summary table, N or the number of valid data is 169 items, while missing data is zero. It means that all data is processed. Second output, Reliability Statistics table obtained Cronbach's Alpha value of 0,834 > 0,600, based on the basic of decision-making in the reliability test above, that this research instrument reliable, whereas high level reliability is. Furthermore, having tested the validity and reliability of the proven result of the questionnaire is valid and reliable performance.

### 3.5 DATA ANALYSIS DESIGN

#### 3.5.1 Descriptive Data Analysis Design

This study contained two of analysis: 1) descriptive analysis especially variables that are qualitative; 2) quantitative analysis in the form of testing hypothesis using statistics test. Descriptive analysis used to find the underlying factors while quantitative analysis focuses deeply disclosure behaviour of research variables. By using a combination, the method of analysis can be obtained a comprehensive generation. This study contains three variables: one independent and two variables dependent. Therefore, descriptive analysis in this study done as follows:

#### 1. Descriptive analysis for independent variable

Independent variable is a free variable that cannot be influenced by other variables and able to manipulate and determine the value of dependent variable (Carlson, 2006). In this study, individual characteristics are identified as independent variable and organizational characteristics as mediator variable. The author focuses on two variables from each dimensions—the Individual characteristics: empathic concern and emotional contagion; and organizational characteristics: working situations and social support. Every element from those dimensions will be presented in each item on the questionnaire.

## 2. Descriptive analysis for dependent variable

The dependent variable is a variable that influenced by independent variable. In this study, two dependent variables are identified: dimensions and outcomes of emotional labour. In the process of analysing the data, the research using methods as follows:

- Check the completeness of the answer sheets that have been filled out by participants.
- Calculate the score of the questionnaire based the ordinal scale.
- Test the validity, reliability, and normality of questionnaires

### 3.5.2 Regression Analysis

Regression analysis is a set of statistical process to calculate the relationship among variables, this includes a lot of technique in analysing variables (Armstrong, 2012). This technique usually consists of independent and dependent variable. Related to this research, antecedent of emotional labour identified as independent variable [X], while dimensions [Y] and outcomes [Z] of emotional labour determined as dependent variables.

#### 3.5.2.1 Normality Test

Normality test is requirement before doing regression analysis. This step must have done before the data processed according to the model research. Furthermore, this study used the Kolmogorov-Smirnov to test the normality of the variables. Testing normality serves to see if these samples approached normal distribution (data distribution equal, not looking to the right or left) using the Kolmogorov-Smirnov normality test using SPSS.

Decision-making process in the normality test with Kolmogorov-Smirnov:

1. If the value Asymp.Sig. > 0,05, then the data is normally distributed research.
2. If the value Asymp.sig. < 0,05, then the research data is not normally distributed.

Table 3.8 Output normality test analysis

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Emotive effort	.114	169	.000	.968	169	.001
Emotive dissonance	.277	169	.000	.737	169	.000
Empathic concern	.144	169	.000	.910	169	.000
Emotional contagion	.079	169	.012	.982	169	.027
Working situation	.162	169	.000	.916	169	.000
Social support	.128	169	.000	.937	169	.000
Job satisfaction	.184	169	.000	.822	169	.000
Emotional exhausted	.151	169	.000	.922	169	.000

a. Lilliefors Significance Correction

Source: SPSS analysis 2018

According to the Test of Normality table above shows that:

1. Emotive effort variable has the normality value  $0,114 > 0,05$ , it means the data is normally distributed in this research.
2. Emotive dissonance variable has the normality value  $0,277 > 0,05$ , it means the data is normally distributed in this research.
3. Empathic concern variable has the normality value  $0,144 > 0,05$ , it means the data is normally distributed in this research.
4. Emotional contagion variable has the normality value  $0,079 > 0,05$ , it means the data is normally distributed in this research.
5. Working situations variable has the normality value  $0,162 > 0,05$ , it means the data is normally distributed in this research.
6. Social support variable has the normality value  $0,128 > 0,05$ , it means the data is normally distributed in this research.
7. Job satisfaction variable has the normality value  $0,184 > 0,05$ , it means the data is normally distributed in this research.
8. Emotional exhaustion variable has the normality value  $0,151 > 0,05$ , it means the data is normally distributed in this research.

### 3.5.2.2 Causal Relationships

These causal relationships below are checked one by one through the statistical analysis result to make the hypotheses.

1. The effect of empathic concern and emotional contagion on emotive effort.
2. The effect of empathic concern and emotional contagion on emotive dissonance.
3. The effect of empathic concern, emotional contagion, emotive effort on job satisfaction.
4. The effect of empathic concern, emotional contagion, emotive dissonance on job satisfaction.
5. The effect of empathic concern, emotional contagion, emotive effort on emotional exhaustion.
6. The effect of empathic concern, emotional contagion, emotive dissonance on emotional exhaustion.
7. The effect of emotive effort through working situations and social support.
8. The effect of emotive dissonance through working situations and social support.
9. The effect of emotive effort through working situations, social support on job satisfaction.
10. The effect of emotive dissonance through working situations, social support on job satisfaction.
11. The effect of emotive effort through working situations, social support on emotional exhaustion.
12. The effect of emotive dissonance through working situations, social support on emotional exhaustion.

## CHAPTER IV

### ANALYSIS FINDINGS

#### 4.1 INTRODUCTION

This chapter consists two main sections. The first section provides the findings from statistical analysis including the demographics of the respondents. Furthermore, this section is divided into two parts related to research questions and sub-questions: Both methods were designed to answer the questions posed in previous chapters: 1) do individual characteristics influence the way crew perform emotional labour, with sub-questions: a) Does empathic concern influence the way crew perform emotional labour and the impact on its outcomes; b) Does emotional contagion influence the way crew perform emotional labour and the impact on its outcomes, 2) do organizational characteristics influence different outcome when crew perform emotional labour, with sub-questions: a) is the relation between emotive effort and its outcomes mediated by the dimensions of the organizational characteristics; b) is the relation between emotive dissonance and the outcomes mediated by the dimensions of the organizational characteristics. The second section provides the findings from semi-structured interviews, this section gives description of the findings which related to the statistical results through relevant phrases, words and sentences. The most important codes were categorized according to the labels.

## 4.2 PROFILE OF PARTICIPANTS

### 4.2.1 Profile participants from the questionnaires

The demographic characteristics of respondent (e.g., gender, experience, and job title) are presented in the Table 4.1 to provide a rich explanation profile of the sample of the participants.

**Table 4.1 Demographic profile of the sample (N=169)**

Category	%	N
<i>Gender</i>		
Male	76.9	130
Female	23.1	39
<i>Experience</i>		
Less than 3 years	8.3	14
3 less than 6 years	38.5	65
6 less than 9 years	39.6	67
More than 10 years	13	22
<i>Job title</i>		
Cabin steward	41.4	70
Housekeeping attendant	21.9	37
Housekeeping supervisor	3.6	6
Dining room steward	10.1	17
Asst. Dining room steward	8.9	15
Room service steward	0.6	1
Dining room host	1.2	2
Pinnacle grill steward	2.4	4
Canaletto steward	1.8	3
Pinnacle grill manager	1.2	2
Clerk	1.8	3
Masseur	0.6	1
Bellboy	1.2	2
Asst. steward lido	3	5

Source: SPSS output analysis 2018



Gender. As can be seen in Table 4.1 above, the majority of the participants were males (76,9%). The statistic of employees who works with Holland America Line are majority male crew.

Experience. Most of the participants had working experiences with Holland America Line between 6 to 9 years (39,6%). Moreover, crew who had experiences from 3 till 6 years (38.5%), less than 3 years (8,3%), and more than 10 years (13%).

Job title. About 67,1% of the sample of crew have worked in the housekeeping department. This include cabin steward (41,1%), housekeeping attendant (21,9%), housekeeping supervisor (3,6%), and Bellboy (1,2%). In addition, total 29,2% of crew have worked in the food and beverage department.

### 4.3 DATA ANALYSIS

#### 4.3.1 PHASE 1—Examined the research question and sub-questions 1

This phase 1 examined direct and indirect relationship between individual characteristics: empathic concern and emotional contagion; dimensions (emotive effort and emotive dissonance); and outcomes (job satisfactions and emotional exhaustion). This section is the result of regression analysis using SPSS software. Table 4.2 below shows the result of statistical analysis of the influence of the antecedents on other variables. The table's results of the correlation analysis are shown that the high beta value is significant. These significances value are simplified in the decisions process of making the hypotheses (e.g. null hypothesis = no effect between variables).

**Table 4.2 The effect of the antecedents to the dimensions and the outcomes of emotional labour**

VARIABLES	EMOTIVE EFFORT		EMOTIVE DISSONANCE		JOB SATISFACTION		EMOTIONAL EXHAUSTION	
	Standardized Coefficients	Sig.	Standardized Coefficients	Sig.	Standardized Coefficients	Sig.	Standardized Coefficients	Sig.
	Beta		Beta		Beta		Beta	
EMPATHIC CONCERN	.342	<.00	.020	.804	-.383	<.00	-.358	<.00
EMOTIONAL CONTAGION	.068	.364	.083	.306	.189	.013	.257	<.00
WORKING SITUATIONS	.264	.001	.361	.000	.270	.001	.557	<.00
SOCIAL SUPPORT	-.114	.133	.169	.021	.269	.000	.003	.960

Source: SPSS analysis 2018 (sig. at  $p = 0.05$  level) — Adjusted R square = 0,138 ( $p = 0.00$  level)

Table 4.3 shows the summary statistics of the effect of the dimensions of emotional labour on its outcomes. The values in this table are needed to calculate the indirect effect of the dimensions (emotive effort and emotive dissonance) on the relationship between the antecedents (individual characteristics) and its outcomes (job satisfaction and working situation). In similar, as can be seen from the table below that the high value of beta scores is significant.

**Table 4.3 The effect of emotional labour's dimensions on its outcomes**

VARIABLES	EMPATHIC CONCERN & EMOTIONAL CONTAGION			
	Job Satisfaction		Emotional Exhaustion	
	Standardized Coefficients	Sig.	Standardized Coefficients	Sig.
	Beta		Beta	
EMOTIVE EFFORT	-.001	.989	.177	.024
EMOTIVE DISSONANCE	.232	.003	.311	<.000

Source: SPSS analysis 2018 ( $p = 0.05$  level)

#### 4.3.1.1 Do Individual characteristics influence the way crew perform emotional labour?

The results of the regression analysis are shown in the Table 4.2. It shows that empathic concern has positive effect on emotive effort and has no effect on emotive dissonance. As can be seen, the value of direct influence of empathic concern on emotive effort is 0,342 with sig. value < 0,00 and the direct influence on emotive dissonance is 0,020 with sig. value 0,804. This mean that empathic concern has significant effect on emotional labour. Furthermore, the analysis provides that emotional contagion has no effect on the dimensions of emotional labour, either emotive effort or emotive dissonance. This can be seen through the table 4.2, it shows that the direct influence on emotive effort is 0,068 with sig. value 0,364 and the direct influence on emotive dissonance is 0,083 with sig. value 0,306. In conclusions, there is *no significant effect* of emotional contagion on both dimensions of emotional labour ( $p < 0.05$  level). In conclusion, significant correlation was only found between the value of empathic concern and the value of emotive effort, it means that the more empathic concern the crew experience, the more emotive effort they will exert.

#### 4.3.1.1.1 Does empathic concern influence the way crew perform emotional labour and its impact on the outcomes?

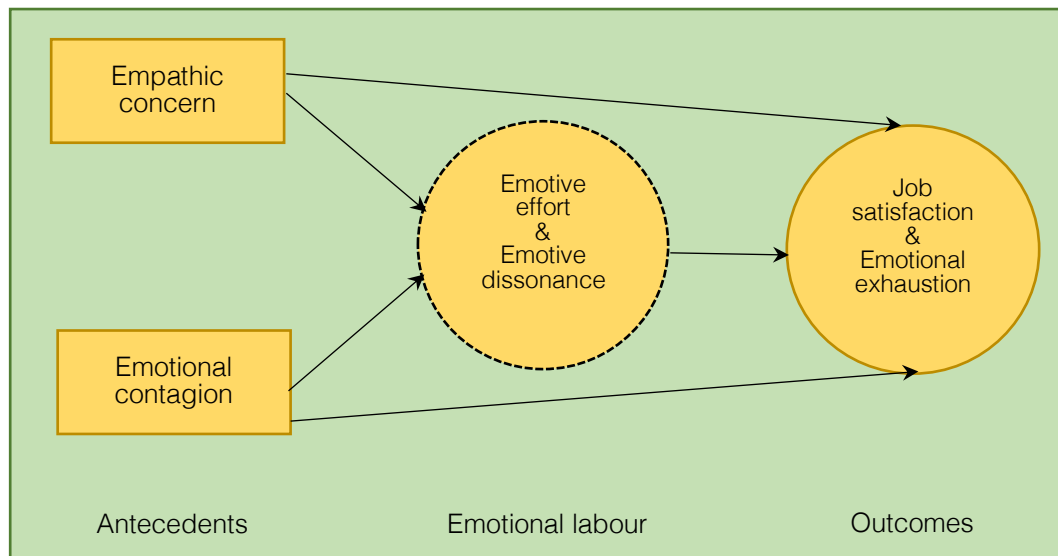


Figure 4.1 The effect of individual characteristics on emotional labour and its impact on the outcomes

As can be seen in Figure 4.1, this section explored the direct effect of empathic concern on job satisfaction, and indirect effect of emotive effort and emotive dissonance on this relation. As shown in Table 4.2, it shows that direct effect of empathic concern on job satisfaction is -0,0383. In order to find the Indirect effect of emotive effort, multiplication of beta's scores were needed. The score of indirect influence through emotive effort is -0,000342<sup>1</sup> and for dissonance is 0,004<sup>2</sup>. Total influence of variables is -0,383342<sup>3</sup> and 0,081<sup>4</sup>. Based on the calculation, the value of indirect influence is higher than direct influence, which mean there is a *significant correlation* between empathic concern through emotive effort, and between emotive dissonance to job satisfaction. In short, the more empathic concern the crew experience, will increase the effort and decreased the dissonance, and lead to job satisfaction.

The next analysis of the survey was focused on the relation of empathic concern on emotional exhaustion, and the relation through emotive effort and emotive dissonance. From the Table 4.2 above the direct effect from empathic concern on emotional exhaustion is -0,358. The same method was applied to get the indirect effect of empathic concern through emotive effort, the score is 0,0605<sup>5</sup>. Furthermore, indirect effect through

<sup>1</sup> Appendix 1 Indirect effect = [0.342 x -0.001]

<sup>2</sup> Appendix 1 Indirect effect = [0.020 x 0.232]<sup>3</sup> Appendix 1 Total effect through emotive effort [-0.0383 + 0.000342]

<sup>4</sup> Appendix 1 Total effect through emotive dissonance [-0.0383 + 0.004]

<sup>5</sup> Appendix 1 Indirect effect =  $[0.342 \times 0.177]$

emotive dissonance can be obtained also from multiplication beta's scores between direct effect of empathic concern to emotive dissonance—0,020 and emotive dissonance to emotional exhaustion—0,311 is 0,006<sup>6</sup>. Based on the calculations, the scores indicate that both variables had a value  $> -0,358$ , which mean that there is *a significant effect* of emotive effort and emotive dissonance on the relation between empathic concern and emotional exhaustion.

In conclusion, the more empathic concern the crew experience, the more emotive effort they will use, and it will lead to job satisfaction. Furthermore, the more empathic concern the crew experience, the less emotive dissonance they will experience, and it will prevent emotional exhaustion.

#### 4.3.1.1.2 Does emotional contagion influence the way crew perform emotional labour and its impact on the outcomes?

This part examines the direct influence of emotional contagion on job satisfaction, and indirect influence of emotive effort and emotive dissonance on this relation. Table 4.2 provides the direct effect of emotional contagion on job satisfaction—0,189, while multiplication beta's scores are needed to indicate the indirect influence. Based on the calculation, the indirect influence through emotive effort is -0,000068<sup>7</sup> and the indirect influence through emotive dissonance is 0,019<sup>8</sup>. This mean, regression analysis finds that there is *no indirect effect* of emotional contagion via emotive effort and emotive dissonance on job satisfaction because both variables have lower effect than the direct variables.

Further analysis concerned on the relationship between emotional contagion and emotional exhaustion, and the relation through emotive effort and emotive dissonance. Table 4.2 provides the direct effect from emotional contagion on emotional exhaustion is 0,257, while indirect effect through emotive effort is 0,012<sup>9</sup> and the indirect effect through emotive dissonance is 0,0258<sup>10</sup>. As can be seen from the direct and indirect scores, indirect effect lower than the direct effect. This mean that there is *no indirect effect* of emotive effort and emotive dissonance on the relation between emotional contagion and emotional exhaustion.

Overall, regression analysis found that the relation between emotional contagion and its outcomes is unaffected by the dimensions (emotive effort and emotive dissonance). On

<sup>6</sup> Appendix 1 Indirect effect =  $[0.020 \times 0.311]$

<sup>7</sup> Appendix 2 Indirect effect =  $[0.068 \times -0.001]$

<sup>8</sup> Appendix 2 Indirect effect =  $[0.083] \times 0.232]$

<sup>9</sup> Appendix 2 Indirect effect =  $[0.068 \times 0.177]$

<sup>10</sup> Appendix 2 Indirect effect =  $[0.083 \times 0.311]$

one hand, the Table 4.2 shows the direct effect of emotional contagion on its outcomes. Which mean, the more emotional contagion experienced by the crew will lead to job satisfaction and reduce emotional exhausted without intervention from the dimensions of emotional labour.

#### 4.3.2 PHASE 2—Examined the research question 2 and the sub-questions

##### 4.3.2.1 Do organizational characteristics influence different outcomes when the crew perform Emotional Labour?

This section presents breakdown of the direct and indirect effect of working situations and social support in mediating the relation between emotional labour and its outcomes. This study used the analysis with the SPSS software, specifically, MMR (Mediation Multiple Regression) PROCESS procedure by Andy F. Hayes (2009) to find if the working situations and social support are the mediators variable on the relation between emotional labour and its outcomes. The result is significant level at the  $p = 0,05$  level. Figure 4.2 illustrates the direct effect of emotional labour (emotive effort and emotive dissonance) on its outcomes (job satisfaction and emotional exhaustion), and the indirect effect through the dimension of organizational characteristics (working situations and social support).

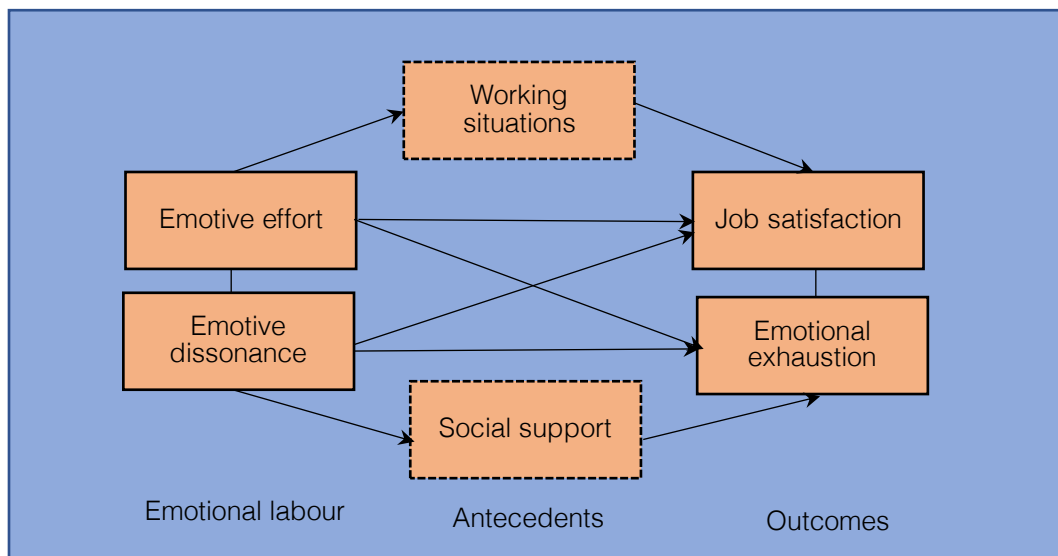
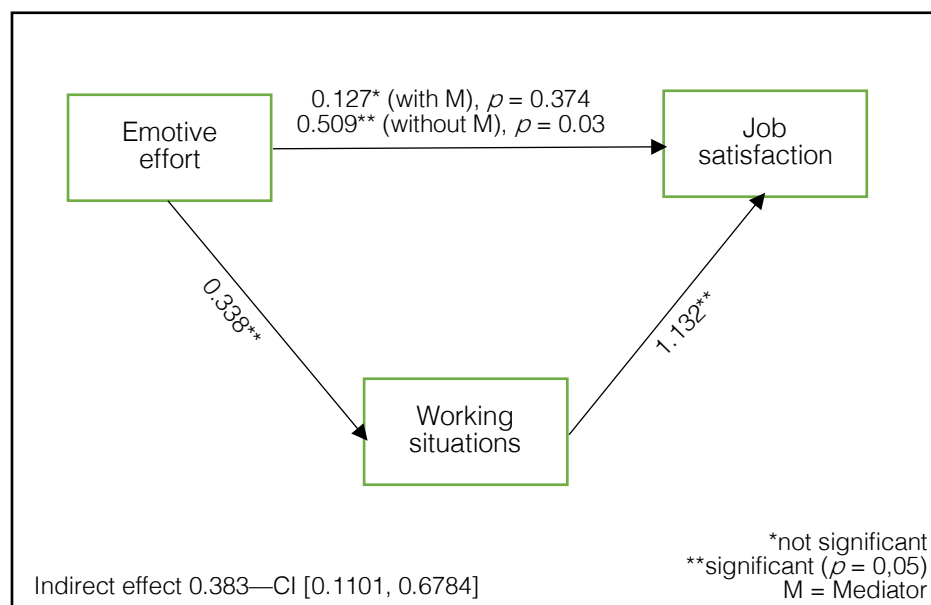


Figure 4.2 The effect of the organizational characteristics on the relation between emotional labour and its outcomes

#### 4.3.2.1 Is the relation between emotive effort and its outcomes mediated by the dimensions of the organizational characteristics of emotional labour?

This part focuses on the relation between emotive effort and job satisfaction, and the relation through working situations. As can be seen in Figure 4.3, it shows that emotive effort has positive direct effect on job satisfaction with  $b = 0,509$ ,  $p = 0,03$ , while the effect with mediator changes the beta score into not significant effect  $b = 0.127$ ,  $p = 0,374$  (at 0,05 level). However, the positive value illustrates that the more effort that exert by the crewmembers will lead to job satisfaction.



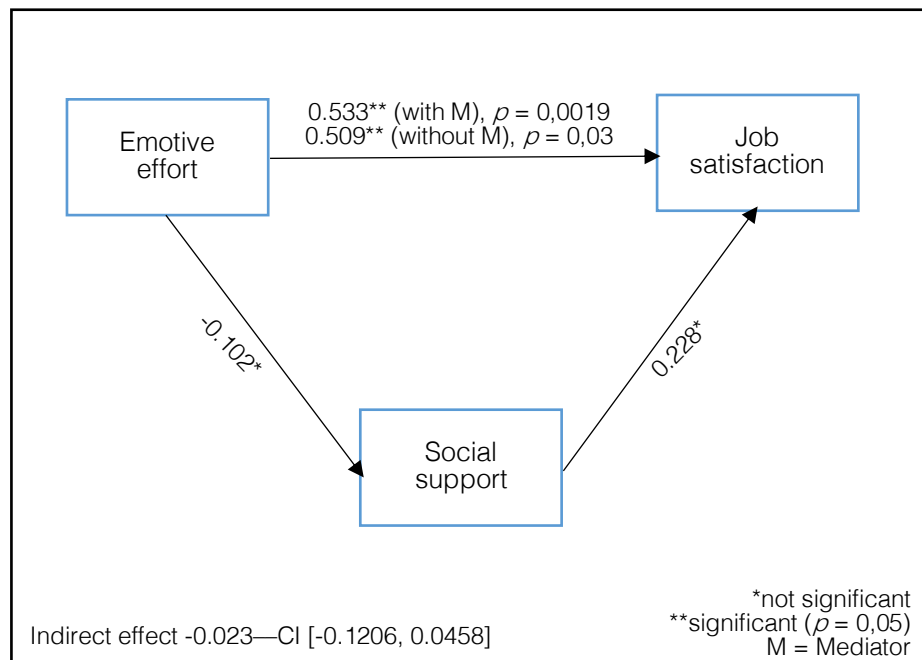
**Figure 4.3 The direct and indirect effect of emotive effort on job satisfaction through working situations**

The indirect result of the regression of job satisfaction predicted from both emotive effort to working situation  $b = 0,338$  and working situation significantly predict job satisfaction,  $b = 1.132$ ,  $p = < 0.00$ . The  $R^2$  value tells us that the model explains 39,22%<sup>11</sup> of the variance in job satisfaction. Based on the calculation the indirect effect is 0,383<sup>12</sup>. According to the MMR's result the indirect effect falls between 0,11 and 0,678, and this CI does not include zero, which mean that there is likely to be a significant indirect effect. In other word, working situations is a mediator between emotive effort and job satisfaction.

<sup>11</sup> Appendix 3 Working situation analysis

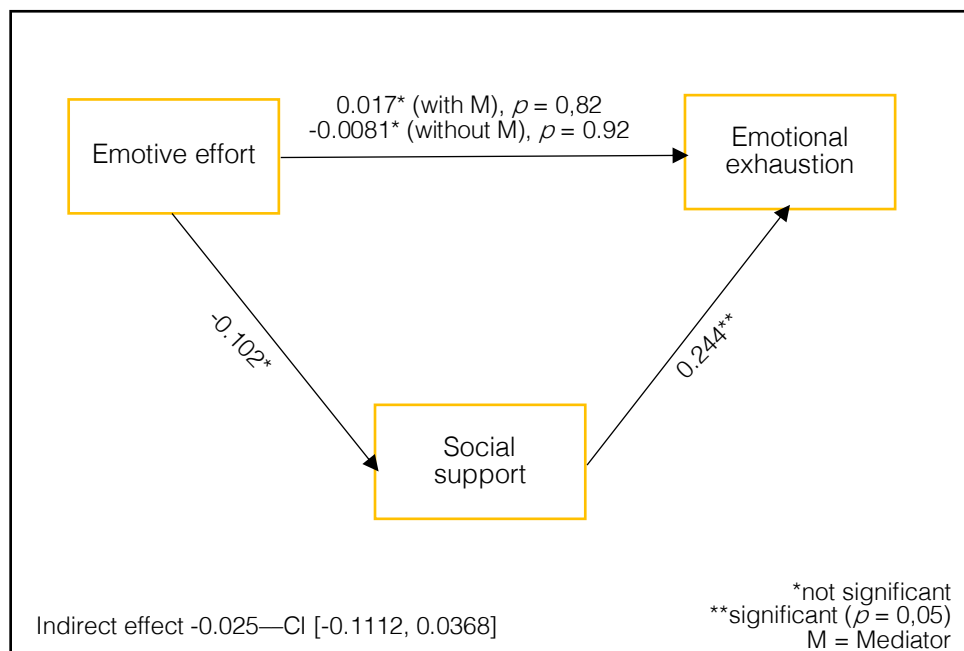
<sup>12</sup> Appendix 3 Working situation analysis

The following figure provides the regression analysis's result between the direct effect of emotive effort on job satisfaction, and indirect effect of social support as the mediator variable. As shown on Figure 4.4, direct effect concerning emotive effort on job satisfaction is 0,509 ( $p = 0,03$ ), while the effect after mediator was added become is 0,533 ( $p = 0,0019$ ). Both values significantly predict job satisfaction with  $p$  value  $< 0,05$ .



**Figure 4.4 The direct and indirect effect of emotive effort on job satisfaction through social support**

Furthermore, the value of emotive effort does not predict social support with value  $b = -0,012$  ( $p = 0,40$ ), therefore, social support positively predicts job satisfaction  $b = 0,228$ ,  $p = 0,036$ . The negative value of emotive effort tells us that when the effort increased, the social support will decrease (vice versa), and the positive effect indicates the more social support, the greater the increase of job satisfaction. However, the indirect effect of emotive effort on job satisfaction through social support [(emotive effort to social support) x (social support to job satisfaction)] is -0,023. The significant indirect effect must be between -0,121 and 0,046. Based on the CI, this interval includes zero in between—it can be concluded that social support is not a mediator on the relation between emotive effort and job satisfaction.

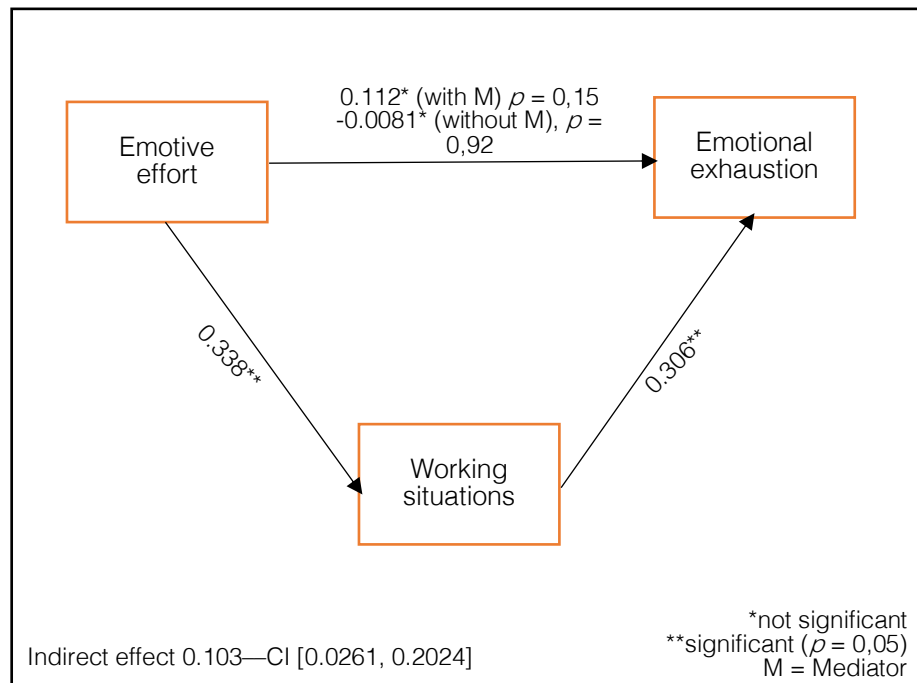


**Figure 4.5 The direct and indirect effect of emotive effort on emotional exhaustion through social support**

This following analysis is concerning on the influence of emotive effort on emotional exhaustion, and the relation through social support. As shown in the Figure 4.5, the direct influence of emotive effort on emotional exhaustion is -0,0081,  $p = 0,92$ , while indirect effect with mediator are increased  $b = 0,017$ ,  $p = 0,82$ . These values indicate that emotive effort does not predict emotional exhaustion. In similar, negative value is owned by emotive effort to social support with -0,102 ( $p > 0,05$ ), and positive value has shown on social support variable which predict job satisfaction  $b = 0,244$  ( $p = < 0,00$ ). Furthermore, the value of indirect effect is -0,025, therefore, this value is not in between confidence interval -0,1112 and 0,0368. Based on this value, we can assume that less effort that experience by the crewmembers, will decrease social support, and high social support can prevent emotional exhaustion. However, the confidence interval contained a zero, it means that social support is not a mediator on the relation between emotive effort and emotional exhaustion.



Total 169 respondents were participated in this study. They were asked questions related to emotional labour and its outcomes. This section focuses on the relation between emotive effort and emotional dissonance, and the relation through the mediator. Figure 4.6 illustrates the direct effect of emotive effort on emotional exhaustion, which has value -0,0081,  $p = 0,92$  and the effect with mediator is 0,112, with  $p = 0,15$ . Both variables has significantly  $> 0,05$ , which mean emotive effort has no effect on emotional exhaustion.



**Figure 4.6 The direct and indirect effect of emotive effort on emotional exhaustion through working situations**

Furthermore, significant values are shown in the relation between emotive effort and working situations (0,338) and the effect of working situations on emotional exhaustion (0,306) both variables owned  $p = < 0,000$ . This mean, this variable can influence the predictor variables. Moreover, Indirect effect of working situation on the relation between emotive effort on emotional exhaustion is 0,103 (falls in between CI—0,0261 and 0,2024). The fact that confidence interval does not contain zero means that there likely to be a genuine indirect effect and in short, working situations as the mediator on the relation between emotive effort and emotional exhaustion.

#### 4.3.2.2 Is the relation between emotive dissonance and its outcomes mediated by the dimensions of the organizational characteristics emotional labour?

Figure 4.7 shows the results of direct effect of emotive dissonance and job satisfaction, and the relation through working situations. As can be seen, direct effect from emotive dissonance on job satisfaction is 1,02 ( $p = <0.00$ ), while the effect with mediator is 0,535 ( $p = 0,0016$ ). This mean that emotive dissonance has a significant impact on job satisfaction either with or without mediator, in other word, the more effort that exert by the crew members, it will increase their satisfaction at work.

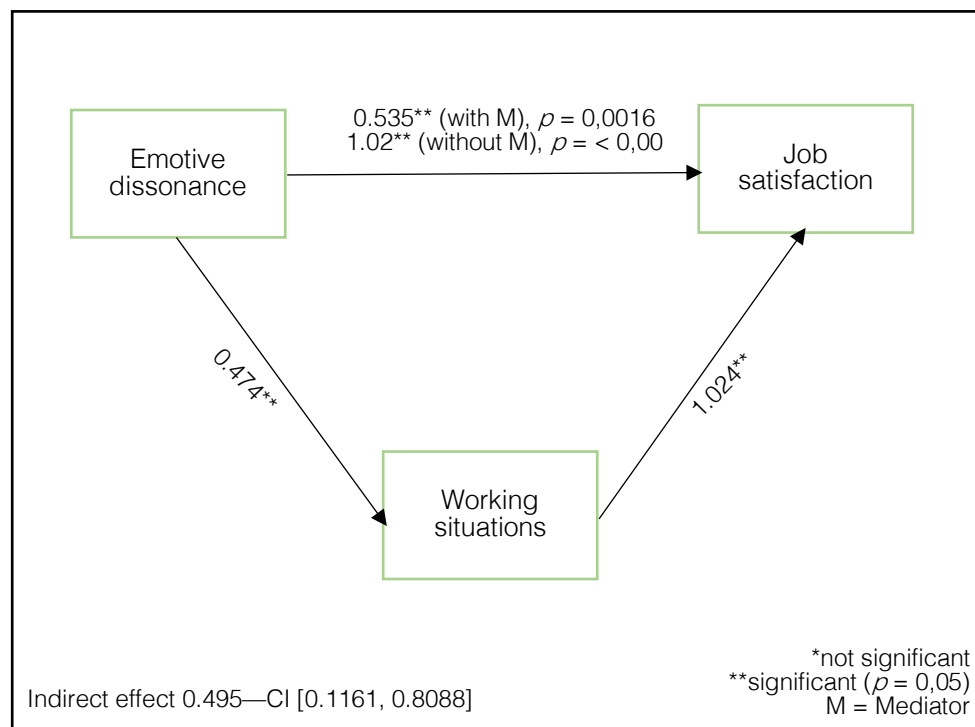
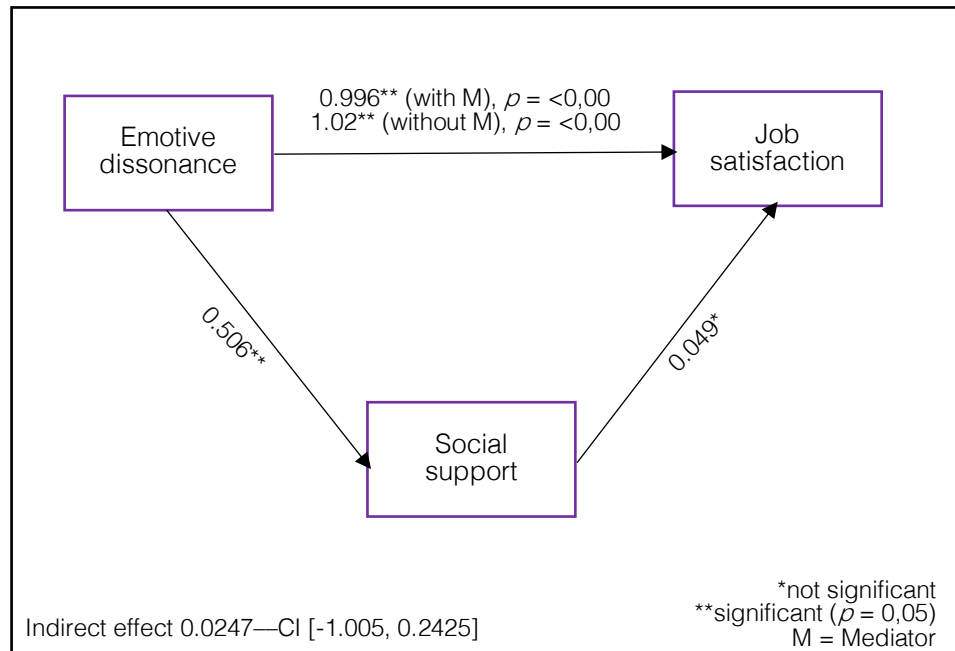


Figure 4.7 The direct and indirect effect of emotive dissonance on job satisfaction through working situations

Further analysis is the relation between emotive dissonance and job satisfaction through working situations. Positive values are shown in the Figure 4.7, the effect of emotive dissonance on working situations—0,474, and 1,024 is the effect of working situations on job satisfaction. In order to see if working situations is a mediator between this relation, indirect effect must fall between 0,1161 and 0,8088 (range does not contain zero). Based on the calculation ( $0,474 \times 1,024$ ) the value of indirect effect is 0,495. Therefore, I tend to assume that the sample has a significant effect on the relation. Which mean that working situation is mediator of the relation between emotive effort and working situations.

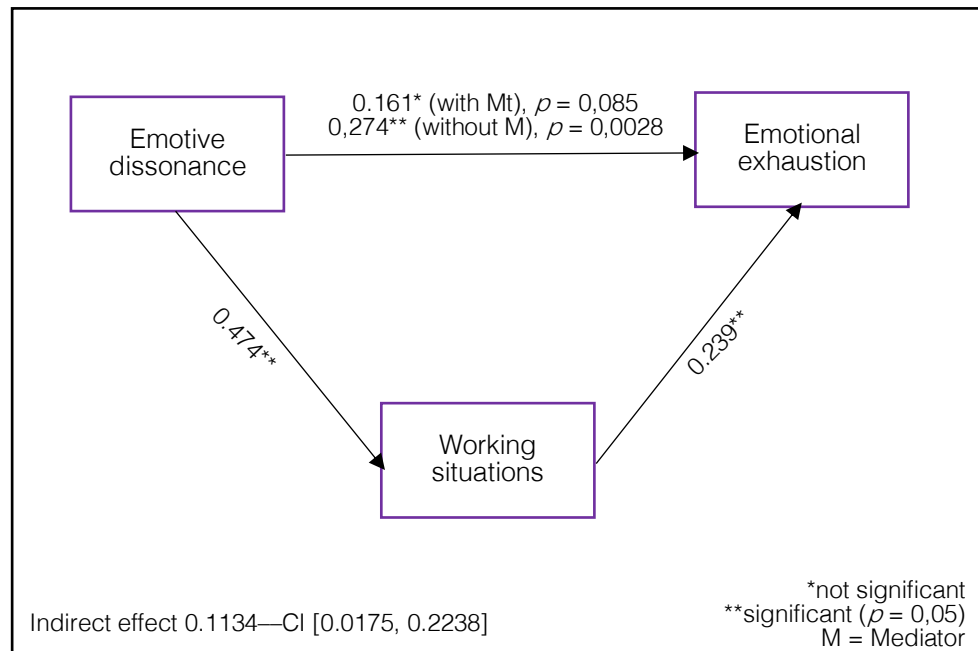
This section focuses on the direct and indirect effect of social support on the relation between emotive effort and job satisfaction. Figure 4.8 illustrates that emotive dissonance predict job satisfaction with direct effect  $b = 1.02$ ,  $p = <0,00$ , indirect effect is reduced after the analysis added a mediator variable into 0,996 ( $p = <0,00$ ).



**Figure 4.8 The direct and indirect effect of emotive dissonance on job satisfaction through social support**

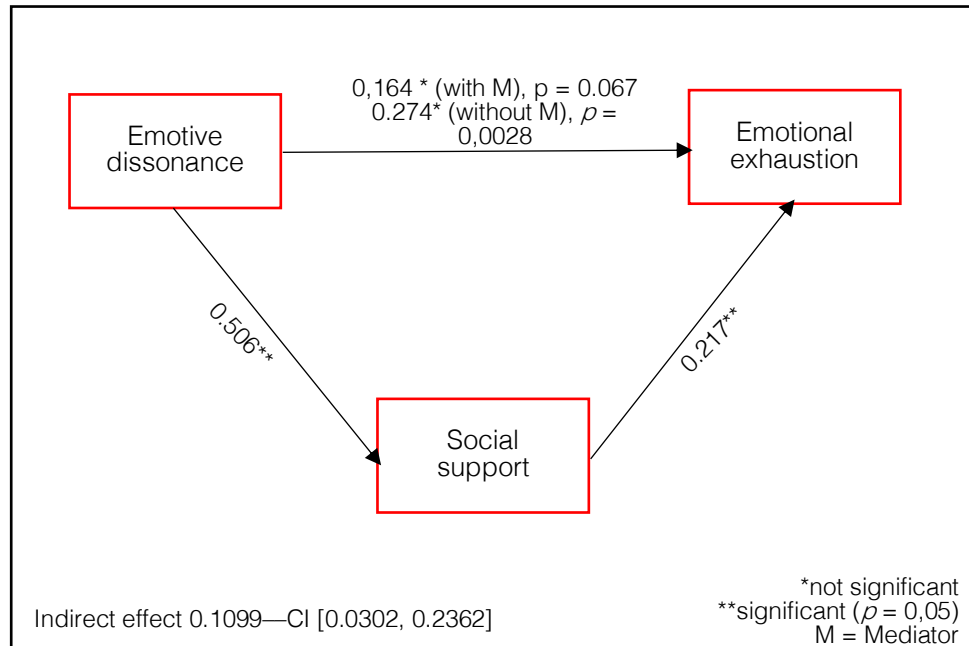
Furthermore, Figure 4.8 shows the significant direct effect from emotive dissonance to social support ( $b=0,506$ ) and negative effect of social support in predicting job satisfaction ( $b=0,049$ ), in other words, when the dissonance is increase and less support from the shipboard community, it will lead to dissatisfaction at work. To clarify these findings, we calculate the indirect effect from the multiplication of beta's score—0,0247. The indirect effect value tells us that the sample is in between confidence interval -1.005 and 0,2425, therefore the CI's range include zero, which mean that there is no significant effect of social support in this relation. Put another way, social support is not a mediator of the relation between emotive effort and job satisfaction.

This section explores the effect of working situation on the relation between emotive dissonance and emotional exhaustion. Significant values are shown from the figure 4.9, it shows that emotive dissonance predict emotional exhaustion with direct effect  $b = 0,247$ ,  $p = 0,0028$ , therefore the value is no longer significant after added a mediator in the analysis  $b = 0,161$ ,  $p = 0,085$  ( $p = 0,05$  level).



**Figure 4.9 The direct and indirect effect of emotive dissonance on emotional exhaustion through working situations**

Besides, the indirect effect of working situation is significant either from emotive dissonance to working situations or from working situations to emotional exhaustion, with the value 0,1134 (multiplication of beta's score  $0,474 \times 0,239$ ). In order to see the significance, the value must fall between 0,0175 and 0,2238 (this range does not include zero). As we can see, the indirect value is in between confidence interval, thus, working situation is likely to be a genuine indirect effect. In other words, working situations is a mediator on the relation between emotive dissonance and emotional exhaustion. The more dissonance that experienced by the crew, with conducive working situations, it will prevent the exhaustion feeling.



**Figure 4.10 The direct and indirect effect of emotive dissonance on emotional exhaustion through social support**

The next survey examined the influence of social support on the relation between emotive dissonance and emotional exhaustion. The figure 4.10 provides the result of direct effect of emotive dissonance 0,274 ( $p = 0,0028$ ) and the effect with mediator 0,164 ( $p = 0,067$ ). This mean that emotive dissonance predicts emotional exhaustion at  $p = 0,05$  level. Further analysis examined the relation through social support. This can be obtained from the multiplication of beta's scores between direct effect from emotive dissonance and social support—0,506 and from social support to emotional exhaustion—0,217, and the value is 0,1099. To clarify the effect, this value must be in between 0,0302 and 0,2362. As we can see, the indirect score is in between the confidence interval and the interval does not include zero. This mean that there is a significant indirect effect of social support as the mediator variable of the relation between emotive effort and emotional exhaustion. In other words, the more dissonance that experienced by the crewmembers, supported with a positive support from the fellow crewmembers, it will reduce the exhaustion feeling.

### 4.3.3 Interviews' Findings

#### 4.3.3.1 Profile of participants

The demographic characteristics of respondent (e.g., gender, experience, and job title) are presented in the Table 4.4 to provide a rich explanation profile of the sample of the participants.

**Table 4.4 Demographic Profile of Participants (N=6)**

Name	Gender	Function	Experience
Interview 1	Male	Cabin Steward	9 years
Interview 2	Male	Cabin Steward	6 years
Interview 3	Male	Dining Room Steward	11 years
Interview 4	Male	Housekeeping Attendant	4 years
Interview 5	Female	Cabin Steward	7 years
Interview 6	Male	Assistant Dining Room Steward	6 years

Source: Analysis Qualitative Methods 2018

As can be seen on Table 4.4 above, six participants agreed to be interviewed for this study, four participants from housekeeping department and two from food and beverage department. Semi-structured interviewed were done through WhatsApp's call on December-January 2018. In order to get the real feeling about emotional labour, I had interviews with the crewmembers who are still working on board the cruise ships. The purpose of this interview is to support the result of statistical analysis that done with questionnaires.

Comparing to the statistical analysis, the benefit of qualitative method is that it allows the participants to have more freedom to express their opinions and their thoughts. Interestingly, there were also opinions out of the topic that might be interesting to study in future. These participants over and over mentioned that motivations are really important when they have to be away from family and friends. It helps them to stay strong even in the difficult circumstances during their work on the cruise ship. For instance, they have a home or car loans in their home country, so this must be paid within a certain period of time.

The interviews point out that they got early knowledge of the company through trainings and exercises. The Holland America Line owned a training facility in Indonesia. Nine weeks trainings are mandatory for new crew before they start working on the ship. In theory, they got knowledges about general rules of the ships (e.g. smoking, liquor, sexual harassment and etc.) and in practical, they have to do work based on the function they have on board and the training facility made based on the ship's scape (e.g. similar

name of the rooms). For instance, steward' lido serves teachers and students during lunch and dinner. Furthermore, refreshment trainings are applied to old crew before they go back work on the ships. The purpose of this training is to remind them about their tasks on board and also for crew who gets promotion from the office in Seattle. They were mentioned also these trainings helped them to know how to communicate with passengers and even handle difficult passengers.

According to interviews' findings, the results surprisingly more than I expected. The six interviews are able to support the statistical analysis' outcomes. Most of these findings are in line with the statistical outcomes and others' can bridging the differences between statistical findings and the existing theories. Furthermore, these findings provide new insight into the antecedent of emotional labour that has not been described in the previous studies. The next chapter, therefore, moves on to discuss more details the findings of statistical analysis and more depth of interviews' findings.

## CHAPTER V

### DISCUSSION

#### 5.1 INTRODUCTION

The purpose of this study was identifying the antecedents and the outcomes of emotional labour. Specifically, this study investigates the following research questions: 1) do individual characteristics influence the way crew perform emotional labour, with sub-questions: a) Does empathic concern influence the way crew perform emotional labour and its impact on the outcomes; b) Does emotional contagion influence the way crew perform emotional labour and its impact on the outcomes, 2) do organizational characteristics influence different outcome when crew perform emotional labour, with sub-questions: a) is the relation between emotive effort and its outcomes mediated by the dimensions of the organizational characteristics; b) Is the relation between emotive dissonance and the outcomes mediated by the dimensions of the organizational characteristics. This chapter provides the discussion of the data analysis' findings.



## 5.2 DISCUSSION OF THE RESEARCH ANALYSIS' FINDINGS

The analysis findings are provided and discussed in the following order: the individual characteristics; the organizational characteristics—relation with emotional labour, and the outcomes.

### 5.2.1 The influence of the antecedents on the dimensions of emotional labour

The findings of this study indicate that the antecedents of emotional labour act differently to emotional labour and the outcomes. The next part provides the further examples that these variables are related. This study proposed two dimensions of the antecedents of emotional labour: individual characteristics and organizational characteristics. These characteristics of the antecedents are important to identify because previous researches are suggested that these characteristics are able to influence the behaviour of employee who engages in emotional labour. Two of the Individual characteristics were examined in terms of the concepts of empathic concern and emotional contagion, while organizational characteristics consisted of working situations and social support. Five scale-items were used in the questionnaire to measure every variable in this study.

### 5.2.2 The effect of the individual characteristics

#### 5.2.2.1 Empathic concern

The findings show no significant effect of empathic concern on emotive dissonance. This can happen because according to Kruml and Geddes (2000), they stated that empathic concern will not be able to predict emotive dissonance. In contrast, a positive relationship found between empathic concern and emotive effort ( $p > 0.05$ ). A possible explanation for the findings, that crewmember with high feeling of empathic concern during their duties are more sensitive and exert more effort with surrounding situation. They are not disturbed by passengers in terms of emotion because they only have the feeling about the passengers, but they do not feel the same way as the passengers. It means that crewmember is able to switch their emotions while it is not match with the situation around. This experience was felt by the crewmember on board, one of the cabin steward explain his experience when he saw disable guests and he felt that the guest needed helps but in fact they did not.

*Yes of course, when I saw disable guests on the hallway who tries to reach certain place, I felt their difficulties and I always wanted to help them. But when I walked towards them to help, they always say "I'm fine". On the other side, I knew that the ships are made also to support disable people, so I will help when it's really necessary (Interview 1, Cabin steward, Male).*

The next section of the survey concerned about the effect of empathic concern on the relation between emotional labour and its outcomes. In addition, regression analysis was used to predict the effect of empathic concern on emotive effort and emotive dissonance and the impact on its outcomes. The findings show that the antecedents of emotional labour have positive effect through emotive effort and emotive dissonance on job satisfaction and emotional exhaustion. In other words, high feeling of concern that experienced by the crew will exert more effort and lead them to be satisfied with their job, and the more empathic concern will decrease dissonance and prevent exhaustion. These findings are supported by an Assistant Dining Room Steward, he explained that pleasing the passengers is very important, but on one hand he also felt tired.

*I can give my best smile the whole night to passengers, greet them, make jokes, but at the end of the day I felt very tired, but I'm satisfied with my work* (Interview 6, Assistant Dining Room Steward, Male).

Similarly, a female cabin steward also mentioned that as long as the result of their work is good enough to satisfy passengers and their supervisor, she does not mind is she got tired.

*Of course, I feel tired every day because I have to face the same tasks every day...I have to greet my guests every day, remembering their names, cleaning their staterooms, changing bed sheets, cleaning public areas, or sometimes I forget stuff in my locker, so, I have to back and forth between locker and staterooms, and many more. But if I got no complaints from passengers and my supervisor is happy, I felt so light in breathing, like aaahhh...like a free bird* (interview 5, Cabin Steward, Female).

Empathic concern refers to being focused on other's needs instead of one self's needs (Choi & Kim, 2015), and it is closely related to the degree of considering the well-being and the happiness of others by the service providers (Ashfort & Humphrey). According to these statements, it shows that high empathic concern experienced by the crew, it will increase job satisfaction and decreased emotional exhaustion. In short, the feeling of exhaustion will decrease by the satisfaction that has been received because of the happiness of the passengers and their supervisors.

The findings above provide further support for the hypothesis that:

H<sub>1</sub> : There is a positive effect of empathic concern on emotive effort. The more empathic concern that experienced by the crewmembers, the more emotive effort they will use.

- H<sub>2</sub> : There is no effect of empathic concern on emotive dissonance. The less emphatic concern experienced by the crew member, the more emotive dissonance they will experience.
- H<sub>3</sub> : There is a significant direct effect of empathic concern on job satisfaction and emotional exhaustion. The more empathic concern that experienced by the crewmembers, it will increase job satisfaction and decreased emotional exhaustion.
- H<sub>4</sub> : There is a significant indirect effect of empathic concern on the relation between its dimensions (emotive effort and emotive dissonance) and its outcomes (job satisfaction and emotional exhaustion). The more empathic concern the crew experience, it will exert more effort and lower emotive effort, and the impact will increase job satisfaction, and reduce emotional exhaustion.

#### 5.2.2.2 Emotional contagion

In contrast to earlier findings, however, this study found that emotional contagion is not associated with emotive effort and emotive dissonance. The result contrary to the hypothesis of Chu (2000) and Choi et al. (2006), they explain that emotional contagion has a positive effect on deep acting and affects surface acting. In similar, Kruml and Geddes (2000) also stated that they found positive effect of emotional contagion and emotive dissonance and they are also mention that emotional contagion will not be relevant in predict emotive effort.

In general, emotional contagion associated with surface acting because it is a tendency to automatically change and mimic their expressions, vocal, and even posture (Hatfield, Cacioppo, & Rapson, 1994). A high degree of emotional contagion means it is easily triggered by other's emotions. The ability to feel others' is a valuable asset to performing emotional labour, it can therefore be assumed that these days the ability to change outside appearance is become an obligation for the crewmembers because it part of the rules for people who works on the cruise ship.

As I experienced, this emotional contagion is more associated with emotional exhaustion because the crewmembers are more concern on the interactions with passengers instead of feeling their emotions. In terms of the outcomes, there is a positive relationship between emotional contagion and its outcomes (job satisfaction and emotional exhaustion). One of the sample is represented by an Assistant Dining Room Steward and Housekeeping Attendant about the surface acting that become liability.

*I smile every time I talk with the guest, when they had complaints—I smiled, when they gave me complement—I smiled, when they say bad things—I smiled, so I smiled in every situation and it became a habit for me until my lips cannot stop smiling (Interview 6, Assistant Dining Room Steward, Male).*

*I always greeted people who walks in front of me, neither passengers or officers on board to show my respect. In terms of they will respond me back to me or no, I do not care...at least I tried to be nice to them, because one time my supervisor complained to me that I did not say greetings to passengers, since then I greet everybody including another crew (Interview 4, Housekeeping Attendant, Male)*

These opinions illustrate that changing appearance to represent their company is an obligation, although emotional contagion has no significant effect on emotive effort and emotive dissonance, but significant correlations were found on its outcomes. From the illustrations, it shows that emotional contagion can lead to emotional exhaustion. In support, Miller et al. (1988) stated that a person with an innate sensitivity can easily have triggered their autonomic nervous system triggered by other's emotions. In this case, the crewmembers who respond with emotional contagion tend to sense the other are more easily aroused.

According to data above, we can infer that:

- H<sub>5</sub> : The more emotional contagion that experienced by the crewmembers, it will decrease the effort and increase dissonance.
- H<sub>6</sub> : The more emotional contagion that experienced by the crewmembers, it will lead to job satisfaction and prevent emotional exhaustion.
- H<sub>7</sub> : The more emotional contagion that experienced by the crewmembers, it will decrease the effort and lead to dissatisfaction at work.
- H<sub>8</sub> : The more emotional contagion that experienced by the crewmembers, it will increase dissonance, and increase the exhaustion feeling.

Overall, these individual characteristics respond differently to emotional labour and its outcomes. Empathic concern has significant effect on the dimensions of emotional labour and resulting—increase job satisfaction and decrease emotional exhaustion. However, there is no evidence of the effect of emotional contagion was detected on the relation between emotional labour and its outcomes. Although both variables are part of the empathic ability, but they differ in the relationship related participants' responses. Nevertheless, it appears that concern is the most empathic variable of the individuals'

characteristic. These findings indicate that empathic ability is part emotional labour phenomenon. Moreover, the findings of the interviews illustrate that emotional contagion has led to emotional exhaustion. In addition, Miller et al. (1995) explains that empathic ability refers to burn out. Therefore, it is deduced that the difference in the results might be caused by the difference in the samples target. Therefore, further research should be more conducted on emotional contagion without further dimensions.

### 5.2.3 The effect of the organizational characteristics

#### 5.2.3.1 Working situations

This study proposed that working situations would mediate the relation between emotional labour and its outcomes. Furthermore, the empirical testing of this study finds these mediating effects. The result of the mediation multiple regression (MMR) showed that working situations positively determine the level of job satisfaction and emotional exhaustion that crew experience. Therefore, the effect did mediate the relation between emotional labour and its outcomes. However, these findings have not previously been described. According to Weiss & Cropanzano (1996) they proposed that beside influence the behaviour of employees, it is also influence their emotions.

The findings explain that the relation between emotional labour (emotive effort and emotive dissonance) and its outcomes (job satisfaction and emotional exhaustion) mediated by working situations. This relation become stronger when the crew receive positive situation which can lead to satisfaction at work and become weaker when the crew received negative working situations and can lead to dissatisfaction at work. Related to the questionnaire, the respondents were asked about the intensity of situation at work. For instance, the question asking whether embarkation day drained their energy<sup>13</sup>, most of the responses were strongly agreed to this question. The more intense of work, the more emotions play part in a situation. Dissatisfaction about the intensity of work during embarkation day was experienced by crew on board the ship especially cabin steward.

*Embarkation days is the most tiring and demanding day for me. A night before embarkation day I have brought all the luggage of passengers to marshalling area and I did this in the evening around 7pm to 11pm. The next day I have to wake up early around 6am to start cleaning my corridor which consists of 20 rooms. This cleaning process needs to finish at 12 pm before new guests embark. Also, sometimes my executive housekeeper is doing inspections*

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<sup>13</sup> Appendix 9 Description analysis output of working situations

*during embarkation days, which always makes me not finish on time* (Interview 5, Cabin Steward, Female).

Similarly, the crewmember who works in the Housekeeping department mentioned that embarkation day is the most tiring day during the cruise. Furthermore, he also mentioned about the emergency situation called “code red” during the cruise. Code red is one of the situation when the gastrointestinal infection illness exceeds 2% of passengers on board. This situation requires deep cleaning every hour to make sure the virus stop spreading.

*We have to do deep cleaning every hour with a special liquid called Virox, in order to find how many germs in our work place, we have to call our supervisor to do the test, if the germs less than ten we can go off-duty, if not we have to clean up our work place again. The worst part if the ship still on code red till home port, everything will be delayed, company needs to spend a lot of money to book hotel rooms for new passengers and paid outsourcing company to do the cleaning* (Interview 1, Cabin Steward, Male).

Further information about working situations came from Assistant Dining Room Steward who still needs to work during bad weather.

*It is not easy to work during bad weather because I have to keep my balance while delivering food to passengers' table. When it's really bad, I sometimes dropped plates or glasses and my supervisor did not like it* (Interview 6, Assistant Dining Room Steward, Male)

To summarize the findings, working situations as the mediator variable can influence the relation between emotional labour and its outcomes. The relation become stronger when receive a positive situation at work and become weaker when they receive negative work situations. The more effort they use to perform emotional labour, it will increase job satisfaction and the more dissonance the crew experience, it will prevent the exhaustion feeling through positive working situations.

Hence, it could conceivably be hypothesized that:

H<sub>9</sub> : Working situations mediates the relation between emotive effort and its outcomes (job satisfaction and emotional exhaustion). The more effort that exert by the crewmembers and supported by positive working situations will increase job satisfaction and reduce emotional exhaustion.

H<sub>10</sub> : Working situations mediates the relation between emotive dissonance and its outcomes (job satisfaction and emotional exhaustion). The dissonance that

experienced by the crewmembers supported by positive working situations will increase job satisfaction and reduce emotional exhaustion.

#### 5.2.3.2 Social support

This study suggested that social support would mediate the relation between emotional labour and its outcomes. Furthermore, the statistical analysis of this study finds a mediate effect. The result of the mediation multiple regression (MMR) showed that social support positively determines the level of emotional exhaustion that crew experience. The analysis reveals that the effect of social support has significant effect on the relation between emotive dissonance and emotional exhaustion. Therefore, this finding is supported by previous research (Erickson, 1991). The finding proposed that social support should be consider as a mediator and indirectly affect the outcomes of emotional labour.

In the questionnaire's items, 169 crew were asked about their social support on board the cruise ships. The items focus on the relationship between their relationship with their supervisor and their co-workers. Most of the participants agreed that they can rely on their supervisors and co-workers in terms of sharing their problems<sup>14</sup>. Furthermore, social support mediates only the relation between emotive dissonance and emotional exhaustion. It means that the dissonance that experienced by the crewmembers, with high social support from the ship board community, it will decrease the feeling of exhaustion. Therefore, the other findings explain that social support does not affect the relation. For instance, the relation between emotive effort and job satisfaction, the relation become weaker with less social support and lead to dissatisfaction at work. Further example is the relation between emotive effort and emotional exhaustion, this relation can increase the feeling of exhaustion because of less effort that they made in perform emotional labour and less social support from the fellow crewmembers.

In this case, there are several possibilities regarding these results. Relationship between crewmembers and supervisors, or- crewmembers and co-workers occur on daily basis. Positive relationship between crewmember create a positive working environment and also vice versa, lack of social support could lead to a negative impact. So, it is important to have positive support from the community on board the ships whether supervisors or other co-workers. Furthermore, sharing thoughts or problems between workers are very important to reduce the stress. An example while I was working on the cruise ships, one of the crewmember from Philippines was found fishing in the toilet bowl, at the end,

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<sup>14</sup> Appendix 10 Description analysis output of social support

doctor found out that he had stress because of the workloads and he kept it by himself. From the previous study, Hochschild (1983) stated flight attendants make informal meeting with other flight attendant to let the negative emotion go, such as when encounter difficult passengers. These problems are experienced by the most of participants who participated in the interviews. Most of them mentioned that good supervisors and co-workers influences their performances during their contract on board the cruise ship.

*It's really nice to work with supervisors who understand their employees. Some supervisors even knew the culture of their employees. For instance, I came from Indonesia, and he knew that we are do not like arguing stuffs...we just say ok, ok...even when the orders does not make sense we only say "ok sir!"...But on the daily meeting, he asked if there is something need to be improved and he is very open for more suggestions (Interview 3, Dining Room Steward, Male).*

There is also a negative experience that are felt by a Cabin steward who works with a supervisor from Panama. He has learnt that people from different countries have different purposes to work on cruise ships: some people wants to see the world, some people want to get a lot of money, some people crave for higher position. This is one of the sample.

*I remember...when I work with an Assistant Housekeeper from Panama. Every day I felt like living in a hell, he always tried to find my mistakes at work and ask me to do this, to do that...especially when Executive Housekeeper conduct an inspection, he always act that he knew everything, and he always blamed me in front of my boss (Interview 2, Cabin Steward, Male)*

These results explain that social support is very important during working on cruise ships. Although, Beddoe et al. (2004) explained that the working relationship between workers is relatively rare and it depends on the environments in the hospitality industry itself. Therefore, good social support from supervisors and co-workers are able to create a good work environment and reduce negative outcomes. In addition, the statistical result shows the same result which is high social support that experienced by the crew member, will decrease emotive dissonance and reduce the emotional exhaustion during their stay on board cruise ships. This is also support by the previous studies that have proposed arguments supported by empirical proof that social support helps prevent negative outcomes (Abraham, 1998; Grandey, 1999).



This observation may support the hypotheses that:

- H<sub>11</sub> : Social support mediates the relation between emotive dissonance and emotional exhaustion. The dissonance that experienced by the crewmembers and given more social support will decrease emotional exhaustion.
- H<sub>12</sub> : Social support does not mediate the relation between emotive effort and emotional exhaustion. The less effort that exert by the crewmembers and given less social support, it will increase emotional exhaustion.
- H<sub>13</sub> : Social support does not mediate the relation between emotional labour and job satisfaction. The less effort and more dissonance the crewmembers experience and given less social support, it will lead to more dissatisfaction at work.

Overall, the result of the organizational characteristics' dimensions proposed that as a mediator variable working situations has significant effect on the relation between emotional labour (emotive effort and emotive dissonance) and its dimensions (job satisfaction and emotional exhaustion). It means that the positive working situations crew experience will increase effort and decrease dissonance, the result would be satisfaction of their work and lower the felling of exhaustion. Furthermore, positive effect is indicated between emotive dissonance and emotional exhaustion through social support. It appears that more social support that experienced by the crew member will lower the dissonance and turn down the exhaustion feeling. The result shows that working situations is the most variable of the organizational characteristics of antecedents.

## CHAPTER VI

### CONCLUSION

#### 6.1 LIMITATIONS AND FUTURE RESEARCH

The access to enter the ship's world might be one of the weakness of the study, since this research concerning about emotional labour, it would be very beneficial to conduct this research on board cruise ships. I think the crewmember will respond differently to emotional labour while they are on board instead of on land or their home country. As mentioned by Hochschild (1983) that situational factors can give effects on the way an individual performs the emotional labour. Several methods can be applied while doing research on cruise ships such as an observation method—observing the crewmembers while making interactions with passengers and co-workers. Besides, greater sample size either questionnaires or interviews can be more enriching for the findings of the study.

The issue of emotional contagion that have different result from the previous study is an intriguing one which could be useful in exploring for the further research. Either, this can be because of the size of the sample or the different method that was applied or situational factors. More research on working situations would help us to establish a greater degree of accuracy on this matter. Further research on the effect of social support should examined the association between emotional labour and the outcomes. Comparison study can be applied related to the target population of sample, such as to Filipino's crewmember as the sample of target. In addition, the findings show that dissonance associated with negative outcome (emotional exhaustion), so that individuals and organizational characteristics might be use as consideration for cruise ships agencies in recruiting new employees. Moreover, to avoid this issue, training on interpersonal-skills are needed to improve personality skill of the crewmembers to have more empathic ability. If crewmember have more empathy, they can probably be restrained dissonance which will produce job satisfaction and reduce emotional dissonance. Situational and individual aspects during the research also should be improve as proposed in the emotional labour model in this study.

#### 6.2 CONCLUSION

The growth of cruise industry has led to job opportunities for people around the world. Many different things motivate them to work on the cruise ships: desire to see the world, good salary compared to their home country and etc. Therefore, they must be able to

adapt themselves to a new environment because they will share their life with many other crew from different countries. Working and living on the cruise ships has its own challenges that must be faced by the crewmembers during their contracts. The ability to always be nice to strangers is required here, when they are able to do that, it is one of the achievement for them. Thus, emotional labour should be take into account very seriously because it could affect someone's behaviour and it gives a lot impacts to the organizations, since this will affect to the passengers' satisfaction and passengers' loyalty.

This project was undertaken to design the effect of the antecedents of through the dimensions and evaluate the impact on the outcomes of emotional labour. This research has provided a deeper insight into emotional labour of the crewmembers who work and live on the cruise ships.

The questionnaire's findings have found that generally the antecedents have significant effect on neither the dimensions nor the outcomes of emotional labour. Most of the questionnaire's findings are supported by the previous study and provide samples from the interviews' result. In addition, the findings from this study make several contributions to the current literature. First, this research could explore the insight of cruise industry from the employees' perspectives, since cruise ships world is very exclusive to people who wants to do a research. Second, the novel results might provide diversity specifically on emotional labour's literature using mixed methods. Third, the finding related to working situations have not previously been described in literature, the more research on working situations it can help us to establish a greater degree of accuracy on this matter.

In conclusion, I would give an appreciation to all people in hospitality industry, specifically to the people in the cruise ships industry since they are capable to manage their emotions during working and living on the cruise ship.

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## APPENDIXES

### APPENDIX 1 EMPATHIC CONCERN ANALYSIS

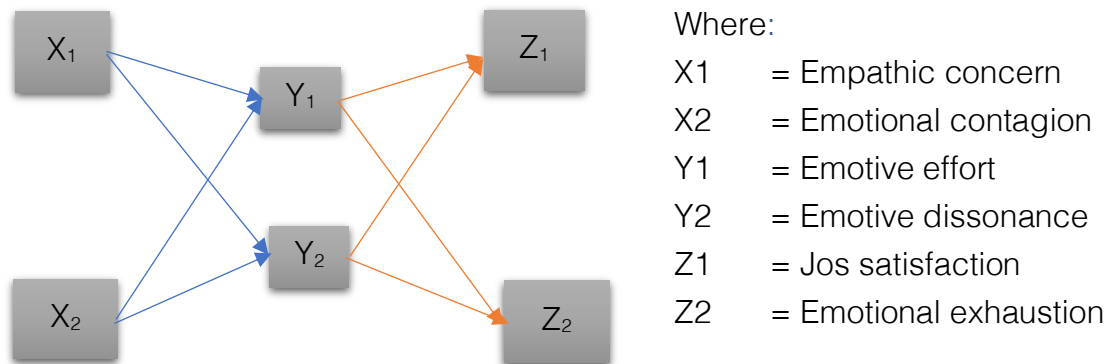


Figure 4.1 Direct and Indirect relationships between variables

Based on the Figure 4.1, herewith the formulas to be tested one by one in order to make the hypotheses:

1. The effect of X<sub>1</sub> & X<sub>2</sub> on Y<sub>1</sub>
2. The effect of X<sub>1</sub> & X<sub>2</sub> on Y<sub>2</sub>
3. The effect of X<sub>1</sub>, X<sub>2</sub> & Y<sub>1</sub> on Z<sub>1</sub>
4. The effect of X<sub>1</sub>, X<sub>2</sub> & Y<sub>2</sub> on Z<sub>1</sub>
5. The effect of X<sub>1</sub>, X<sub>2</sub> & Y<sub>1</sub> on Z<sub>2</sub>
6. The effect of X<sub>1</sub>, X<sub>2</sub> & Y<sub>2</sub> on Z<sub>2</sub>

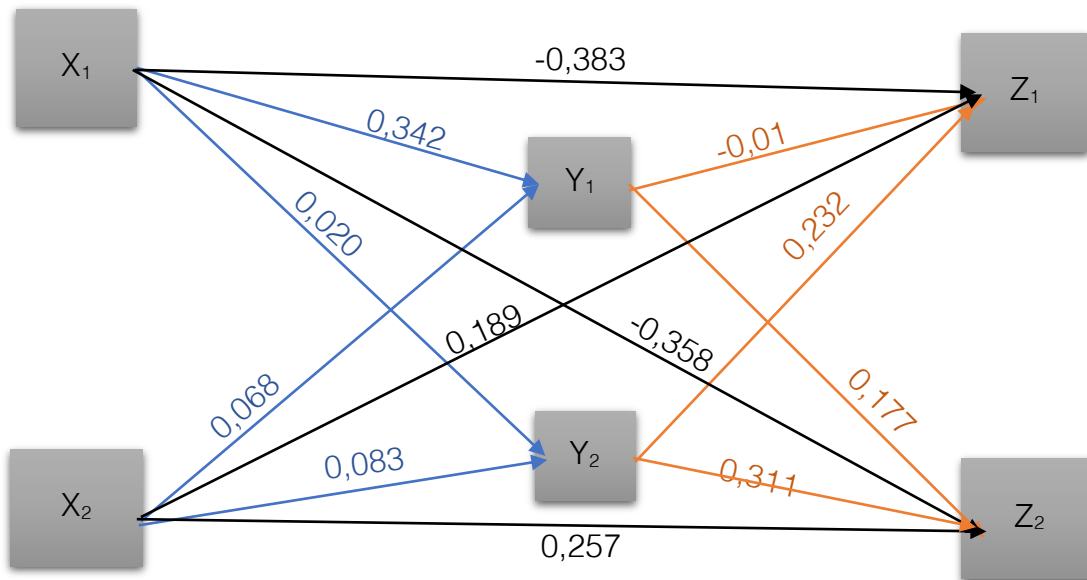


Figure 4.1 Direct & indirect influence of [X<sub>1</sub>] Empathic Concern, [X<sub>2</sub>] Emotional Contagion to [Z<sub>1</sub>] Job Satisfaction, [Z<sub>2</sub>] Emotional exhaustion through [Y<sub>1</sub>] Emotive Effort, [Y<sub>2</sub>] Emotive Dissonance

Table 4.1 Direct Influence of Individual Characteristics to Dimensions of Emotional Labour

Coefficients					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	Sig.
1	(Constant)	10.083	1.652		6.102
	Empathic concern (X <sub>1</sub> )	.245	.054	.342	4.559
	Emotional contagion (X <sub>2</sub> )	.065	.071	.068	.910

a. Dependent Variable: Emotive effort (Y<sub>1</sub>)

Coefficients					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	Sig.
1	(Constant)	11.237	1.517		7.409
	Empathic concern (X <sub>1</sub> )	.012	.049	.020	.249
	Emotional contagion (X <sub>2</sub> )	.067	.065	.083	1.027

a. Dependent Variable: Emotive dissonance (Y<sub>2</sub>)

Calculation indirect effect of [X<sub>1</sub>] empathic concern through [Y<sub>1</sub>] emotive effort, [Y<sub>2</sub>] emotive dissonance, to [Z<sub>1</sub>] job satisfaction and [Z<sub>2</sub>] emotional exhaustion.

Table 4.2 Output Path Analysis [X<sub>1</sub>], [X<sub>2</sub>], [Y<sub>1</sub>], [Y<sub>2</sub>] and [Z<sub>1</sub>]

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.431 <sup>a</sup>	.185	.165	2.15118

a. Predictors: (Constant), Emotive dissonance, Emotional contagion, Empathic concern, Emotive effort

Coefficients					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	Sig.
1	(Constant)	16.328	2.004		8.148
	Empathic concern (X1)	-.278	.058	-.383	4.768
	Emotional contagion (X2)	.182	.072	.189	2.519
	Emotive effort (Y1)	-.001	.084	-.001	.989
	Emotive dissonance (Y2)	.280	.094	.232	2.986

a. Dependent Variable: Job satisfaction (Z1)

1. Analysed the direct influence X1 to Z1: from the output analysis can be obtained the significance value of X1 is  $0.00 < 0.05$ . So, it can be concluded that there is a significant influence X1 to Z1.
2. Analysed the direct influence X2 to Z1: from the output analysis can be obtained the significance value of X2 is  $0.013 < 0.05$ . it can be concluded that there is a significant influence X2 to Z1.
3. Analysed the direct influence Y1 to Z1: from the output analysis can be obtained the significance value of Y1 is  $0.989 > 0.05$ . it can be concluded that there is no significant influence Y1 to Z1.
4. Analysed the direct influence Y2 to Z1: from the output analysis can be obtained the significance value of Y2 is  $0.003 < 0.05$ . So, it can be concluded that there is a significant influence between Y2 to Z1.
5. Analysis influence X1 to Z1 through Y1: direct influence X1 to Z1 is -0.383. while indirect influence from X1 to Z1 through Y1 is a multiplication beta between [X1 to Y1] and [Y1 to Z1]:  $0.342 \times -0.001 = -0.000342$ . Total influence which are given on Z1 is the value of direct influence plus the value indirect influence:  $-0.383 + (-0.000342) =$

-0.383342. Based on the calculation, the value of direct influence is -0.383 and indirect influence is -0.383342, which mean that the value of indirect influence is higher than direct influence, this result shows that indirectly X1 to Y1 have significant influence on Z1.

6. Analysis the influence X1 to Z2 through Y1: direct influence X1 to Z2 is -0,358. While indirect influence from X1 to Z2 through Y1 is a multiplication beta between [X1 to Y1] and [Y1 to Z2]:  $0,342 \times 0,177 = 0,0605$ . Total influence which are given on Z1 is the value of direct influence plus the value indirect influence:  $-0.383 + 0,0605 = -0,3225$ . Based on the calculation, the value of direct influence is -0.383 and indirect influence is 0,0605, which mean that the value of indirect influence is higher than direct influence, this result shows that indirectly X1 to Y1 have significant influence on Z2.
7. Analysis the influence X1 to Z2 through Y2: direct influence X1 to Z2 is -0,358. While indirect influence from X1 to Z2 through Y2 is a multiplication beta between [X1 to Y2] and [Y2 to Z2]:  $0,020 \times 0,311 = 0,006$ . Total influence which are given on Z2 is the value of direct influence plus the value indirect influence:  $-0,358 + 0,006 = -0,351$ . Based on the calculation, the value of direct influence is -0,358 and indirect influence is 0,006, which mean that the value of indirect influence is higher than direct influence, this result shows that indirectly X1 to Y2 have significant influence on Z2.
8. Analysis the influence X1 to Z1 through Y2: direct influence X1 to Z1 is -0,383. While indirect influence from X1 to Z1 through Y2 is a multiplication beta between [X1 to Y2] and [Y2 to Z1]:  $0.020 \times 0,232 = 0,004$ . Total influence which are given on Z2 is the value of direct influence plus the value indirect influence:  $-0,383 + 0,004 = -0,378$ . Based on the calculation, the value of direct influence is -0,383 and indirect influence is 0,004, which mean that the value of indirect influence is higher than direct influence, this result shows that indirectly X1 to Y2 have significant influence on Z1.

## APPENDIX 2

### EMOTIONAL CONTAGION ANALYSIS

Calculation indirect effect of [X<sub>2</sub>] emotional contagion through [Y<sub>1</sub>] emotive effort, [Y<sub>2</sub>] emotive dissonance, to [Z<sub>1</sub>] job satisfaction and [Z<sub>2</sub>] emotional exhaustion.

Table 4.3 Output Path Analysis [X1], [X2], [Y1], [Y2], and [Z2]

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.551 <sup>a</sup>	.304	.286	4.44557

a. Predictors: (Constant), Emotive dissonance, Empathic concern, Emotional contagion, Emotive effort

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.476	4.119		3.514	.001
	Empathic concern (X1)	-.593	.121	-.358	-4.903	.000
	Emotional contagion (X2)	.557	.150	.257	3.713	.000
	Emotive effort (Y1)	.407	.179	.177	2.276	.024
	Emotive dissonance (Y2)	.821	.193	.311	4.256	.000

a. Dependent Variable: Emotional exhaustion (Z2)

1. Analysed the direct influence X1 to Z2: from the output analysis can be obtained the significance value of X1 is  $0.00 < 0.05$ . So, it can be concluded that there is a significant influence X1 to Z2.
2. Analysed the direct influence X2 to Z2: from the output analysis can be obtained the significance value of X2 is  $0.00 < 0.05$ . it can be concluded that there is a significant influence X2 to Z2.
3. Analysed the direct influence Y1 to Z2: from the output analysis can be obtained the significance value of Y1 is  $0.024 < 0.05$ . it can be concluded that there is a significant influence Y1 to Z2.
4. Analysed the direct influence Y2 to Z2: from the output analysis can be obtained the significance value of Y2 is  $0.00 < 0.05$ . So, it can be concluded that there is a significant influence between Y2 to Z2.

5. Analysis influence X2 to Z1 through Y1: direct influence X2 to Z1 is 0.189. while indirect influence from X2 to Z2 through Y2 is a multiplication beta between [X2 to Y1] and [Y1 to Z1]:  $0.068 \times -0.001 = -0.000068$ . Total influence which are given on Z2 is the value of direct influence plus the value of indirect influence:  $0.189 + (-0.000068) = 0,1889$ . Based on the calculation, the value of direct influence is 0.189 and indirect influence is -0,000068, which mean that the value of indirect influence is lower than direct influence, this result shows that X2 to Y2 have no direct influence on Z1.
6. Analysis influence X2 to Z2 through Y1: direct influence X2 to Z2 is 0.257, while indirect influence from X2 to Z2 through Y1 is a multiplication beta between [X2 to Y1] and [Y1 to Z2]:  $0.068 \times 0.177 = 0.0120$ . Total influence which are given on Z2 is the value of direct influence plus the value of indirect influence:  $0.257 + 0.0212 = 0.278$ . Based on the calculation, the value of direct influence is 0.257 and indirect influence is 0.0212, which mean that the value of indirect influence is lower than direct influence, this result shows that X2 to Y2 have no direct influence on Z2.
7. Analysis influence X2 to Z2 through Y2: direct influence X2 to Z2 is 0.257. while indirect influence from X2 to Z2 through Y2 is a multiplication beta between [X2 to Y2] and [Y2 to Z2]:  $0.083 \times 0.311 = 0.0258$ . Total influence which are given on Z2 is the value of direct influence plus the value of indirect influence:  $0.257 + 0.0258 = 0.2828$ . Based on the calculation, the value of direct influence is 0.257 and indirect influence is 0.0258, which mean that the value of indirect influence is lower than direct influence, this result shows that X2 to Y2 have no direct influence on Z2.
8. Analysis influence X2 to Z1 through Y2: direct influence X2 to Z1 is 0,189. while indirect influence from X2 to Z1 through Y2 is a multiplication beta between [X2 to Y2] and [Y2 to Z1]:  $0,083 \times 0,232 = 0.019$ . Total influence which are given on Z1 is the value of direct influence plus the value of indirect influence:  $0,189 + 0,019 = 0.208$ . Based on the calculation, the value of direct influence is 0,189 and indirect influence is 0.208, which mean that the value of indirect influence is lower than direct influence, this result shows that X2 to Y2 have no direct influence on Z1

## APPENDIX 3

### WORKING SITUATIONS ANALYSIS

This section of analysis was use MMR (mediation multiple regression) with the PROCESS procedure from the SPSS by Andrew F. Hayes to see if working situation and social support are contain mediate effect on the relation between emotional labour and its dimensions. The following formula tested one by one in order to create the hypotheses of this study.

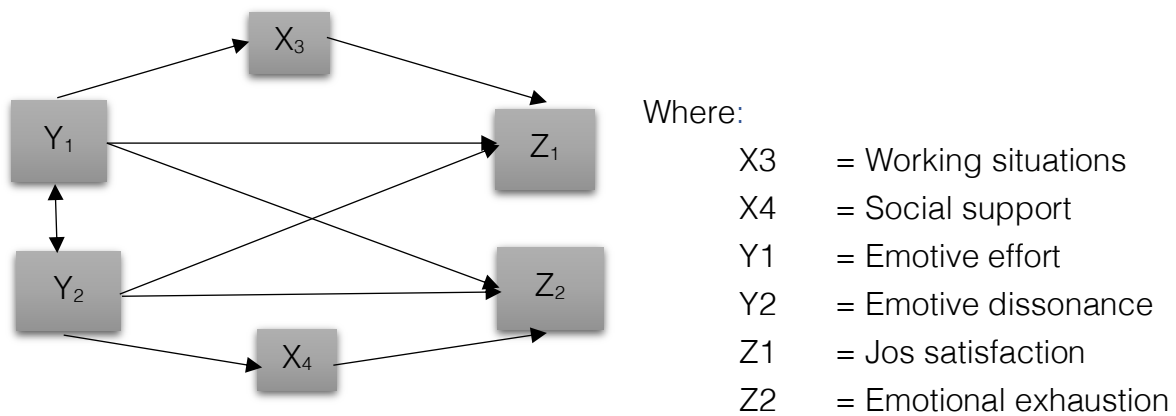


Figure 4.2 Direct and Indirect relationships between variables

Based on the Figure 4.2, herewith the formulas to be tested one by one in order to make the hypotheses:

1. The effect of  $X_3$  &  $X_4$  on  $Y_1$
2. The effect of  $X_3$  &  $X_4$  on  $Y_2$
3. The effect of  $X_3$ ,  $X_4$  &  $Y_1$  on  $Z_1$
4. The effect of  $X_3$ ,  $X_4$  &  $Y_2$  on  $Z_1$
5. The effect of  $X_3$ ,  $X_4$  &  $Y_1$  on  $Z_2$
6. The effect of  $X_3$ ,  $X_4$  &  $Y_2$  on  $Z_2$

Run MATRIX procedure:

\*\*\*\*\* PROCESS Procedure for SPSS Version 3.00 \*\*\*\*\*

Written by Andrew F. Hayes, Ph.D. [www.afhayes.com](http://www.afhayes.com)  
Documentation available in Hayes (2018). [www.guilford.com/p/hayes3](http://www.guilford.com/p/hayes3)

\*\*\*\*\*

Model: 4  
Y: Z1\_Job\_satisfaction  
X: Y1\_Emotive\_effort  
M: X3\_working\_situations  
Sample\_size: 169

\*\*\*\*\*

OUTCOME VARIABLE:

X3\_working\_situations

Model Summary

R	R-sq	MSE	F	df1	df2	p
.2780	.0773	7.3884	13.9827	1.0000	167.0000	.0003

Model

	coeff	se	t	p	LLCI	ULCI
constant	19.3429	1.3738	14.0800	.0000	16.6307	22.0551
Y1_Emotive_effort	.3375	.0903	3.7394	.0003	.1593	.5158

\*\*\*\*\*

OUTCOME VARIABLE:

Z1\_Job\_satisfaction

Model Summary

R	R-sq	MSE	F	df1	df2	p
.6263	.3922	16.9731	53.5628	2.0000	166.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	6.4655	3.0794	2.0996	.0373	.3857	12.5452
Y1_Emotive_effort	.1269	.1424	.8910	.3742	-.1543	.4081
X3_working_situations	1.1327	.1173	9.6577	.0000	.9012	1.3643



\*\*\*\*\* TOTAL EFFECT MODEL \*\*\*\*\*

OUTCOME VARIABLE:

Z1\_Job\_satisfaction

Model Summary

R	R-sq	MSE	F	df1	df2	p
.2252	.0507	26.3511	8.9238	1.0000	167.0000	.0032

Model

	coeff	se	t	p	LLCI	ULCI
constant	28.3755	2.5944	10.9370	.0000	23.2534	33.4976
Y1_Emotive_effort	.5093	.1705	2.9873	.0032	.1727	.8458

\*\*\*\*\* TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y \*\*\*\*\*

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_ps	c_cs
.5093	.1705	2.9873	.0032	.1727	.8458	.0969	.2252

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs
.1269	.1424	.8910	.3742	-.1543	.4081	.0242	.0561

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
X3_working_situations	.3823	.1468	.1074	.6795

----- END MATRIX -----

\*\*\*\*\*

Model: 4  
Y: Z1\_Job\_satisfaction  
X: Y2\_Emotive\_dissonance  
M: X3\_working\_situations  
Sample\_size: 169

\*\*\*\*\*

OUTCOME VARIABLE:

X3\_working\_situations

Model Summary

R	R-sq	MSE	F	df1	df2	p
.3348	.1121	6.9943	20.9556	1.0000	166.0000	.0000

Model

coeff	se	t	p	LLCI	ULCI
-------	----	---	---	------	------

constant	18.3016	1.3590	13.4667	.0000	15.6184	20.9848
Y2_Emotive_dissonance	.4738	.1035	4.5777	.0000	.2694	.6781

\*\*\*\*\*

OUTCOME VARIABLE:

Z1\_Job\_satisfaction

Model Summary

R	R-sq	MSE	F	df1	df2	p
.6454	.4165	16.1037	58.8857	2.0000	165.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	4.1072	2.9830	1.3769	.1704	-1.7825	9.9970
Y2_Emotive_dissonance	.5354	.1667	3.2124	.0016	.2063	.8645
X3_working_situations	1.0237	.1178	8.6922	.0000	.7911	1.2562

\*\*\*\*\* TOTAL EFFECT MODEL \*\*\*\*\*

OUTCOME VARIABLE:

Z1\_Job\_satisfaction

Model Summary

R	R-sq	MSE	F	df1	df2	p
.3864	.1493	23.3361	29.1334	1.0000	166.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	22.8423	2.4824	9.2017	.0000	17.9411	27.7434
Y2_Emotive_dissonance	1.0204	.1890	5.3975	.0000	.6472	1.3937

\*\*\*\*\* TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y \*\*\*\*\*

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_ps	c_cs
1.0204	.1890	5.3975	.0000	.6472	1.3937	.1954	.3864

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs
.5354	.1667	3.2124	.0016	.2063	.8645	.1025	.2027

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
X3_working_situations	.4850	.1666	.1661	.8088

----- END MATRIX -----

\*\*\*\*\*

Model: 4  
Y: Z2\_Emoional\_exhaustion  
X: Y1\_Emotive\_effort  
M: X3\_working\_situations  
Sample\_Size: 169

\*\*\*\*\*

OUTCOME VARIABLE:  
X3\_working\_situations

Model Summary

R	R-sq	MSE	F	df1	df2	p
.2780	.0773	7.3884	13.9827	1.0000	167.0000	.0003

Model

	coeff	se	t	p	LLCI	ULCI
constant	19.3429	1.3738	14.0800	.0000	16.6307	22.0551
Y1_Emotive_effort	.3375	.0903	3.7394	.0003	.1593	.5158

\*\*\*\*\*

OUTCOME VARIABLE:  
Z2\_Emoional\_exhausted

Model Summary

R	R-sq	MSE	F	df1	df2	p
.3508	.1230	4.9736	11.6442	2.0000	166.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	14.5279	1.6669	8.7154	.0000	11.2368	17.8190
Y1_Emotive_effort	-.1115	.0771	-1.4457	.1501	-.2637	.0408
X3_working_situations	.3063	.0635	4.8246	.0000	.1810	.4317

\*\*\*\*\* TOTAL EFFECT MODEL \*\*\*\*\*

OUTCOME VARIABLE:  
Z2\_Emoional\_exhaustion

Model Summary

R	R-sq	MSE	F	df1	df2	p
.0079	.0001	5.6370	.0105	1.0000	167.0000	.9186

Model

	coeff	se	t	p	LLCI	ULCI
constant	20.4528	1.2000	17.0445	.0000	18.0837	22.8218
Y1_Emotive_effort	-.0081	.0788	-.1024	.9186	-.1637	.1476

\*\*\*\*\* TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y \*\*\*\*\*

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_ps	c_cs
-.0081	.0788	-.1024	.9186	-.1637	.1476	-.0034	-.0079

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs
-.1115	.0771	-1.4457	.1501	-.2637	.0408	-.0471	-.1094

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
X3_working_situations	.1034	.0458	.0261	.2024

----- END MATRIX -----

\*\*\*\*\*

Model: 4  
Y: Z2\_Emoional exhaustion  
X: Y2\_Emotive dissonance  
M: X3\_working situations  
Sample\_Size: 169

\*\*\*\*\*

OUTCOME VARIABLE:

X3\_working\_situations

Model Summary

R	R-sq	MSE	F	df1	df2	p
.3348	.1121	6.9943	20.9556	1.0000	166.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	18.3016	1.3590	13.4667	.0000	15.6184	20.9848
Y2_Emoional_dissonance	.4738	.1035	4.5777	.0000	.2694	.6781

\*\*\*\*\*

OUTCOME VARIABLE:

Z2\_Emoional\_exhaustion

Model Summary

R	R-sq	MSE	F	df1	df2	p
.3515	.1235	4.9718	11.6280	2.0000	165.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	12.4045	1.6575	7.4840	.0000	9.1319	15.6770
Y2_Emotive_dissonance	.1608	.0926	1.7362	.0844	-.0221	.3436
X3_working_situations	.2394	.0654	3.6582	.0003	.1102	.3686

\*\*\*\*\* TOTAL EFFECT MODEL \*\*\*\*\*

OUTCOME VARIABLE:

Z2\_Emotional\_exhaustion

Model Summary

R	R-sq	MSE	F	df1	df2	p
.2290	.0524	5.3427	9.1885	1.0000	166.0000	.0028

Model

	coeff	se	t	p	LLCI	ULCI
constant	16.7856	1.1878	14.1318	.0000	14.4405	19.1307
Y2_Emotive_dissonance	.2742	.0905	3.0312	.0028	.0956	.4528

\*\*\*\*\* TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y \*\*\*\*\*

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_ps	c_cs
.2742	.0905	3.0312	.0028	.0956	.4528	.1158	.2290

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs
.1608	.0926	1.7362	.0844	-.0221	.3436	.0679	.1343

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
X3_working_situations	.1134	.0527	.0175	.2238

----- END MATRIX -----

## APPENDIX 4

### SOCIAL SUPPORT ANALYSIS

Run MATRIX procedure:

\*\*\*\*\* PROCESS Procedure for SPSS Version 3.00 \*\*\*\*\*

Written by Andrew F. Hayes, Ph.D. [www.afhayes.com](http://www.afhayes.com)  
Documentation available in Hayes (2018). [www.guilford.com/p/hayes3](http://www.guilford.com/p/hayes3)

\*\*\*\*\*

Model: 4  
Y: Z1\_Job\_satisfaction  
X: Y1\_Emotive\_effort  
M: X4\_Social\_support  
Sample\_Size: 169

\*\*\*\*\*

OUTCOME VARIABLE:

X4\_Social\_support

Model Summary

R	R-sq	MSE	F	df1	df2	p
.0649	.0042	13.3700	.7068	1.0000	167.0000	.4017

Model

	coeff	se	t	p	LLCI	ULCI
constant	24.0444	1.8480	13.0108	.0000	20.3959	27.6929
Y1_Emotive_effort	-.1021	.1214	-.8407	.4017	-.3418	.1377

\*\*\*\*\*

OUTCOME VARIABLE:

Z1\_Job\_satisfaction

Model Summary

R	R-sq	MSE	F	df1	df2	p
.2751	.0757	25.8134	6.7943	2.0000	166.0000	.0015

Model

	coeff	se	t	p	LLCI	ULCI
constant	22.9041	3.6438	6.2857	.0000	15.7098	30.0983
Y1_Emotive_effort	.5325	.1691	3.1492	.0019	.1987	.8663
X4_Social_support	.2276	.1075	2.1164	.0358	.0153	.4398

\*\*\*\*\* TOTAL EFFECT MODEL \*\*\*\*\*

OUTCOME VARIABLE:

Z1\_Job\_satisfaction

Model Summary

R	R-sq	MSE	F	df1	df2	p
.2252	.0507	26.3511	8.9238	1.0000	167.0000	.0032

Model

	coeff	se	t	p	LLCI	ULCI
constant	28.3755	2.5944	10.9370	.0000	23.2534	33.4976
Y1_Emotive_effort	.5093	.1705	2.9873	.0032	.1727	.8458

\*\*\*\*\* TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y \*\*\*\*\*

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_ps	c_cs
.5093	.1705	2.9873	.0032	.1727	.8458	.0969	.2252

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs
.5325	.1691	3.1492	.0019	.1987	.8663	.1014	.2355

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
X4_Social_support	-.0232	.0408	-.1206	.0458

----- END MATRIX -----

\*\*\*\*\*

Model: 4

Y: Z1\_Job\_satisfaction

X: Y2\_Emotive\_dissonance

M: X4\_Social\_support

Sample\_Size: 169

\*\*\*\*\*

OUTCOME VARIABLE:

X4\_Social\_support

Model Summary

R	R-sq	MSE	F	df1	df2	p
.2736	.0749	12.4611	13.4306	1.0000	166.0000	.0003

Model

	coeff	se	t	p	LLCI	ULCI
constant	15.9513	1.8140	8.7934	.0000	12.3698	19.5327
Y2_Emotive_dissonance	.5063	.1381	3.6648	.0003	.2335	.7790

\*\*\*\*\*

OUTCOME VARIABLE:

Z1\_Job\_satisfaction

Model Summary

R	R-sq	MSE	F	df1	df2	p
.3878	.1504	23.4478	14.6021	2.0000	165.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	22.0648	3.0126	7.3241	.0000	16.1165	28.0131
Y2_Emotive_dissonance	.9957	.1970	5.0540	.0000	.6067	1.3847
X4_Social_support	.0487	.1065	.4578	.6477	-.1615	.2590

\*\*\*\*\* TOTAL EFFECT MODEL \*\*\*\*\*

OUTCOME VARIABLE:

Z1\_Job\_satisfaction

Model Summary

R	R-sq	MSE	F	df1	df2	p
.3864	.1493	23.3361	29.1334	1.0000	166.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	22.8423	2.4824	9.2017	.0000	17.9411	27.7434
Y2_Emotive_dissonance	1.0204	.1890	5.3975	.0000	.6472	1.3937

\*\*\*\*\* TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y \*\*\*\*\*

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_ps	c_cs
1.0204	.1890	5.3975	.0000	.6472	1.3937	.1954	.3864

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs
.9957	.1970	5.0540	.0000	.6067	1.3847	.1907	.3770

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
X4_Social_support	.0247	.0821	-.1005	.2425

----- END MATRIX -----

\*\*\*\*\*



Model: 4  
Y: Z2\_Emoional\_exhaustion  
X: Y1\_Emotive\_dissonance  
M: X4\_Social\_support  
Sample\_Size: 169

\*\*\*\*\*

OUTCOME VARIABLE:

X4\_Social\_support

Model Summary

R	R-sq	MSE	F	df1	df2	p
.0649	.0042	13.3700	.7068	1.0000	167.0000	.4017

Model

	coeff	se	t	p	LLCI	ULCI
constant	24.0444	1.8480	13.0108	.0000	20.3959	27.6929
Y1_Emotive_effort	-.1021	.1214	-.8407	.4017	-.3418	.1377

\*\*\*\*\*

OUTCOME VARIABLE:

Z2\_Emoional\_exhaustion

Model Summary

R	R-sq	MSE	F	df1	df2	p
.3758	.1412	4.8703	13.6509	2.0000	166.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	14.5864	1.5828	9.2158	.0000	11.4615	17.7114
Y1_Emotive_effort	.0168	.0734	.2292	.8190	-.1282	.1618
X4_Social_support	.2440	.0467	5.2239	.0000	.1518	.3362

\*\*\*\*\* TOTAL EFFECT MODEL \*\*\*\*\*

OUTCOME VARIABLE:

Z2\_Emoional\_exhaustion

Model Summary

R	R-sq	MSE	F	df1	df2	p
.0079	.0001	5.6370	.0105	1.0000	167.0000	.9186

Model

	coeff	se	t	p	LLCI	ULCI
constant	20.4528	1.2000	17.0445	.0000	18.0837	22.8218
Y1_Emotive_effort	-.0081	.0788	-.1024	.9186	-.1637	.1476

\*\*\*\*\* TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y \*\*\*\*\*

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_ps	c_cs
-.0081	.0788	-.1024	.9186	-.1637	.1476	-.0034	-.0079

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs
.0168	.0734	.2292	.8190	-.1282	.1618	.0071	.0165

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
X4_Social_support	-.0249	.0373	-.1112	.0368

----- END MATRIX -----

\*\*\*\*\*

Model: 4  
Y: Z2\_Emoional\_exhaustion  
X: Y2\_Emotive\_dissonance  
M: X4\_Social\_support  
Sample\_Size: 169

\*\*\*\*\*

OUTCOME VARIABLE:

X4\_Social\_support

Model Summary

R	R-sq	MSE	F	df1	df2	p
.2736	.0749	12.4611	13.4306	1.0000	166.0000	.0003

Model

	coeff	se	t	p	LLCI	ULCI
constant	15.9513	1.8140	8.7934	.0000	12.3698	19.5327
Y2_Emotive_dissonance	.5063	.1381	3.6648	.0003	.2335	.7790

\*\*\*\*\*

OUTCOME VARIABLE:

Z2\_Emoional\_exhaustion

Model Summary

R	R-sq	MSE	F	df1	df2	p
.3957	.1566	4.7845	15.3143	2.0000	165.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	13.3234	1.3609	9.7904	.0000	10.6364	16.0103
Y2_Emotive_dissonance	.1643	.0890	1.8463	.0666	-.0114	.3400
X4_Social_support	.2170	.0481	4.5131	.0000	.1221	.3120

\*\*\*\*\* TOTAL EFFECT MODEL \*\*\*\*\*

OUTCOME VARIABLE:

Z2\_Emotional\_exhaustion

Model Summary

R	R-sq	MSE	F	df1	df2	p
.2290	.0524	5.3427	9.1885	1.0000	166.0000	.0028

Model

	coeff	se	t	p	LLCI	ULCI
constant	16.7856	1.1878	14.1318	.0000	14.4405	19.1307
Y2_Emotive_dissonance	.2742	.0905	3.0312	.0028	.0956	.4528

\*\*\*\*\* TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y \*\*\*\*\*

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_ps	c_cs
.2742	.0905	3.0312	.0028	.0956	.4528	.1158	.2290

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c'_ps	c'_cs
.1643	.0890	1.8463	.0666	-.0114	.3400	.0694	.1372

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
X4_Social_support	.1099	.0543	.0302	.2362

----- END MATRIX -----

# APPENDIX 5

## REGRESSION ANALYSIS RESULT BETWEEN DIMENSIONS, ANTECEDENTS, AND OUTCOMES

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.386 <sup>a</sup>	.149	.138	3.33185

a. Predictors: (Constant), Antecedents, Outcomes

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	320.207	2	160.103	14.422	.000 <sup>b</sup>
	Residual	1831.698	165	11.101		
	Total	2151.905	167			

a. Dependent Variable: Dimensions

b. Predictors: (Constant), Antecedents, Outcomes

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.755	2.881		4.427	.000
	Outcomes	.132	.041	.247	3.229	.002
	Antecedents	.092	.031	.224	2.932	.004

a. Dependent Variable: Dimensions

## APPENDIX 6

### DESCRIPTIVE ANALYSIS OF EMOTIVE EFFORT

#### E\_effort\_Not\_to\_think\_actual\_feeling\_when\_helping\_passengers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	27	16.0	16.0	16.0
	Seldom	68	40.2	40.2	56.2
	Sometimes	10	5.9	5.9	62.1
	Always	47	27.8	27.8	89.9
	Almost always	17	10.1	10.1	100.0
	Total	169	100.0	100.0	

#### E\_effort\_Work\_at\_conjuring\_up\_feelings\_show\_to\_passangers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	8	4.7	4.7	4.7
	Seldom	24	14.2	14.2	18.9
	Sometimes	50	29.6	29.6	48.5
	Always	72	42.6	42.6	91.1
	Almost always	15	8.9	8.9	100.0
	Total	169	100.0	100.0	

#### E\_effort\_Create\_certain\_emotion\_to\_passangers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Seldom	3	1.8	1.8	1.8
	Sometimes	7	4.1	4.1	5.9
	Always	73	43.2	43.2	49.1
	Almost always	86	50.9	50.9	100.0
	Total	169	100.0	100.0	

#### E\_effort\_Change\_actual\_feeling\_match\_with\_passangers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	2	1.2	1.2	1.2
	Sometimes	11	6.5	6.5	7.7
	Always	57	33.7	33.7	41.4
	Almost always	99	58.6	58.6	100.0
	Total	169	100.0	100.0	

# APPENDIX 7 DESCRIPTIVE ANALYSIS OF EMOTIVE DISSONANCE

## **E\_dissonance\_Show\_same\_feelings\_that\_are\_different\_inside**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	3	1.8	1.8	1.8
	Seldom	4	2.4	2.4	4.1
	Sometimes	11	6.5	6.5	10.7
	Always	94	55.6	55.6	66.3
	Almost always	57	33.7	33.7	100.0
	Total	169	100.0	100.0	

## **E\_dissonance\_Cover\_up\_my\_true\_feelings\_to\_passengers**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	5	3.0	3.0	3.0
	Seldom	3	1.8	1.8	4.7
	Sometimes	5	3.0	3.0	7.7
	Always	70	41.4	41.4	49.1
	Almost always	86	50.9	50.9	100.0
	Total	169	100.0	100.0	

## APPENDIX 8

### DESCRIPTIVE ANALYSIS OF EMPATHIC CONCERN

#### Empathic\_concern\_Not\_to\_think\_actual\_feel\_when\_helping\_passengers

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Stongly disagree	21	12.4	12.4	12.4
Disagree	50	29.6	29.6	42.0
Neutral	7	4.1	4.1	46.2
Agree	57	33.7	33.7	79.9
Strongly agree	34	20.1	20.1	100.0
Total	169	100.0	100.0	

#### Empathic\_concern\_I\_do\_not\_feel\_pity\_when\_see\_someone\_treated\_unfairly

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Stongly disagree	86	50.9	50.9	50.9
Disagree	58	34.3	34.3	85.2
Neutral	11	6.5	6.5	91.7
Agree	9	5.3	5.3	97.0
Strongly agree	5	3.0	3.0	100.0
Total	169	100.0	100.0	

#### Empathic\_concern\_I\_do\_not\_feel\_very\_sorry\_when\_people\_having\_problems

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Stongly disagree	84	49.7	49.7	49.7
Disagree	65	38.5	38.5	88.2
Neutral	9	5.3	5.3	93.5
Agree	7	4.1	4.1	97.6
Strongly agree	4	2.4	2.4	100.0
Total	169	100.0	100.0	

**Empathic\_concern\_People\_misfortunes\_do\_not\_disturb\_me**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly disagree	84	49.7	49.7	49.7
	Disagree	60	35.5	35.5	85.2
	Neutral	12	7.1	7.1	92.3
	Agree	9	5.3	5.3	97.6
	Strongly agree	4	2.4	2.4	100.0
	Total	169	100.0	100.0	

**Empathic\_concern\_Myself\_as\_soft\_hearted\_person**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly disagree	85	50.3	50.3	50.3
	Disagree	61	36.1	36.1	86.4
	Neutral	11	6.5	6.5	92.9
	Agree	8	4.7	4.7	97.6
	Strongly agree	4	2.4	2.4	100.0
	Total	169	100.0	100.0	

**Empathic\_concern\_Touched\_by\_things\_that\_happen**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly disagree	7	4.1	4.1	4.1
	Disagree	6	3.6	3.6	7.7
	Neutral	18	10.7	10.7	18.3
	Agree	76	45.0	45.0	63.3
	Strongly agree	62	36.7	36.7	100.0
	Total	169	100.0	100.0	




## APPENDIX 9

### DESCRIPTIVE ANALYSIS OF EMOTIONAL CONTAGION

**Emotional\_contagion\_Remind\_cool\_in spite\_of\_excitement**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly disagree	1	.6	.6	.6
	Disagree	8	4.7	4.7	5.3
	Neutral	17	10.1	10.1	15.4
	Agree	66	39.1	39.1	54.4
	Strongly agree	77	45.6	45.6	100.0
	Total	169	100.0	100.0	

**Emotional\_contagion\_People\_around\_me\_influence\_my\_mood**



		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly disagree	3	1.8	1.8	1.8
	Disagree	34	20.1	20.1	21.9
	Neutral	42	24.9	24.9	46.7
	Agree	62	36.7	36.7	83.4
	Strongly agree	28	16.6	16.6	100.0
	Total	169	100.0	100.0	

**Emotional\_contagion\_Become\_nervous\_if\_others\_around\_nervous**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly disagree	8	4.7	4.7	4.7
	Disagree	80	47.3	47.3	52.1
	Neutral	35	20.7	20.7	72.8
	Agree	35	20.7	20.7	93.5
	Strongly agree	11	6.5	6.5	100.0
	Total	169	100.0	100.0	

**Emotional\_contagion\_Remain\_calm\_even\_people\_around\_worry**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly disagree	1	.6	.6	.6
	Disagree	8	4.7	4.7	5.3
	Neutral	17	10.1	10.1	15.4
	Agree	66	39.1	39.1	54.4
	Strongly agree	77	45.6	45.6	100.0
	Total	169	100.0	100.0	

**Emotional\_contagion\_I\_do\_not\_get\_upset\_when\_people\_upset**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly disagree	9	5.3	5.3	5.3
	Disagree	43	25.4	25.4	30.8
	Neutral	24	14.2	14.2	45.0
	Agree	62	36.7	36.7	81.7
	Strongly agree	31	18.3	18.3	100.0
	Total	169	100.0	100.0	

**Emotional\_contagion\_Lose\_control\_when\_bringing\_bad\_news**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly disagree	38	22.5	22.5	22.5
	Disagree	74	43.8	43.8	66.3
	Neutral	32	18.9	18.9	85.2
	Agree	22	13.0	13.0	98.2
	Strongly agree	3	1.8	1.8	100.0
	Total	169	100.0	100.0	

**Emotinal\_contagion\_Cannot\_continue\_when\_people\_depressed**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly disagree	9	5.3	5.3	5.3
	Disagree	43	25.4	25.4	30.8
	Neutral	24	14.2	14.2	45.0
	Agree	62	36.7	36.7	81.7
	Strongly agree	31	18.3	18.3	100.0
	Total	169	100.0	100.0	

# APPENDIX 10

## DESCRIPTIVE ANALYSIS OF WORKING SITUATIONS

**Working\_situations\_working\_situations\_denies\_much\_chance\_to\_use\_personal\_initiative**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly disagree	2	1.2	1.2	1.2
	Disagree	27	16.0	16.0	17.2
	Neutral	23	13.6	13.6	30.8
	Agree	93	55.0	55.0	85.8
	Strongly agree	24	14.2	14.2	100.0
	Total	169	100.0	100.0	

**Working\_situations\_Code\_red\_makes\_less\_friendly**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly disagree	9	5.3	5.3	5.3
	Disagree	43	25.4	25.4	30.8
	Neutral	26	15.4	15.4	46.2
	Agree	61	36.1	36.1	82.2
	Strongly agree	30	17.8	17.8	100.0
	Total	169	100.0	100.0	

**Working\_situations\_Embarkation\_day\_drained\_energy**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly disagree	4	2.4	2.4	2.4
	Disagree	6	3.6	3.6	5.9
	Neutral	15	8.9	8.9	14.8
	Agree	54	32.0	32.0	46.7
	Strongly agree	90	53.3	53.3	100.0
	Total	169	100.0	100.0	

**Working\_situations\_Work\_more\_than\_standard\_hours**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Stongly disagree	1	.6	.6	.6
Disagree	3	1.8	1.8	2.4
Neutral	10	5.9	5.9	8.3
Agree	74	43.8	43.8	52.1
Strongly agree	81	47.9	47.9	100.0
Total	169	100.0	100.0	

**Working\_situations\_Limited\_time\_contact\_family**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Stongly disagree	4	2.4	2.4	2.4
Disagree	3	1.8	1.8	4.1
Neutral	6	3.6	3.6	7.7
Agree	62	36.7	36.7	44.4
Strongly agree	94	55.6	55.6	100.0
Total	169	100.0	100.0	

**Working\_situations\_Limited\_time\_enjoy\_off\_time**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Stongly disagree	1	.6	.6	.6
Disagree	5	3.0	3.0	3.6
Neutral	11	6.5	6.5	10.1
Agree	72	42.6	42.6	52.7
Strongly agree	80	47.3	47.3	100.0
Total	169	100.0	100.0	

# APPENDIX 11

## DESCRIPTIVE ANALYSIS OF SOCIAL SUPPORT

**Social\_support\_Easy\_talk\_to\_supervisor**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	1.2	1.2	1.2
Disagree	8	4.7	4.7	5.9
Neutral	23	13.6	13.6	19.5
Agree	82	48.5	48.5	68.0
Strongly agree	54	32.0	32.0	100.0
Total	169	100.0	100.0	

**Social\_support\_Supervisor\_goes\_out\_from\_the\_way\_make\_life\_easier**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	6	3.6	3.6	3.6
Disagree	15	8.9	8.9	12.4
Neutral	101	59.8	59.8	72.2
Agree	44	26.0	26.0	98.2
Strongly agree	3	1.8	1.8	100.0
Total	169	100.0	100.0	

**Social\_support\_Supervisor\_willing\_to\_listen\_personal\_problems**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	1.2	1.2	1.2
Disagree	8	4.7	4.7	5.9
Neutral	23	13.6	13.6	19.5
Agree	82	48.5	48.5	68.0
Strongly agree	54	32.0	32.0	100.0
Total	169	100.0	100.0	

**Social\_support\_Coworkers\_can\_be\_relied\_when\_work\_toguh**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Stongly disagree	3	1.8	1.8	1.8
Disagree	8	4.7	4.7	6.5
Neutral	26	15.4	15.4	21.9
Agree	90	53.3	53.3	75.1
Strongly agree	42	24.9	24.9	100.0
Total	169	100.0	100.0	

**Social\_support\_Easy\_talk\_to\_coworkers**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Stongly disagree	1	.6	.6	.6
Disagree	2	1.2	1.2	1.8
Neutral	62	36.7	36.7	38.5
Agree	88	52.1	52.1	90.5
Strongly agree	16	9.5	9.5	100.0
Total	169	100.0	100.0	

**Social\_support\_Coworkers\_willing\_litsen\_personal\_problems**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Stongly disagree	5	3.0	3.0	3.0
Disagree	14	8.3	8.3	11.2
Neutral	46	27.2	27.2	38.5
Agree	77	45.6	45.6	84.0
Strongly agree	27	16.0	16.0	100.0
Total	169	100.0	100.0	

## APPENDIX 12

### DESCRIPTIVE ANALYSIS OF EMOTIONAL EXHAUSTION

**Emotional\_exhausted\_I\_feel\_used\_up\_end\_of\_the\_day**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly disagree	3	1.8	1.8	1.8
	Disagree	3	1.8	1.8	3.6
	Neutral	6	3.6	3.6	7.1
	Agree	83	49.1	49.1	56.2
	Strongly agree	74	43.8	43.8	100.0
	Total	169	100.0	100.0	

**Emotional\_exhausted\_Emotionally\_drained\_from\_work**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly disagree	1	.6	.6	.6
	Disagree	1	.6	.6	1.2
	Neutral	20	11.8	11.8	13.0
	Agree	82	48.5	48.5	61.5
	Strongly agree	65	38.5	38.5	100.0
	Total	169	100.0	100.0	

**Emotional\_exhausted\_Working\_with\_people\_strain\_for\_me**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly disagree	5	3.0	3.0	3.0
	Disagree	9	5.3	5.3	8.3
	Neutral	30	17.8	17.8	26.0
	Agree	89	52.7	52.7	78.7
	Strongly agree	36	21.3	21.3	100.0
	Total	169	100.0	100.0	

**Emotional\_exhausted\_Feel\_fatigued\_when\_get\_up\_morning**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Stongly disagree	3	1.8	1.8	1.8
Disagree	5	3.0	3.0	4.7
Neutral	24	14.2	14.2	18.9
Agree	92	54.4	54.4	73.4
Strongly agree	45	26.6	26.6	100.0
Total	169	100.0	100.0	

**Emotional\_exhausted\_Feel\_at\_the\_end\_of\_rope**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Stongly disagree	6	3.6	3.6	3.6
Disagree	9	5.3	5.3	8.9
Neutral	15	8.9	8.9	17.8
Agree	108	63.9	63.9	81.7
Strongly agree	31	18.3	18.3	100.0
Total	169	100.0	100.0	

**Emotional\_exhausted\_Feel\_burned\_out**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Stongly disagree	2	1.2	1.2	1.2
Disagree	5	3.0	3.0	4.1
Neutral	22	13.0	13.0	17.2
Agree	104	61.5	61.5	78.7
Strongly agree	36	21.3	21.3	100.0
Total	169	100.0	100.0	



**Emotional\_exhausted\_Feel\_working\_too\_hard**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly disagree	1	.6	.6	.6
	Disagree	3	1.8	1.8	2.4
	Neutral	18	10.7	10.7	13.0
	Agree	78	46.2	46.2	59.2
	Strongly agree	69	40.8	40.8	100.0
	Total	169	100.0	100.0	

**Emotional\_exhausted\_Working\_with\_people\_put\_too\_much\_stress**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly disagree	6	3.6	3.6	3.6
	Disagree	8	4.7	4.7	8.3
	Neutral	30	17.8	17.8	26.0
	Agree	87	51.5	51.5	77.5
	Strongly agree	38	22.5	22.5	100.0
	Total	169	100.0	100.0	

**Emotional\_exhausted\_Feel\_frustrated**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly disagree	5	3.0	3.0	3.0
	Disagree	11	6.5	6.5	9.5
	Neutral	43	25.4	25.4	34.9
	Agree	86	50.9	50.9	85.8
	Strongly agree	24	14.2	14.2	100.0
	Total	169	100.0	100.0	

# APPENDIX 13

## DESCRIPTIVE ANALYSIS OF JOB SATISFACTION

**Job\_satisfaction\_I\_am\_satisfied\_with\_what\_i\_do**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Stongly disagree	3	1.8	1.8	1.8
Disagree	1	.6	.6	2.4
Neutral	11	6.5	6.5	8.9
Agree	55	32.5	32.5	41.4
Strongly agree	99	58.6	58.6	100.0
Total	169	100.0	100.0	

**Job\_satisfaction\_People\_often\_think\_quiting**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Stongly disagree	1	.6	.6	.6
Disagree	4	2.4	2.4	3.0
Neutral	46	27.2	27.2	30.2
Agree	77	45.6	45.6	75.7
Strongly agree	41	24.3	24.3	100.0
Total	169	100.0	100.0	

**Job\_satisfaction\_People\_on\_this\_job\_are\_satisfied**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Stongly disagree	5	3.0	3.0	3.0
Disagree	4	2.4	2.4	5.3
Neutral	33	19.5	19.5	24.9
Agree	84	49.7	49.7	74.6
Strongly agree	43	25.4	25.4	100.0
Total	169	100.0	100.0	

**Job\_satisfaction\_I\_frequently\_think\_of\_quiting**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly disagree	4	2.4	2.4	2.4
	Disagree	10	5.9	5.9	8.3
	Neutral	65	38.5	38.5	46.7
	Agree	59	34.9	34.9	81.7
	Strongly agree	31	18.3	18.3	100.0
	Total	169	100.0	100.0	

**Job\_satisfaction\_Overall\_I\_am\_satisfied**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Stongly disagree	2	1.2	1.2	1.2
	Disagree	4	2.4	2.4	3.6
	Neutral	11	6.5	6.5	10.1
	Agree	53	31.4	31.4	41.4
	Strongly agree	99	58.6	58.6	100.0
	Total	169	100.0	100.0	

## APPENDIX 14

### QUESTIONNAIRE DESIGN

Study Title: Measuring Emotional Labour in The Cruise Ship Industry: The Influence of The Individual and Organizational Characteristics

Name of researcher and supervisor: M. Ibnu Sina and Dr Karolina Doughty

Name of institution: Wageningen University, The Netherlands

Contact email: [Muhammad.sina@wur.nl](mailto:Muhammad.sina@wur.nl)

Invitation:

Thank you for reading this. I would like to invite you to take part in my research study by completing this questionnaire. It is entirely up to you whether you participate but your responses would be valued. You have been identified as a potential respondent by researchers because you are a seafarer. My study is about measurement of the emotional labour for crew while living and working on the cruise ship. The questionnaire can be completed anonymously, and all reasonable steps will be taken to ensure confidentiality. Responses from completed questionnaires will be collated for analysis; once this is completed the original questionnaires will be destroyed once data have been processed. If you wish to learn more about the results of the research, please contact the researcher via email.

## Questionnaire

- A. What is your function? \_\_\_\_\_
- B. How long you have been working on the cruise ship? \_\_\_\_\_
- C. What is your gender? ☐ Male ☐ Female

### 1. Emotive Effort

I try not to think about what I actually feel when helping passengers	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
I work at conjuring up the feelings I need to show to passengers	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
When working with passengers, I attempt to create certain emotions in myself that present the image of the company desires.	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
I try to change actual feelings to match those that I must express to customers	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

### 2. Emotive Dissonance

I often have tender, concerned feelings for people less fortunate than myself	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
I show the same feelings to customers that are different from what I feel inside	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
I have to cover up my true feelings when dealing with customers.	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

### 3. Empathic Concern

I try not to think about what I actually feel when helping passengers	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
When I see someone being treated unfairly, I sometimes do not feel very pity for them	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

Sometimes I do not feel very sorry for other people when they are having problems	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
Other people's misfortunes do not usually disturb me a great deal	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
I would describe myself as a pretty soft-hearted person	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
I am often quite touched by things that I see happen	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

#### 4. Emotional Contagion

I often find that I can remain cool in spite of the excitement around me	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
The people around me have a great influence on my moods	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
I become nervous if others around me seem to be nervous	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
I am able to remain calm even though those around me worry	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
I do not get upset just because a friend is acting upset	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
I tend to lose control when I am bringing bad news to people	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
I cannot continue to feel OK if people around me are depressed	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

#### 5. Working situations

My working situation denies me much chance to use personal initiative when interacting with passengers	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
Code red makes me less friendly to passengers	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
Embarkation day drained my energy	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
I work more than standard hours of my company	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

I have limited time to contact family and friends back home	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
I have limited time to enjoy my leisure time during off-time	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

## 6. Social support

It is easy to talk with my supervisor	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
My supervisor goes out of his or her way to make life easier for me	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
My supervisor is willing to listen to my personal problems	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
My co-workers can be relied on when things get tough at work	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
It is easy to talk with my co-workers	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
My co-workers are willing to listen to my personal problems	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

## 7. Emotional exhaustion

I feel used up at the end of the workday	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
I feel emotionally drained from work	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
Working with people all day is really a strain for me	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
I feel fatigued when I get up in the morning and have to face another day of the job	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
I feel like I am at the end of my rope	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
I feel burned out from my work	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
I feel like I am working too hard on my job	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

Working with people directly puts too much stress on me	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
I feel frustrated by my job	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

#### 8. Job satisfaction

I am satisfied with the kind of work I do in this job	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
People on this job often think of quitting	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
Most people on this job are very satisfied with their jobs	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
I frequently think of quitting this job	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree
Overall, I am very satisfied with this job	Strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly agree

Thank you for completing the questionnaire

If you have any concerns regarding this research, please contact me via email