MANAGING EMPLOYEE'S EMOTION AND BEHAVIOR IN HOSPITALITY

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ABSTRACT

The main characteristic of works in the hospitality-based industry require the ability of employees to exert all their abilities and emotions in delivering the service. However, recent research has proven the occurrence of emotional dissonance and its impact on employee counterproductive behavior. The results of previous research regarding the relationship between these two variables have various different results. Based on the assumptions of conservation of resource theory, organizational support contributes to reducing the impact of emotional dissonance and the emergence of employee resilience. This study examined the impact of emotional dissonance and organizational support on counterproductive work behavior and employee resilience as mediating variables. This study confirms the mediating effect of employee resilience and its contribution in explaining organizational support based on a framework of conservation of resources.

Keywords: Counterproductive Work Behavior, Emotional Dissonance, Employee Resilience, Organizational Support, Conservation of Resource Theory.

1. Introduction

Organizations based hospitality in the industry of hospitality based measure its performance on one of the components of the primary that is customer focus. Consequently, business hospitality needs excellent attention to the satisfaction and loyalty of consumers. Services that provide the consumer make the attitudes and behaviours of employees into reflection for consumers in assessing hotel performance. Components of the service that is in the present by the employee into the base prime for business hospitality within reach advantage to compete. Behaviour in providing services, one of which is determined by the emotional condition of the employee. However, job demands lead employees to display expressions that do not always correspond with the feeling of being in nature. Employees are engaged in the field of services has the potential to experience emotional dissonance.

Lewig and Dollard (2003) explain that the emotional dissonance effect on counterproductive work behaviour. However, research by Cretu and Burcas (2014) explains that emotional dissonance does not have a significant impact on counterproductive work behaviour. Studies that did by Abraham (1998) explains that the support received by the employee during the run job. Further research Edwards and Askanasy (2018) concluded that in encouraging employees to manage the factors of emotion in work, needs the components of resilience. This study aims to examine the effect of

employee resilience mediation on the relationship between organizational support, emotional dissonance and counterproductive work behaviour in hotels in Central Java, Indonesia.

2. Literature Review

2.1 Emotional Dissonance

Emotional dissonance associated with the expression of an individual who is not fit with the feeling of actually who was in the natural (Hoschild, 2003). This terminology develops from the concept of emotional labour which is divided into frequency, attentiveness, variety and dissonance (Morris and Feldman, 1996). Furthermore, Brotheridge (2002) divides emotional labour into two categories, namely, job-focused and employee focused.

2.2 Perceived Organizational Support

Organizational support develops along with the tendency of employees to fulfil the humanlike characteristics of the organization. The concept is referring to the opinion of Levinson (1965) which states that there is the behaviour of the agent organization as a personification of responsibility in charge of legal, moral and financial organizations for the employees. Organizational support refers to the psychological aspects that the organization presents to employees as a form of organizational responsibility to help employees achieve organizational goals (Rhoades and Eisenberger, 2002).

2.3 Employee Resilience

Employee resilience refers to the capacity of the individual to be positively adapt to changes in the situation and the difficulty in the job (Connor and Davidson, 2005). Resilience deals with the individual's internal and external factors. Internal aspects cover optimism, the existence of purpose, confidence, empathy and insight (Edward, 2005) aspects of external associated with the support and resources at the place of work and the existence of role models (MacPhee, 2012).

2.4 Counterproductive Work Behavior

Work Behavior counterproductive includes sharing shape the behaviour of organizations either that intentionally or not that is contrary to the purpose of the organization (Marcus and Schuler, 2004). Behaviour is in include working with the rhythm slow, sabotage, displaying the behaviour of favouritism, gossiping, blaming others, violent verbal and physical (Raman, Sambisivan and Kumar, 2016). Counterproductive Work Behavior is the result of complex interactions between individuals and the work environment (Martinko, Gundlach and Douglas, 2002).

2.5 The Effect of Emotional Dissonance and Organizational Support on Employee Resilience and Counterproductive Work Behavior

Study by Walsh (2014) explain that when the employee does not receive support in managing emotions in the work that will have an impact on the resilience. Melvin (2015) stated that without the support of organizations in the management of emotions, employees of the demands of work

would push the effect negatively on the behaviour and performance of employees. Furthermore, Riley and Weiss (2016) explained that organizational support has an impact on employee resilience. The finding is in strengthened by the results of studies Delgado, Upton, Ranse, Furness and Foster (2017) which states that the support organization influences the employee resilience. Further findings provide supporting evidence, namely the effect of emotional labour with two components, namely deep acting and surface acting (emotional dissonance) on employee resilience (Delgado, Roche, Fethney and Foster, 2019).

Lanz's research (2015) explains that resilience affects the relationship between the factors that cause employee stress and employee negative work behaviour. Resilience effect on psychological health and wellbeing of employees (Ablett and Jones, 2007). The capacity of the individual is also instrumental in preventing the behaviour of the negative result of the work (Melvin, 2015).

Thus, a hypothesis that is formulated in the research is formulated as follows :

H1. There is an impact of Organizational Support on Employee Resilience

H2. There is an impact of Emotional Dissonance Effect on Employee Resilience

H3. There is an impact of Employee Resilience on Counterproductive Work Behavior.

H4. The influence of Employee Resilience in mediating the relationship between Organizational Support and Counterproductive Work Behavior

H5. The influence of Employee Resilience in mediating the relationship between Emotional Dissonance and Counterproductive Work Behavior
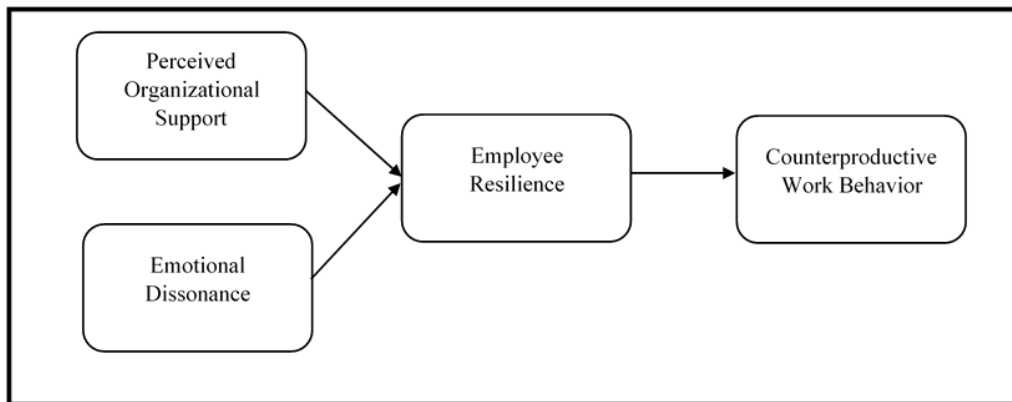
3. Research Methodology

The population in the study of this are the employees who work at the hotel starred three in Jawa Tengah in Indonesia Determination of the sample that is used in research this is a non-probability sampling using technique purposive sampling with the number of samples that are used as much as 420 respondents. Methods of collecting primary data in the study are performed by using the method of survey, questionnaires in research is to use the format of a questionnaire to the statement enclosed, powered by questions open which require answers brief of respondent to obtain a more profound answer. Grain questions in the questionnaire were made by using a scale of 1-10 which depict assessment of respondents on a scale of 1 to criteria very not agree to the scale ten on criteria highly disagree. Analysis of the data is done by using Structural Equation Modeling (SEM).

The first step is the development model of the theoretical is explained constructs that are used in the model of research. In the model, studies have used four constructs, namely Emotional

Dissonance, Organizational Support, Employee Resilience and Counterproductive Work Behavior. The second step is the development of a path diagram to explain the causality relationship between the constructs to be tested in the research model. Constructs are constructed can be distinguished into two categories, namely constructs exogenous and construct endogenous. A step further is the evaluation criteria of goodness of fit to see the index suitability and value cut-off for defining some models can be accepted or rejected. The last stage is the interpretation and modification of the model. Hair et al. (1995) provide guidance to consider the need or not to modify a model of the notice the number of residuals generated by the model. There are criteria to determine the safe limit of the residual value, which is greater than or equal to 1.96, which is interpreted as statistically significant at the 5% level. (1)

4. Result

Questionnaires were distributed amounted to 500 copies. This questionnaire is given to employees who work in three-star hotels in Central Java, Indonesia. The period from the administration of a questionnaire to be taken back for one week. Several questionnaires were returned to the researchers amounted to 420 copies. Questionnaire that can be processed more advanced totaled 392 copies.

Based on the results of the processing of data in statistics, characteristics of employees can be grouped on age, education, type of sex and long work. Based on age, there are 52% male respondents and 48% female respondents. Most of the respondents with the last diploma education were 59%, the rest had an undergraduate education level of 27% and high school education as much as 16%. The majority of respondents had been working on businesses that are less than one year is as much as 47% while respondents who work between 2-3 years as much as 36% and others have been working for more than three years is as much as 17%.

The next stage is testing the validity and reliability of the construct. The results of the validity and reliability tests are presented as follows:

Table 1. Validity and Reliability Test

Construct	Cronbach Alpha	VE	CR	DV	Standardized Loading Factor
POS	0.711	0.521	0.784	0.751	0.73
					0.86
					0.79
					0.72
ED	0.828	0.545	0.811	0.842	0.79
					0.72
					0.82
					0.88
ER	0.846	0.562	0.837	0.829	0.79
					0.73
					0.85
					0.77
CWB	0.814	0.517	0.822	0.825	0.78
					0.71
					0.83
					0.74

Based on the table above can be seen that the value of Cronbach's alpha of each construct and value loading factor for each item, the question is in the top 0.6. While it is, the value of variance extract more substantial than the value of the critical, namely 0.5. The construct reliability value is above 0.7, while the discriminant validity value is above 0.7.

4.1 SEM Analysis

The analysis further is the analysis of SEM in the full model to test the model and hypothesis were developed in the research of this. The result of the feasibility of the model is presented as follows:

Table 2. Goodness of Fit Test

Goodness of Fit Index	Result
Chi Square	108.271
Probability	0.140
GFI	0.912
TLI	0.905
CFI	0.927
CMIN/DF	1.122
RSMEA	0,054

The full model test results show that the model can be categorized as fit. It is can be seen from some criteria can be met by either. The result of the calculation of the chi-square shows the value that is smaller than the chi-square table with a degree significantly by 5%. Then the value of the probability indicates the value in the above criteria 0.05, so it can be said to be good. Furthermore, the GFI value is greater than 0.9, so it can be categorized as good. The TLI value is greater than 0.90, so it can be categorized as good. The CMIN / DF value is below the criteria of 2.00, so it can be said to be good and the RSMEA value is far below the 0.08 standard so that the overall model can be said to be fit.

4.2 Hypothesis Testing

Next phase is testing the hypothesis that has been in proposing. Hypothesis testing is based on data processing using SEM analysis by analyzing the value of the critical ratio and the probability of data processing. The required value is above 1.96 for the critical ratio and below 0.05 for probability.

Hypothesis 1 research is organizational support an effect on employee job satisfaction Based on the results of the analysis of the data is known that the value of CR for relationship effect between the two constructs is located on the value of 2.560 with a probability of 0.000. By thus can be said that hypothesis 1 is supported.

Hypothesis 2 study that emotional dissonance effect on employee resilience Based on the results of the analysis of the data is known that the value of CR for relationship effect between the two constructs is located on the value of 1,311 with a probability of 0.143. By thus can be said that hypothesis 2 is not in support.

Hypothesis 3 research is that job satisfaction has a positive effect on the intention to quit. Based on the results of the analysis of the data is known that the value of CR for relations between the two constructs is located on the value of 2,245 with a probability of 0.000. By thus can be said that hypothesis 3 in support.

Summary results of testing hypothesis 1 up to 3 is presented in the table below:

Table 3. Hypothesis Test Result

Hypothesis	CR and P Value	Result
H1	CR=2.560 P=0.000	Supported
H2	CR=1.311 P=0.161	Not supported
H3	CR=2.245 P=0.000	Supported

Testing Hypothesis 4 regarding the influence of the mediating effect of organizational support and intention to quit require testing of the effect of direct, no direct and total correlation between variables can be analyzed based on standardized direct, indirect and total. A summary of the value of the direct, indirect and total effect is presented in the following table:

Table 4. Path Analysis Result

Path	Direct	Indirect Effect ..	Total
POS-ER-CWB	0.201	0.215	0.416
ED-ER-CWB	0.130	0.152	0.282

Based on table 4, it is shown that the relationship did not immediately have a coefficient that is more substantial than the relationship that directly. By this, it can be concluded that the hypothesis 4 and 5 received.

6. Conclusion

This study aims to examine the effect of organizational support and emotional dissonance on counterproductive work behaviour with employee resilience as the mediating variable. Results of the study showed that employee resilience plays a role in mediating the relationship between organizational support and emotional dissonance with counterproductive behaviour. Emotional dissonance has the potential to occur in surface acting situations that have an impact on counterproductive work behaviour. The behaviour of employees who are not aligned with the achievement of the organization is specified by employee resilience. Strategy support organization that right following the needs of socio-emotional employee potential in creating employee resilience so counterproductive work behaviour can be in minimized.

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