THE EFFECTS OF PERSONALITY CHARACTERISTICS, EMOTIONAL LABOR, AND BURNOUT ON JOB SATISFACTION AND TURNOVER INTENTION FOR HOTEL EMPLOYEES

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ABSTRACT. *The purpose of this study is to establish an effective management strategy for local hotel employees. Uncertainty in labor market has been rising compared to the past, and hotel employees are under difficulties such as job insecurity and frequent turnover. In particular, the influence of psychological factors of service employees on organizational performance has been proven through many previous researches, but empirical studies on hotel employees, especially the studies focused on employee burnout that occurs at the moment of facing consumers, have relatively not been actively performed. In this study, the dimension of personality characteristics of hotel employees in small and medium-sized hotels with various organizational environment changes has been derived, and the effect of each personality dimension on emotional labor, burnout, job satisfaction and turnover intention have been analyzed. As a result of the study, first, the effects of personal characteristics on emotional labor are all accepted except extroversion and sociability. Second, the effects of personal characteristics on burnout are all accepted except extroversion. Third, the effect of emotional labor on burnout has been turned out to be positively associated. Fourth, in the relationship among emotional labor, burnout and job satisfaction, the influence of emotional labor on job satisfaction has been identified significantly associated, while the influence of burnout on job satisfaction has not been significantly linked. Fifth, the effects of emotional labor, burnout, and job satisfaction on turnover intention have been also all accepted. The results of this study are expected to be used as grounds for establishing a strategy for management of hotel employees in small and medium-sized hotel workers. In particular, the results of this study suggest that differentiated management reflecting employees' personality characteristics is necessary to improve hotel organization performance. Through the study, we expect this study will help with expanding the scope of future studies on hotel employment management as the study examines the personality characteristics affecting emotional labor and burnout.*
Keywords: Personality characteristics, Emotional labor, Burnout, Job satisfaction, Turnover intention

1. **Introduction.** The attitudes and behaviors of service workers responding to customers are directly evaluated by the customers and the results affect customer satisfaction and organizational performance [1,2]. Especially, as the small and medium-sized local hotels are becoming more competing with large hotels and other similar service industries, the small and medium-sized hotels demand a higher level of customer service to service workers in order to differentiate their services. To this end, each hotel creates and manages a customer service manual to limit, monitor, and supervise employees' attitudes and behaviors to enhance customer service levels. In this process, emotional adjustment of the individual employee is inevitable in meeting the organizational expression rules required by the hotel management [1,3].

In this way, the employees in hotels must manage his/her feelings and make limited expressions while the individual in the organization is in charge of his/her work, which is defined as emotional labor. This has become an important concept of service management as the service industry has expanded [4,5]. Researches for the well-being of service workers who must follow organizational expression rules have been conducted steadily for more than two decades [6]. However, empirical studies on hotel employees, especially the studies focused on employee burnout that occurs at the moment of facing consumers, have relatively not been actively performed.

In this study, therefore, the dimension of personality characteristics of hotel employees in small and medium-sized hotels with various organizational environment changes has been derived, and the effects of each personality dimension on emotional labor, burnout, job satisfaction and turnover intention have been analyzed.

2. **Literature Review.** Personality characteristics have been defined as distinctive emotions, thoughts, and behaviors that differentiate individuals from others who persist in time and context [7]. Although the types that distinguish personality traits have been studied extensively, most personality psychologists believe that the five-factor model can summarize human personality characteristics well [8,9].

Personality five factors consist of psychological instability, extroversion, openness, acceptability, and sincerity, showing important influences on forming positive or negative thinking and attitude toward objects. Thus, the degree of coherent emotions of individuals formed by personality factors may differ, affecting surface acting or deep acting. Judge et al. (2009) argued that it is important to understand that personality characteristics of individuals influence the emotional labor of service workers [6]. However, there have been few studies that have examined the influence of personality characteristics on emotional labor by identifying surface acting and deep acting behavior [4].

On the other hand, Grandey (2000) suggested that emotional labor execution strategy derived from surface acting and deep acting is taken to modify internal emotions in order to keep the emotional expression rules required by the organization [1]. Surface behavior is like bad-faith, in which the emotions required by an organization are expressed out without changing the underlying emotions. Deep acting can be defined as an effort to reconcile the intrinsic feelings with the actions that must be expressed to meet the expectations of the organization.

Theodosius (2008) argued that emotional labor manages his/her emotional state through observable facial expressions and gestures [9]. This means that emotional labor is not merely a kind of friendly and helpful action to the customer but a sense of purposeful emotions that workers manage to produce their own emotions according to the goals required by the organization [8]. Recently, as the social interest in emotional labor has increased, the significance of emotional labor problems of other various occupations including employees of service jobs and bankers as well as sales workers representatively known to be emotional laborer is emerging. In addition, emotional labor has been measured through various evaluation tools; however, there are few researches using standardized measurement tools suitable for Korean labor market situation.

According to the researches relevant to management strategies for hotel employees, hereby, the study employed following hypotheses:

H1: Personality characteristics will be positively associated with emotional labor.
H2: Personality characteristics will be positively associated with burnout.
H3: Emotional labor will be positively associated with burnout.
H4: Emotional labor will be positively associated with job satisfaction.
H5: Burnout will be positively associated with job satisfaction.
H6: Emotional labor will be positively associated with turnover intention.
H7: Burnout will be positively associated with turnover intention.

    H8: Job satisfaction will be positively associated with turnover intention.

3. **Research Model.** In the study in order to identify the latent temperament of the hotel employees, we extracted five dimensions of the personality characteristics of the hotel employees who perform emotional labor in the first line of the hotel front area. In addition, by examining the overall influences of personality characteristics on emotional labor and burnout, this study tries to identify the relationship among emotional labor, burnout, job satisfaction and turnover intention. The research model is shown in Figure 1.
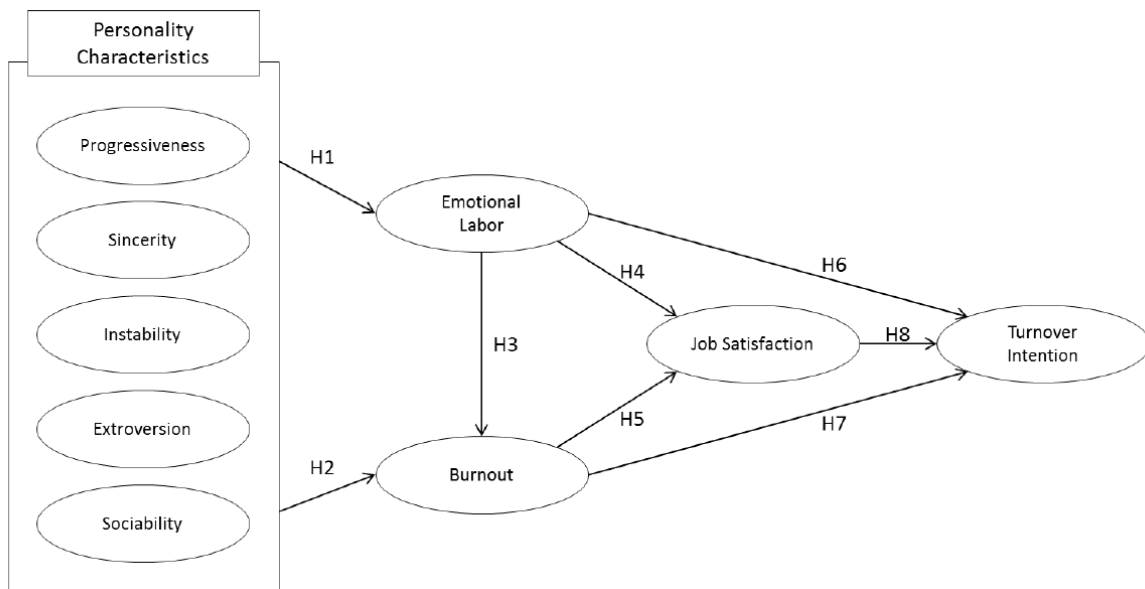

FIGURE 1. Research model

    A survey had been conducted in Gyeong-nam province, South Korea, from May to June in 2019. A total of 280 questionnaires had been collected and 248 questionnaires had been used for analysis after eliminating questionnaires with irrelevant or unanswered values.
    The demographic characteristics with 248 respondents indicate as follows. 66 respondents (26.61%) are male, while 182 respondents (73.39%) are female. The age division shows that 35 respondents (14.11%) are under 29 years old, and 138 respondents (55.65%) are between 30 and 39 years old. Moreover, 58 respondents (23.39%) are between 40 and 49 years old, and 17 respondents (6.85%) belong to the bracket of over 50s, indicating that the proportion of female and the age bracket of 30 and 39 are relatively high.

4. **Results.** In order to measure the hypotheses of the study, research model has been assessed by evaluations of the convergent validity, and discriminant validity of the variables. The research model for the variables has been hired and tested by using confirmatory factor analysis (CFA) with AMOS 18.0. A maximum likelihood method was adopted to evaluate a reasonable goodness-of-fit indices for the research model. The test has produced following fit index: $\chi^2(df) = 506.542(287)$, $p = .000$, CMIN/DF = 1.764, GFI = 0.875, AGFI = 0.836, IFI = 0.962, TLI = 0.953, CFI = 0.961, RMR = 0.038, RMSEA = 0.055. The indices turned out to indicate a satisfactory model fit.
    Moreover, the internal consistency of multiple measurements has been assessed by composite reliability and AVE, referring to average variance extracted. Researchers generally recommend 0.70 for composite reliability and AVE. In the study, composite reliability ranges from 0.789 to 0.923 and AVE ranges from 0.540 to 0.707. Thus, the current data indicates a good convergent validity as shown in Table 1.

TABLE 1. Convergent validity and reliability

Factor	Variable	Std. Estimate	S.E.	C.R.	Composite Reliability	AVE
Progressiveness	PR1	0.705	–	–	0.869	0.569
	PR2	0.738	0.118	9.844*		
	PR3	0.714	0.152	7.449*		
	PR4	0.718	0.142	7.645*		
	PR5	0.776	0.145	8.099*		
Sincerity	SN1	0.863	–	–	0.923	0.707
	SN2	0.779	0.073	12.431*		
	SN3	0.750	0.102	8.690*		
	SN4	0.741	0.099	8.638*		
	SN5	0.782	0.088	10.583*		
Instability	IS1	0.836	–	–	0.852	0.540
	IS2	0.720	0.090	9.864*		
	IS3	0.697	0.087	9.248*		
	IS4	0.752	0.088	10.162*		
	IS5	0.707	0.082	9.412*		
Extroversion	XT1	0.781	–	–	0.826	0.614
	XT2	0.703	0.108	8.261*		
	XT3	0.760	0.122	8.796*		
Sociability	SC1	0.461	–	–	0.789	0.569
	SC2	0.776	0.267	5.446*		
	SC3	0.833	0.314	5.494*		

Notes: $^{*}p < 0.01$, $\chi^2(df) = 506.542(287)$, $p = .000$, CMIN/DF = 1.764, GFI = 0.875, AGFI = 0.836, IFI = 0.962, TLI = 0.953, CFI = 0.961, RMR = 0.038, RMSEA = 0.055

Discriminant validity means the degree to which a variable truly differs from neighboring variables. In order to secure discriminant validity of the measurements, therefore, the square roots of AVE have been calculated and compared with the covariance between factors for every single factor. The square roots of AVE are presented along the diagonal of the correlation analysis matrix presented in Table 2. It has been suggested that average covariance between a construct and its measures should be greater than the covariance between the variables and other variables in the research model.

TABLE 2. Discriminant validity

Factor	(1)	(2)	(3)	(4)	(5)
(1) Progressiveness	*0.754*				
(2) Sincerity	0.567	*0.841*			
(3) Instability	0.124	0.145	*0.735*		
(4) Extroversion	0.629	0.505	0.353	*0.784*	
(5) Sociability	0.371	0.689	0.297	0.311	*0.754*

Notes: The square roots of the average variance extracted (AVE) values are presented on the diagonal and correlations are below diagonal.

The correlation analysis shows discriminant validity as the square root of AVE of each variable turned out to be higher than the correlation between the variables. Therefore, the result indicates a high degree of discriminant validity [10].

Paths in the research model have been analyzed using structural equation model (SEM). The overall model fit indices of the research model hired for the empirical study are

acceptable showing satisfactory model fit indices; $\chi^2(df) = 546.383(293)$, $p = .000$, CMIN/DF = 1.864, GFI = 0.867, AGFI = 0.829, IFI = 0.956, TLI = 0.946, CFI = 0.955, RMR = 0.042, RMSEA = 0.059.

As shown in Table 3, the effects of personal characteristics on emotional labor are all accepted except extroversion and sociability (H1a: $\beta = 0.235$, $p < 0.05$, H1b: $\beta = 0.391$, $p < 0.05$, H1c: $\beta = 0.366$, $p < 0.01$). On the other hand, the effects of personal characteristics on burnout are all accepted except extroversion (H2a: $\beta = 0.219$, $p < 0.05$, H2b: $\beta = 0.199$, $p < 0.05$, H2c: $\beta = 0.439$, $p < 0.01$, H2e: $\beta = 0.223$, $p < 0.05$).

TABLE 3. Results of path analysis

Hyp.		Path Analysis			Std. Estimate	S.E.	t-value	Result
H1	H1a	Progressiveness	$\rightarrow$	Emotional labor	0.235	0.198	2.308*	Accepted
	H1b	Sincerity	$\rightarrow$	Emotional labor	0.391	0.176	2.849*	Accepted
	H1c	Instability	$\rightarrow$	Emotional labor	0.366	0.102	3.717**	Accepted
	H1d	Extroversion	$\rightarrow$	Emotional labor	0.080	0.185	0.592	Rejected
	H1e	Sociability	$\rightarrow$	Emotional labor	0.107	0.275	0.840	Rejected
H2	H2a	Progressiveness	$\rightarrow$	Burnout	0.219	0.145	2.217*	Accepted
	H2b	Sincerity	$\rightarrow$	Burnout	0.199	0.134	2.001*	Accepted
	H2c	Instability	$\rightarrow$	Burnout	0.439	0.089	5.032**	Accepted
	H2d	Extroversion	$\rightarrow$	Burnout	0.010	0.141	0.096	Rejected
	H2e	Sociability	$\rightarrow$	Burnout	0.223	0.225	2.116*	Accepted
H3		Emotional labor	$\rightarrow$	Burnout	0.676	0.106	6.317**	Accepted
H4		Emotional labor	$\rightarrow$	Job satisfaction	0.476	0.124	3.199**	Accepted
H5		Burnout	$\rightarrow$	Job satisfaction	0.048	0.121	0.335	Rejected
H6		Emotional labor	$\rightarrow$	Turnover intention	0.392	0.130	2.838*	Accepted
H7		Burnout	$\rightarrow$	Turnover intention	0.629	0.146	6.022**	Accepted
H8		Job satisfaction	$\rightarrow$	Turnover intention	0.384	0.087	4.939**	Accepted

Notes: $^*p < 0.05$, $^{**}p < 0.01$, $\chi^2(df) = 546.383(293)$, $p = .000$, CMIN/DF = 1.864, GFI = 0.867, AGFI = 0.829, IFI = 0.956, TLI = 0.946, CFI = 0.955, RMR = 0.042, RMSEA = 0.059

Moreover, the effect of emotional labor on burnout has been turned out to be positively linked (H3: $\beta = 0.676$, $p < 0.01$). In the relationship among emotional labor, burnout and job satisfaction, the influence of emotional labor on job satisfaction has been identified significantly associated (H4: $\beta = 0.476$, $p < 0.01$), while the influence of burnout on job satisfaction has not been significantly linked. Lastly, the effects of emotional labor, burnout, and job satisfaction on turnover intention have been also all accepted (H6: $\beta = 0.392$, $p < 0.05$, H7: $\beta = 0.629$, $p < 0.01$, H8: $\beta = 0.384$, $p < 0.01$).

5. **Conclusion.** The purpose of this study is to establish an effective management strategy for local hotel employees. For the purpose of empirical study, the dimension of personality characteristics of hotel employees in small and medium-sized hotels with various organizational environment changes has been derived, and the effects of each personality dimension on emotional labor, burnout, job satisfaction and turnover intention have been analyzed.

The results of the study are summarized as follows.

First, the effects of personal characteristics on emotional labor are all accepted except extroversion and sociability. On the other hand, the effects of personal characteristics on burnout are all accepted except extroversion. That is meaning to say that the employees with high progressiveness, sincerity, and instability tend to be sensitive to serve clients visiting hotel, getting themselves emotionally involved. Therefore, in order to prevent the

emotional exhaustion of the employees, the manager needs careful efforts to grasp the personality characteristics of the employees and to place them in right work area.

Moreover, the effect of emotional labor on burnout has turned out to be positively associated. In the relationship among emotional labor, burnout and job satisfaction, the influence of emotional labor on job satisfaction has been identified significantly associated, while the influence of burnout on job satisfaction has not been significantly associated. From the results, for the managers in order to prevent the decrease in job satisfaction, it is necessary to manage systematically through monitoring system for the level of emotional labor of employees.

Lastly, the effects of emotional labor, burnout, and job satisfaction on turnover intention have been also all supported. To prevent from employees' turnover, job satisfaction must be high, and to increase this, careful monitoring of emotional labor is necessary. In addition, as mentioned above, in selecting service employees, a measurement tool that can confirm their personality characteristics is required in the stage of screening them for the job hiring. Accordingly, the employees must be properly placed, and the level of emotional labor must be monitored in order to safely protect employees from burnout.

Through the study, we expect this study will help with expanding the scope of future studies on hotel employment management as the study examines the personality characteristics affecting emotional labor and burnout.

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