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The Moderating Role of Hope in Emotional Labour and Organizational Commitment in a Sample of Hotel Workers in Aba

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Abstract

The study examined the moderating role of the hope in emotional labour and organizational commitment in a sample of hotel workers in Aba. A total of one hundred and ninety two (192) hotel workers were sampled. The respondents include workers from three (3) Nigeria hotels located in Aba Abia State namely: Vista hotel, hotel du Golf and Navichotel. Among the participants seventy nine (79) were males and one hundred and thirteen (113) females with the range of 20-46 years ($M=33.76$, $SD=6.18$). The researcher employed a correlational design because it will investigate relationship between variables without manipulating/controlling any of the variable. A moderated hierarchical regression was used for data Analysis. Three set of instrument Hope scale, Emotional Labour scale and organizational commitment scale were used. The result of the study showed that Hope significant prediction of organizational commitment ($\beta=16$, $P<.05$). Emotional labour dimension surface acting showed significant prediction of organizational commitment dimension countenance ($\beta = 19$, $P<.01$). Organizational commitment dimension, normative commitment and emotional labour dimension, deep acting showed significant positive prediction of organizational commitment ($\beta=.47$, $p<.01$). The findings were discussed in relation to literature reviewed and suggestions made.

Keywords: commitment, emotional labour, hope, hospitality, tourism

Introduction

The hotel industry as one of the service providers is likely to be an important aspect of the hospitality sector. Hospitality, a product of tourism, is defined by the relationship between the service provider, the service itself, and the guest, being characterized by offering a range of services that include the satisfaction of physiological and psychological needs (Revés, 2011). It is one of the leading service activities and is believed to be an essential source of economic development (Zakariah, Zainal, & Shariff, 2018). As the hotel industry is highly labour-intensive industry, it relies heavily on skills and performance of its employees to carry its valued products and services to the guests.

The performance of its human resources being recognized as a significant and determining factor in organization sustainability (Zopiatis, Constanti, & Theocharous, 2014). Therefore, the element of human resource in hotel industry has become a critical success factor determining the sustainable human resource management (Albattat & Som, 2013).

The hotel industry relies heavily on human resources to remain competitive in rapidly changing global environment (Zopiatis, Constanti, & Theocharous, 2014). Having inadequate staff may impair service quality, whereas many permanent employees increase operating cost. Thus, temporary and part-time employment and shift workers are the common characteristics of the hotel sector (Luo & Milne, 2014; Knox & Walsh, 2005).

As the hotel industry continues to grow, the need for skilled and competent employee is important (Nischithaa & Rao, 2014). This growth is consistent with the need of a variety of workforce that will serve various functions to meet the needs and demands of the guests. To make sure that the guests are well-served, organizational commitment of the hotel workers is required. Accordingly, it is strongly suggested that the hotels top management need to revisit and re-examine appropriate ways of developing and retaining service staff within a new paradigm shift in managing human resources (Chan, 2017). Thus, this will help to enhance organizational commitment of the hotel workers. Many organizations have already realized that positive job related attitudes such as commitment to organizational related work are of critical importance to their competitive advantage (Walker, 2001; Chew, 2004). Organizations are not exceptional in this sense and are expected to demonstrate professional motivation and have high level commitment to their work in their various organizations.

Organizational commitment has considerable effect on performance of workers or employees: Those who have higher strong beliefs in their organizational aims and values prefer to stay in the organization (Chanet, et al. 2008; Meyer, et al. 2019). They tend to have a higher motivation to belong to the organization and display organizational citizenship behaviour more frequently (Agu, 2015). Employees with higher commitment experience feeling of warmth appreciation and loyalty towards the organization as a result of their positive thought and interaction within the organization and have deep desire to remain within the organization (Casper, et al. 2011).

According to Yousef (2017) organizational commitment is the individual's psychological attachment to an organization. It is the view of an organization member's psychology towards his/her attachment to the organization that he/she is working for. Organizational commitment plays a pivotal role in determining whether an employee will stay with the organization for a longer period of time and work passionately towards achieving the organization goals. Organizational commitment is a concept that reduces the factors that can cause employees to leave the organization and integrates the employee with the organization (Yalcin *et al* 2021) and could be defined as an employee's strong belief in and acceptance of an organization's goals and values, willingness to exert effort on behalf of the organization to reach the goals and objectives and strong desire to maintain membership in the organization (Hunt & Morgan, 1994). The term also refers to employees' attachment to an organization and identification with its goals (Dalal & Crede, 2013). The concept of organizational commitment comprises three facets which include affective, continuance and normative commitment.

In other words, organizational commitment has been associated with a number of work related behaviour such as emotional labour. And this emotional labour is one of the work related behavior in the hospitality industry such as hotel. For example the key feature of hospitality is emotional relationship

established with the customers which calls for hotels to be more competitive and for employees to create value in the development and success of companies (Ariffin, 2003). In turn, hospitality an excellent service leads to customer satisfaction, causing an emotional sense of memorable experience, which in turn makes the guest loyal to the company, contributing to its' robustness and financial growth and positive impact of the organization.

Emotional labour was a term coined in 1983 by Hochschild which refers to the performance of various form of work emotion in the context of paid employment. Satyanarayana and Shanker (2012) suggested that occupations can generally be classified on the basis of their demand for physical, mental, and emotional labour. The extent and nature of emotional labour performed by employees may depend on the norms that exist for emotional expression and suppression in a particular organization.

Ang, Roseinah, Minahand and Caroline (2010) pointed out that emotion and their expression are in fact controlled and managed in organization by a wide range of formal and informal means (known as display rules). Ensuring that certain emotion is expressed while others are suppressed. This is particularly true in service work setting such as hotel in which employees are expected to conform to these expectations about emotional display even when they conflict with inner feeling. When this conflict results in suppression of genuine emotion or expressing fake emotion, the work or effort involved in doing so is termed emotional labour.

Emotional labour is a form of emotional regulation wherein employees are expected to display certain emotion as part of their job and to promote organizational goals (Satyanaratana, & Sharnker, 2012). Emotional labour has been regarded as a type of impression management, because it is a deliberate attempt by the individual to direct his or her behaviour toward others in order to foster both certain social perceptions of him or her and a certain interpersonal climate (Satyanarayana, & Shanker, 2012). According to Chu (2002) there are four dimensions of emotional labour which are as follows: surface acting, deep acting, genuine acting, and emotive dissonance.

Surface acting behavior which is the fact that the individual changes only his/her emotional expression without altering their inner state. In surface acting behavior, individual pretends his/her emotions by suppressing his/her real feelings although he/she does not actually feel that way. Individuals who can exhibit surface acting behaviors try to create a positive atmosphere by changing their tones of voice in verbal communication or by using nonverbal communication tools peculiar to body language such as gesture and mimics.

Therefore, these people suppress their real feelings and exhibit the behavior pattern expected of them due to the requirement of their job or other reasons.

Deep acting behavior individuals have these ability to control or regulate their emotions differently and create new, real like inner emotions. Individuals exhibiting this kind of behavior can change their inner emotional state to the extent that they are at the desired and ideal level so as to be able to meet the expectations of individuals and organizations.

Genuine acting behavior is the ability of the individual to exhibit his/her emotions to the other side without any change and just as he/she feels. The individual does not change his/her emotions and is able to reflect the situation to the others. In genuine acting behavior dimension, individuals can exhibit the human behavior that is required to be given in present circumstance without any change rather than behavior that individual and organization expect from them.

Emotive dissonance behavior is according to what the situation is just as he/she feels, behaves, and also perceived sincerely in the process of communication with other people in the organization. Researchers (e.g., Grandey, 2000) have identified deep acting and surface labour strategies as most commonly used emotional labour strategies for coping with display rule requirements. Surface acting is where employees present emotions on their face without actually feeling them. It involves putting on a mask so that their emotions and expressions match the requirement of their organization, while deep acting requires employees to consciously modify their inner feeling, to match the emotions and expressions that their organization require of them.

Emotional labour can be defined as a form of emotional regulations in which employee have to display certain emotions as part of their work and promote organizational goals. Such organizational control of emotion can lead to suppression of feelings through emotional dissonance, patterns relational perception, changed communication patterns relational perception, changed communication patterns and other counterproductive behavior (Anat, Refaeli, & Buton, 1990) including stress (Berns, 2016). Emotional labour involves managing feelings and emotions to meet the demands of a job (Hochschild, 2012; Grandey, 2000) jobs where emotional

labour is needed are defined as that which requires direct, visual or auditing contact with customers; requires the employee to induce an emotional state to another person and allows the employer through training and supervision to exercise a certain control over their emotional activities of the employees (Hochschild, 2012).

Emotional labour is counted as the key to employee success as a result of creating affective communication and relations to peaceful working environment both private and professional life (Beceran, 2004). Expression of emotional regulations when employees' display certain emotions as part of their work and promote organizational goals involves hopefulness which is the act of being optimistic about the future (Hochschild, 2012). Thus, the interest of this study in hope as a moderator.

Hope is a positive approach of mind, based on the probability of positivity (Snyder, 2000). As a positive motivational state that is based on an interactively derived sense of success, hopeful individuals are positive and have realistic sense of optimism, and have target. Such optimistic individuals see hurdles as challenge and they are able to make use of their optimistic behaviour to arrange alternatives to achieve the target.

According to Seginer (2008), when individuals can appraise difficulties as a challenge (as opposed to a threat, hope is fostered; hope in turn promotes the setting and pursuit of goals and sustains employee's confidence in their ability to achieve those goals. Hope may also positively affect cognition and emotions related to future expectation, (Schmid, & Lopez, 2011). Indeed, hope is associated with higher self-worth, perceived competence in various domains of life and self-worth, perceived competence in various domination of life satisfaction, psychological well-being and academic achievements.

According to Snyder (2002) hope is defined as primarily cognitive goal-oriented pattern of thought in which people come up with different pathways to achieve their goals, remain motivated to follow these pathways and actively look for alternative pathways to these goals when necessary. Hopeful people are those who are persistent and creative in pursuing their goals. This line of thinking is also used in the organizational psychological capital that helps the employees act in creative flexible and constructive manner in an organization (Yousef, & Luthan, 2007, Avey, et al., 2011). Hope is a positive motivational state that is based on an interaction derived sense of successful agency (goal directed energy) and pathways (planning to meet goals) (Snyder, 2002). Hence is goal oriented and it reflects both situational and trait like thinking processes with emotions playing an important and contributing role and it perceived capacity to use one's pathways to reach the desired goals and represent motivational component of the hope theory (Snyder, 2002). These self-referential thought involve the mental energy to begin and continue an effort using a pathway through all stages of the goal pursuit. High hope people embrace self-talk agency phrase such as I can do this or I am not going to stop (Snyder, Lapointe, Jeffrey, Crownson, & Early, 2002).

Agency thinking is important but takes special significance when people encounter impediments during blockages; agency helps people to change the requisite motivation to best alternative pathways (Snyder, 1994). Pathway as the second component of hope reflects the means to reach someone objective and entails the thought of generating usual routes to merit the desirable goals. Pathway thinking became increasing refined and précised as the goal attainment (Snyder, 2002). As it has been empirically supported high as compared to low hope persons were more decisive and confident about the production of a plausible route for pursuing a specific goal especially with regard to career goals (Woodbury, 2006).

Hope can lead to expanded functioning in which the person feels more positive where he expresses his thoughts and behaviour are more adaptive and in their relationship with others (From, 1968). This suggests the importance of hope in expressing of emotion. For example hope addresses the role of barriers, stressors and emotions (Gullhan, 2000). Hope is a cooperative set of positive expectation for goal attachment that is based on a reciprocally derived sense of successful agency (goal directed determination) and pathways (planning of ways in meeting goals) (Snyder, Irving, & Anderson, 1991). A study on hope among youth shows that satisfaction with life is higher among hopeful youth (Thakre, 2013).

However, in organizational setting hope is vital for studying and strengthening organizations. It affirms the base and most promising dimensions of social and organization life and provides action (Ludema, Wilmont, & Strivatvas, 1997). Thus hope is linked to organizational commitment. Organizational commitment has stood out while carrying out these goals as a significant fact for the staff to adopt the aims and objectives, continue their demand to remain in the organization, participate to the organizational management and activities to carry out innovative and creative attitudes, growth of demand for the competent workforce for the employees of organizations. Consequently, individuals with positive personality dispositions and great emotional performance,

behavior and attitude with certain techniques will greatly be influencers within an organization (Dijk, Smith, & Cooper 2011). Emotional regulation can be done in a form of surface acting, deep acting or genuine display of emotions (Zapf 2002). Emotional labour requires that workers are expected to regulate their emotions during interaction with customers, co-workers, and superiors. At times, it may require that the workers themselves may not express their emotions or may suppress it as a way to hide certain feelings from customers or clients in order to allow the organization to succeed. In view of the above, an individual's organizational commitment can be understood more adequately when his or her expression of emotion within a job context could be identified as one of the factors or force that influence employee's hope or expectation. The key feature of hospitality is the emotional relationship established with the costumers, this calls for hotels to be more competitive and for employees to create value in the development and success of companies (Ariffin, 2013). In turn, hospitality an excellent service leads to customer satisfaction, causing an emotional sense of memorable experience, which in turn makes the guest loyal to the company, contributing to its' robustness and financial growth and positive impact on the organization.

Hope plays a crucial role in the work place, and it implies important consequences for how employees are managed and their commitment to the organization (Snyder, 2002), hence the interest of this study in hope as a moderator in emotional labor and organizational commitment in hotel workers.

Statement of the Problem

The hospitality business especially the hotel industry is one of the world's fastest-growing and challenging human services industries. In this sector the huge challenge of attracting and retaining a skilled workforce is needed, as there is high job turnover because of constant springing up of hospitality business at every nook and many of our cities. Moreover, the hotel industry like every hospitality industry involves constant interaction with guest and other customers, hence requires the display of appropriate emotion, it does not only require the display of appropriate emotion but also demands high level of commitment to the organization. Unfortunately, the poor economic situation in Nigeria, high level of unemployment and poor remuneration of workers are likely to affect these hotel workers emotionally, thereby reducing their commitment to the organization. However hopeful workers may display the required appropriate emotion and remain committed to the organization despite the challenges. To this end, human resource management effectiveness for organizations is always a principal issue intended to enable provision of services for customers, create customer satisfaction, customer loyalty and positive word of mouth (Van, Smith, & Cooper 2011; Jung, & Yoon 2014, Shani, Uriely, Reichel& Ginsburg, 2014). Hence, this research will addressed the following questions stated below:

1. Will emotional labor (surface acting, deep acting, genuine, acting, and emotive dissonance) predict organizational commitment (affective commitment, continuance commitment and normative commitment)
2. Will hope predict organizational commitment (affective commitment, continuance commitment and normative commitment)
3. Will hope moderate the prediction of organizational commitment (affective commitment, continuance commitment and normative commitment) by emotional labour (surface acting, deep acting, genuine, acting, and emotive dissonance).

Purpose of the Study

The following objectives motivated this study

1. To determine whether emotional labour (surface acting, deep acting, genuine acting, and emotive dissonance) will predict organizational commitment (affective commitment, continuance commitment and normative commitment).
2. To determine whether hope will predict organizational commitment (affective commitment, continuance commitment and normative commitment).
3. To determine whether hope will moderate the prediction of organizational commitment (affective commitment, continuance commitment, and normative commitment) by emotional labour (surface acting, deep acting, genuine acting, and emotive dissonance).

Theoretical Framework

Specifically, among the theories reviewed, Snyder (1994, 2002) theory of hope is adopted as a theoretical framework for this study. Snyder (1994, 2002) defined hope as a cognitive process made up of pathways thinking and agency thinking, through which individuals activity pursue goals. According to Snyder hope has both cognitive and affective element and comprises of three components, namely, having goal-oriented thought, developing strategies to achieve goals, and being motivated to expand effort to achieve goals. An employee's belief in their ability to realize these components determines the likelihood that they will develop a sense of hope.

Workers may believe that anything bad that happens to them is out of their control or simply what they deserve. Providing a safe environment, practice opportunities, exposure to positive role models, opportunities to receive positive and constructive feedback and encouragement, all contribute to the sense of personal agency that is important for achieving goals. This may promote feelings of hopefulness and optimism among the employees. Cognition may also influence the extent to which affective as a component of hope will manifest, and determine the degree of emotional labor as observed by Tamer (2015) where positive psychological capital dimension of hope has an effect on the emotional labour dimensions of deep acting and emotions. Further, for an employee to have hope that will motivate the level of his commitment in an organization, hope based on cognition becomes a determinant factor as observed that hope and optimism correlate with affective commitment but not with continuance commitment (Bressler, 2010). Emotional labour as a moderating variable anchored based on cognition in relation to hope correlated significantly with organizational commitment (Mohamadkhani & Nasiri-Lalandi, 2012).

Evidence showed that Snyder hope theory (1994, 2002) is central to expression of emotional labour and also being optimistic and motivated on how far an employee will be committed within an organization.

Emotional Labour and organizational commitment

Chu (2002) in a study that investigated the effect of emotional labour on employee work outcome using 285 Chinese hotel employees. Result show that both deep acting and surface acting lead to positive work outcome but genuine acting led to negative outcome

Mehra & Bedi (2018) in a study of the Effect of Emotion Labour on Organizational Commitment in Indian banking sector used 200 managers working in public and private banks in India. The findings revealed that emotional labor associated with important outcomes including job satisfaction, organizational commitment, organizational citizenship behaviour and attribution rate.

Ogunsola, Fontaine and Tahirjan (2020) in a study of the impact of surface acting and deep acting techniques on teachers' organizational commitment used 373 Malaysia teachers from 30 schools. The result of Structural Equation Modeling revealed that both surface acting and deep acting have significant negative relationship with organizational commitment. Mohamadkhani and Nasiri-Lalandi (2012) explored the relationship between emotional labor and organizational commitment among 423 employees in 5-star hotels in Tehran-India. Findings revealed significant relationship between emotional labor and organizational commitment.

Shafiq and Rana (2016) explored on the relationship between emotional labor and organizational commitment among 494 college teachers in Pakistan. Findings revealed significant relationship between emotional labour and organizational commitments. Letam (2017) explored the relationship between emotional labor and organizational commitment among 65 entrepreneurs, from industrial sub sector in Rivers State. Findings revealed a significant positive relationship between emotional labor and organizational commitment.

Mustafa et al, (2014) investigated emotional labour and organizational commitment among 250 polytechnic lecturers in Kedah Malaysia. Findings revealed significant relationship between emotional labor and organizational commitment. Naderi (2012) in a study of the relationship between emotional labor job satisfaction, and organizational commitment, among high school English teachers. Findings shows a positive significant relationship between emotional labour job satisfaction and organizational commitment.

Majid (2017) in a study examined emotional labor, organizational commitment and job satisfaction among 223 teachers in India. Results indicated that there is a positive significant relationship between emotional labour job

satisfaction and organizational commitment. Seyal and Afzaal (2013) conducted a study among 90 academic staff of a technical university in Brunnei Darussalam. The result indicated that two out of four dimensions of emotional labor strongly predict job satisfaction and organizational commitment.

Suhilharto et al, (2018) in a study of the effect of organizational commitment, job satisfaction and emotional labor among 73 PT, Inkote Indonesia. Findings showed that the influence of emotional labor and organizational commitment on employee performance through employee satisfaction is greater than the direct effect.

Radha and Shree (2017) in a study of the impact of emotional labor on performance of employees and organizational commitment among 100 mid-level employees of a software industry in Hydabad region. The result revealed that there is an average positive relationship between emotional labor, job performance and organizational commitment.

Kiral (2020) explored on the relationship between emotional labor and organizational commitment among 365 volunteer instructors working in 12 faculties of education in Adim university turkey. The result revealed that instructors exhibit surface acting and affective commitment at high level.

Nikmah and Sulistyariri (2017) in a study of the effect of emotional labor and organizational commitment among 330 hospital nurses in India. The results revealed that emotional labor has a positive effect toward organizational commitment.

Lee (2018) examined the relationship between emotional labor and organizational commitment among 208 south Korean public service. The result indicated that there is no significant relationship between surface acting and three component of organizational commitment.

Adeoye and Torubelli (2011) in a study of examined the effect of emotional labor and human relationship on organizational commitment among 300 Nigeria civil servants in Bayelsa and Oyo state. The results indicated that emotional labor and human relationship management have a significant effect on organizational commitment.

Yurur (2014) in a study of the role of person fit, organizational commitment and emotional labor strategies among 125 air crew members in Turkish airline. Results revealed that aircrew members have high surface acting while affectively and normatively commitment aircrew do not prefer surface acting and continuously committed employees engage in more surface acting.

Hope and Organizational Commitment

Lee, Choi and Jange (2018) in a study of organizational commitment and hope among 362 workers in korea. The results of this study indicated a significant effect on job satisfaction organizational commitment and hope.

Thakre, Mayekar and Ruchita (2016) in a study of hope, organizational commitment and organizational citizenship behaviour among 120 employees of private sector organizations in mumbai. Results revealed a significant difference between employees with high hope and low hope on organizational citizenship behaviour and organizational commitment

Etebarian, Tavakoli and Abzari (2012) in a study of the relationship between psychological capital and organizational commitment among 200 employees of an organization. The results revealed that organizational commitment and hope (as one of the dimensions of psychological capital) correlated positively but organizational commitment correlated inversely.

Jada, Jena and Pattnaik (2015), in a study of does meaning in life mediate the relationship between Hope and Organizational Commitment among 307 professionals working in India metropolitan cities. The findings revealed that hope had significant meaning in life.

Bressler (2010) in a study of planning and projecting critical human resource needs; the relationship between hope, optimism, organizational commitment, and turnover intention among 124 U.S Army reserve soldiers. The results of the study indicated that hope and optimism correlated with affective commitment but not with continuance commitment.

Law and Guo in a study of the correlation of hope and self efficacy with job satisfaction job stress and organizational commitment among 135 Taiwan correctional personnel. The result indicated that hope had a significant positive association with job satisfaction and organizational commitment.

Nasuridin, Ling and Khan (2020) in a study of resilience and hope as a predictor of organizational commitment among 339 private hospital nurses in Malaysia. Result revealed that hope alone had a direct positive effect on organizational commitment.

Ozag (2006) in a study of the relationship between hope, trust normative and countenance commitment of merger survival. The result indicated a statistical relationship between hope, trust merger survival and normative commitment.

Hope and Emotional Labour

Ching-Sheue, (2014) in a study of the relationship between psychological capital and the emotional labor among 390 Taiwanese preschool teachers. The results indicate a significant relationship between psychological capital and emotional labor

Tamer (2015) in a study of the effect of positive psychological capital on emotional labor. The result found that positive psychological capital dimension of hope has an effect on the emotional labour dimensions of deep acting and emotions.

Tosten and Topra (2017) in a study of positive psychological capital and emotional labor among 266 Turkish school teachers. The results showed that teachers have high levels of positive psychological capital (all self-efficacy, optimism, trust, extraversion, and hope dimensions) on emotional labour

Mann and Cowburn (2005) in a study of the understanding of the complex relationship between emotional labor and hope among 35 mental health nurses in UK. Result revealed that emotional labor positively correlated with hope.

Dirzyte, Patapas, Smalskys and Udaviciute (2013) in a study of the relationship between organizational commitment job satisfaction and psychological capital among 92 lithuanian workers. Findings showed that job satisfaction, organizational commitment had significant effect on psychological capital.

Tyagi (2021) in a study of psychological capital and organizational commitment among 285 IT personnel in India. Findings showed that psychological capital have significant effect on organizational commitment

Leblanc, John, Schmidt and David (2004) in a study of trust hope and organizational commitment among 64 administrative workers in U.S. findings showed that trust and hope had significant effect on organizational commitment.

Hypotheses

The hypotheses stated below were tested:

1. Emotional labor (surface acting, deep acting, genuine acting, and emotive dissonance) will predict organizational commitment (affective commitment, continuance commitment, normative commitment).
2. Hope will predict organizational commitment (affective commitment, continuance commitment, normative commitment).
3. Hope will moderate the prediction of organizational commitment (affective commitment, continuance commitment, normative commitment) by emotional labor (surface acting, deep acting, genuine acting, and emotive dissonance).

Method

Participants

A total of one hundred and ninety two (192) persons comprising 79 male and 113 female Hotel workers between the age of 20 to 46 years ($M=33.76, SD=6.18$) participated in the study. The participants were drawn from three (3) Nigerian hotels Vista hotel=78, Hotel Du Golf=64 and Navic hotel=50 located at Aba Abia state. The participants were drawn from the above mentioned hotels using two-stage sampling which involved cluster and purposive sampling techniques in order to make the sampling process more practical. Demographic variables such as gender, age, marital status, were explored as control variables. The inclusion criteria were hotel workers with minimum of O'level with experience of 6 months and above, and must be permanent staff. The exclusion criteria were that contract staff, internship trainees. Students and National Youth Service Corp members were exempted. For example 121 hotel employees were single while 71 were married.

Instrument

The Hope Scale

Hope was measured using 12 -item Hope Scale (Snyder, *et al.*, 1991) designed to measure the cognitive goal oriented pattern of thought in which people come up with different pathways to achieve their goals. Sample item reads “I can think of many ways to get out of a jam. Ratings are on 8-point scale ranging from 1(Definitely false) to 8 (Definitely true). Snyder *et al* (1991) reported an internal reliability coefficient of .74. Shindig, Onah, Okuoli and Terwase (2015) using Nigeria sample reported a split half reliability of .71 and internal consistency of .78 and a convergent validity of .62. A pilot study was conducted by the researcher to determine the reliability of the instrument in the present study. Sixty (60) hotel workers drawn from La-paris hotel, Gracecourt hotel and Palacia hotel in Aba metropolis area in Aba South Local Government Area participated in the pilot study. The researcher obtained a Cronbach’s alpha of .63.

Emotional Labour Scale

Emotional labour was measured using 20-item Emotional Labour Scale (Chu, 2002) designed to assess the emotional performance of workers and employee expression towards work. Sample item reads “My smile is often not sincere. Ratings are on a 5-point scale ranging from 1 (never) to 5 (always). Chu (2002) reported a Cronbach’s alpha reliability of .68. Krum and Geddes (2002) reported a Cronbach’s alpha reliability of .68. Odor, Martins and Ugbechie (2020) using Nigeria sample reported a test-retest reliability of 0.81 for Surface acting, 0.75 for deep acting and 0.87 for genuine acting and these showed that instrument is reliable. Odor, Martins and Ugbechie also reported convergent validity of .63, thus can be used for this study. A pilot study was conducted by the researcher to determine the reliability of the instrument in the present study. Sixty (60) hotel workers drawn from La-paris hotel, Gracecourt hotel and Palacia hotel in Aba metropolis area in Aba South Local Government Area participated in the pilot study. The researcher obtained a Cronbach’s alpha of .770.

Organizational Commitment Scale

Organizational commitment was measured using 24-item Organizational Commitment Scale (Meyer & Allen 1991) designed to measure, employees strong belief in acceptance of an organizations goals, values and objectives. Sample item reads “I would be very happy to spend the rest of my career with this organization. Ratings are on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree). Meyer and Allen (1991) reported an internal reliability coefficient of .87 for affective commitment, .75 for continuance and .79 for normative commitment. Alam (2011) reported a test- retest reliability of .67 for affective commitment, .53 for continuance and .67 for normative. Akunne and Eze (2019) using Nigeria sample obtained a Cronbach’s alpha of 0.91 for the scale and these showed that instrument is reliable and reported convergent validity of .75, thus can be used for this study. A pilot study was conducted by the researcher to determine the reliability of the instrument in the present study. Sixty (60) hotels workers drawn from La-paris hotel, Gracecourt hotel and Palacia hotel in Aba metropolis area in Aba South Local Government Area participated in the pilot study. The researcher obtained a Cronbach’s alpha of .66 for affective commitment .66 for continuance commitment and .31 for normative commitment.

Procedure

The researcher obtained ethical approval from the Chairman Research Ethics Committee, Department of Psychology Enugu State University of Science and Technology Agbani for the present study. An introductory letter was also obtained from the Head of Psychology Department ESUT. Stage one the hotels will be clustered into three (Vista hotel, Hotel du Golf and Navic hotel). Stage two purposive sampling was used to select hotel workers that met the criteria.

Thereafter the researcher proceeded to various hotels in order to elicit the responses of the workers and the questionnaire will be administer by the researcher to the participants during their working hours, with the

permission of the manager in charge, and the participants were encouraged to complete the copies of the questionnaire. Two hundred and four copies of questionnaire were distributed, 8 were not returned and 4 copies were discarded due to incomplete data and errors in completion, leaving one hundred and ninety two (94.1%) which were used for analysis.

Designs and Statistics

The study was a correlational study because it investigated relationships between variables without the researcher controlling or manipulating any of the variables. Moderated hierarchical regression was used for data analysis (SPSS version 23), to determine the moderation, the strength and the direction of relationships among study variables.

Results

Table 1: Frequencies of demographic variables

Variable	Category	Frequency	Percent
Gender	Male	79	41.1
	female	113	58.9
Age	20 -46 years		
	M= 33.76 SD=6.18		
Marital Status	Single	121	63.0
	Married	71	37.0

According to this table male gender were 79 with a percentage of 41.1 while female workers were 113 with a percentage of 58.9. Also those between the ages 20 to 46 are higher with a total number of 98 while those from 47 to above are lesser with total number of 68. The married workers are lesser with a total number of 71 while single worker are higher with a total number of 121.

The correlation result in showed that there are significant relationships between the following variables. Affective commitment correlated with continuance commitment ($r=.40$, $p < .01$), normative commitment ($r=.37$, $p < .01$), emotive dissonance ($r=.19$, $p < .01$) and Hope ($r=.16$, $p < .01$). continuance commitment correlated directional with normative commitment ($r=.27$, $p < .01$), surface acting ($r=.27$, $p < .01$), deep acting ($r=.29$, $p < .01$), genuine acting ($r=.25$, $p < .01$), emotive dissonance ($r=.24$, $p < .01$), Hope ($r=.24$, $p < .01$). Normative commitment with deep acting ($r=.52$, $p < .01$), genuine acting ($r=.37$, $p < .01$), emotive dissonance ($r=.31$, $p < .01$) and Hope ($r=.43$, $p < .01$). among the demographics, there are significant correlations between marital status and deep acting ($r=.24$, $p < .01$), emotive dissonance ($r=.21$, $p < .01$), and Normative commitment ($r=.18$, $p < .01$). Also age correlated with surface acting ($r=-.21$, $p < .01$), emotive dissonance ($r=-.15$, $p < .05$), and affective commitment ($r=.23$, $p < .01$).

The result of multiple regression analysis showed that in step 1 under affective commitment, surface acting did not predict affective commitment ($\beta=.10$, ns). Deep acting did not predict affective commitment ($\beta=.04$, ns). Supporting hypothesis 1. Genuine acting ($\beta= -.12$, ns) and Emotive dissonance ($\beta=.20$, ns) did not predict affective commitment.

The step 2 of the regression analysis under continuance commitment, surface acting positively predicted continuance commitment ($\beta=.19$, $p < .01$). Supporting hypothesis 2. Deep acting ($\beta=.14$, ns) genuine acting ($\beta=.08$, ns) and emotive dissonance ($\beta=.14$, ns). did not predict continuance commitment.

In the third step of the regression analysis under normative commitment, surface acting did not predict normative commitment ($\beta = -.08$, ns). Supporting hypothesis 3. Deep acting positively predicted normative commitment ($\beta = .47$, $p < .01$). Genuine acting ($\beta = .03$, ns) and emotive dissonance ($\beta = .16$, ns) did not predict normative commitment.

For hypothesis 2 on Hope and organizational commitment the regression analysis is as follows: In step 1 Hope positively predicted affective commitment ($\beta = .16$, $p < .05$). In Step 2 Hope positively predicted continuance commitment ($\beta = .24$, $p < .01$), and in step 3, Hope also positively predicted normative commitment ($\beta = .43$, $p < .01$).

STEP 1: AFFECTIVE COMMITMENT

Variable	B	SE	t	p	95CI	R2	F
Surface Act x Hope	.01	.01	2.53	.01	[.01, .02]	.07	4.57
Deep Act x Hope	-.01	.01	-1.47	.14	[-.01, .01]	.01	2.42
Genuine Act x Hope	-.01	.01	-1.28	.20	[-.01, .00]	.04	3.02
Emotive Dis x Hope	-.01	.01	-.67	.50	[-0.3, .01]	.05	3.35

STEP 2: CONTINUANCE COMMITMENT

Variable	B	SE	t	p	95CI	R2	F
Surface Act x Hope	-.01	.01	-.83	.40	[.01, .01]	.11	8.36
Deep Act x Hope	-.01	.01	-3.24	.01*	[-.01, .01]	.14	10.76
Genuine Act x Hope	-.01	.01	-1.66	.10	[-.01, .01]	.09	6.26
Emotive Dis x Hope	-.03	.01	-2.59	.01*	[-0.6, .01]	.12	8.89

STEP 3: NORMATIVE COMMITMENT

Variable	B	SE	t	p	95CI	R2	F
Surface Act x Hope	-.01	.01	-.57	.56	[-.01, .01]	.18	14.61
Deep Act x Hope	.01	.01	.10	.91	[-.01, .01]	.32	29.89
Genuine Act x Hope	.01	.01	2.16	.01*	[.01, .02]	.23	18.99
Emotive Dis x Hope	.02	.01	1.25	.21	[-.01, .04]	.23	19.17

Note: surface acting = surface acting, deep acting = deep acting, Genuine act= Genuine acting, Emotive Dis = Emotive dissonance, $p < .01$, CI= confidence interval, SE= Standard Error, X = interaction.

The table above explaining the moderating analysis by Hayes Process the results are as follows:

The Step 1 testing affective commitment the result showed that Hope moderates the relationship between surface acting and affective commitment ($\beta = .01$, 95%CI[.01,.02, $p < .01$). Hope did not moderate the relationships between deep acting and affective commitment, genuine acting and affective commitment and between emotive dissonance and affective commitment.

The step 2, testing continuance commitment, the result showed that Hope did not moderate the relationship between surface acting and continuance commitment, and between genuine acting and continuance commitment. However, hope moderated the relationship between deep acting and continuance commitment ($\beta = -.01$, 95% CI [-.01, -.01] $p < .01$). Also, hope moderated the relationship between emotive dissonance and continuance commitment ($\beta = -.01$, 95% CI [-.01, -.01] $p < .01$).

In step 3, testing normative commitment, the result showed that Hope only moderated the relationship between Genuine acting and normative commitment ($\beta = -.01$, 95% CI [-.01, -.02] $p < .01$). However, Hope did not moderate the relationship between surface acting and normative commitment, between deep acting and normative commitment and between emotive dissonance and normative commitment.

Hope moderated the relationship between surface acting and affective commitment such that the negative relationship between surface acting and affective commitment among hotel workers was witnessed at the introduction of hope. Hope moderated the relationship between deep acting and countenance commitment such that the positive relationship between deep acting and countenance commitment among hotel workers was witnessed at the introduction of hope.

Hope moderated the relationship between emotive dissonance and countenance commitment such that the positive relationship between emotive dissonance and countenance commitment among hotel workers was witnessed at the introduction of hope.

Hope moderated the relationship between genuine acting and normative commitment such that the negative relationship between genuine acting and normative commitment among hotel workers was witnessed at the introduction of hope.

Discussion

Considering the results, the first hypothesis which stated that the different dimensions of emotional labor (surface acting, deep acting, genuine acting and emotive dissonance) will significantly predict the dimensions of organizational commitment (effective commitment, continuance commitment and normative commitment) was confirmed. However, the findings indicates that only two dimensions of emotional labor (surface acting, deep acting, genuine acting, and emotive dissonance) predicted two dimensions of organizational commitment (effective commitment, continuance commitment and normative commitment).

The findings implies that emotional labour (surface acting, deep acting, genuine acting and emotive dissonance) is in connection with organizational commitment (effective commitment, continuance commitment and emotive dissonance) hence support the first hypothesis. The present findings is in compliance with the former studies (e.g Mustafa et al 2014; Naderi 2012; Shafiq and Rana 2016) which found a positive significant relationship between emotional labour (surface acting, deep acting, genuine acting and emotive dissonance) and organizational commitment (effective commitment, continuance commitment and emotive dissonance).

This result simple implies that the more hotel employee who are committed to their job plans not to leave their job had nothing to lose as a result of organizational culture, increase in the standard of living and cost associated with hospitality work environment. This indicate that the status quo with hospitality works dimension of emotional labour (surface acting, deep acting, genuine acting and emotive dissonance) can determine organizational commitment (effective commitment, continuance commitment and normative) among hotel employees.

The result obtained shows that hotel employee hope to leave their job based on status quo associated with hospitality work dimension of emotional labor predict organizational commitment, thus supporting the first hypothesis. The present finding which is in compliance with former studies (e.g.Radha & Shree 2017; Letam & Majid 2017) which found a positive significant relationship between emotional and organizational commitment.

This result simply implies that the more hotel employee whether married or single whose hope are on their job had nothing to with extra time and commitment they put in the job. This could be as a result of cost associated with leaving and increase in the standard of leaving with the hospitality work environment of hotel employee. This indicated that status quo associated with hospitality work dimension of emotional labor dimensions can determine organizational commitment among hotel employee.

The findings show that hotel employee that want to leave their work base on organizational component dimension of emotional labour will predict organizational commitment. The result is in compliance with the former studies (e.g. Ogunsola, fontaine & Tahirjan; Shafiq & Rana 2016; Majid 2017) which found that there is a positive significant relationship between emotional labor and organizational commitment.

This implies that the sense of identification, experience, connection and high organizational culture can contribute or enlarge the level of attachment among the hotel employee thereby reducing the chance of emotional labor. This might be as a result of organizational culture and experience among the hotel employee,

because this experience will embolden the hotel employee to have prominent smooth level of organizational commitment.

Hotel employee aim to leave work based on particular dimension of emotional labor will predict organizational commitment. This finding which is in compliance with former studies (Letam & Mayid 2017; Radha & Shree 2017; Mohamadkhani & Nasiri – Lalandi 2012) which found significant relationship between emotional labor and organizational commitment. This shows hotel employee enjoy positive outcome about the service rendered; this force have lead to the reason why this dimension of emotional labor predicted organizational commitment. This implies that judgement might affect hotel employee level of organizational commitment regardless of their outcome.

The result shows that employee aim to level the job base on organization component of emotional labor will predict organizational commitment. This within the shortest distance, hotel employee when feel fulfill with their job do not mind in the search for job outside their current one, this force be the reason why a prediction component was found. The present finding is in corresponding with former studies (e.g Mustafa et al., 2014 & Naderi 2012; Nikmah & Sulistyarin 2017) which found a positive relationship between emotional labor and organizational commitment. This shows that the employee service is convening to the confidence of their employee which lead to increase in organizational commitment thereby leading to absence of emotional labor.

This implies that emotional labor will not be able to predict organizational commitment of employees' expectation from the job is met.

The result shows that hotel employees aim to leave work based on expansion component dimension of emotional labor predict organizational commitment. The present findings is in line with the former studies (e.g. Nasiri – Lalandi & Mohamakhani 2012) which found a positive relationship between organizational commitment and emotional labor. The reason for the prediction as both inducted and inauguration are bring in for the job. This shows that hotel employees are satisfied and okay with the process experiencing in the job, thus the reason for no prediction was obtained. This indicated that hotel employee in hospitality work enviroment business dont have in the way they encourages and gives incentives to employees that merit it and try to carry every member in the organization along.

The second hypothesis which stated that hope will predict organizational commitment (affective commitment, countenance commitment and normative commitment) was confirmed, thus the hypothesis was accepted. The result obtained shows that hope is a suitable variable that can resolve the issue of organizational commitment, the higher the level of hope of the hotel employee, the higher the level of organizational commitment. When there was high collective understanding between the organization and the employees, organizational commitment appeared to be high because the hotel workers sense of attachment and noble to carry out task given to them with little or no supervision. This means that when this hotel employee experienced high level of hope, they display some positive actions that might be outside their conventional job responsibilities. This is in concession with Lee, Choi and Jange (2018) and Jada, Jena and Pattnalk (2015) studies which found a positive and significance effect between hope and organizational commitment. The study postulated that hope is a basic factor that can help to enlarge organizational commitment.

The third hypothesis which stated that hope will moderate the prediction of organizational commitment (effective commitment, continuance commitment and normative commitment) by emotional labor (surface acting, deep acting, genuine acting and emotive dissonance) was confirmed. The result showed that hope moderated the relationship between surface acting and effective commitment, and also moderated the relationship between surface acting and normative commitment all gives in significant effect.

The moderating role of hope in emotional labor and organizational commitment was positively significant. Present finding is in line with former studies (e.g. Tyagi, 2021; leblanc, John, Schmidt & David 2014; Mann & Cowburn 2005) which found a significant positive relationship between hope, organizational commitment and emotional labor. This implies that when the factor of organizational commitment was high and emotional labor

was high it led to high hope of commitment of the hotel employee. This means hope was a strong force that could help to determine organizational commitment among the hotel employee. The moderating role of hope in emotional labor and organizational commitment was significantly positive. This means that when hope and emotional labor was high it led to higher organizational commitment. The present findings is in compliance with former studies (e.g Torten & Topra 2017, Tamer 2015, Dirzyte, Patapas, Smalskys & Udaviciute 2013) which found significant effect between hope and emotional labor. The outcome means that relationship between hope couple with emotional labor can increase organizational commitment amid hotel employee. This perhaps impute to some note of good performance of the workers while carrying out their task/duty even when they need to rest.

The moderating role of hope in emotional labor and organizational commitment was positively significant.

This means when hope was high and emotional labor was high it lead to high organizational commitment. The study is in compliance with former study (e.g. ching-Sheue 2014; Tyagi 2021) which found a positive significant commitment. This can be ascribed to the ability of the hotel employee to carry out their duty/task assign to them efficiently which they hold the management accountable for the efficient performance in carrying out their services in various departments and fields.

Implication of the findings

The findings of this study have theoretical, empirical and practical implications. Theoretically, this study contributed to our understanding the role of hope, emotional labor and organizational commitment among hotel employee. The findings of this study have given confidence to expectancy theory (Vrom 1964) which argues that the strength of tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and outcome such as on attractiveness of these outcome to the individuals. This indicates that hotel employee who are faced with emotional labor may have high or no organizational commitment when they believe that effort will lead to a good performance appraisal, salary increase and organizational reward to satisfy employee goals. In this view hope bumper positive emotional labor to hotel employee. Therefore increased organizational commitment.

Empirically, the findings of this study line with prior findings (e.g. Seyal Afzaal 2013; Adeoye & Tombeli 2011 and Leblanc David & John 2009 which found a significant positive relationship between hope organizational commitment. The result has also added to literature which can be cited by future researchers.

Practically policies in the hospitality sector should implement programmes that will enhance conditions for positive relationship from the heads and to the least, immensely to enhance organizational commitment as emotional labor was found to be positive predictor of organizational commitment.

Limitation of the study

There are some limitations in this study. First the generalization of the findings of the study is limited to only hotel employee there by questioning the external validity of the findings.

Secondly, all data were obtained from the participants at one point in time using self – report measures which might have created window for social desirable responses.

Thirdly, the sample was small which might have affected the result of the study.

Suggestion for further studies

Future study in this area should go beyond hotel employees. Considering large sample drawn from hotels from different locations in Aba and beyond will enhance the external validity of this study. Such studies should also be longitudinal study in order to validate the data collected and more robust findings.

Summary and Conclusion

In view of the positive prediction of hope in emotional labour and organizational commitment, policy makers in hospitality business should design training programmes (e.g seminar, workshops and role playing) which will build high commitment among hotel employees. This effort among other factor will contribute immensely to increasing the hope and organizational commitment of hotel employees.

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