Emotional labor and burnout among hotel frontline employees in the Philippine tourism

Chizanne Sarabia Larena[1*]

[1]Negros Oriental State University, Dumaguete, Philippines
[*]Corresponding author: chizanne@gmail.com

ARTICLE INFO

DOI:10.46223/HCMCOUJS.soci.en.15.1.3031.2025

Received: October 22nd, 2023

Revised: January 04th, 2024

Accepted: February 02nd, 2024

Keywords:

burnout; descriptive-quantitative; emotional labor; Philippines; social psychology

ABSTRACT

Emotional labor is a quality service indicator that demands control of emotions and a display of facial expressions. This study investigated the psychosocial dimensions of emotional labor and burnout among hotel frontline employees in the tourism industry. The participants were frontline employees (n = 302) selected through stratified random sampling technique. To analyze the data, frequency distribution, percentage, means, standard deviation, Pearson Product Moment Correlation Coefficient, and Stepwise Regression were utilized. Results show that there is a significant relationship between emotional labor and burnout. Specifically, it reveals that surface acting, but not deep acting, is significantly related to burnout. Hotel frontline employees' display of emotion-regulated work can be exasperating, and emotional labor, over time, contributes to burnout. Surface acting is a painstaking effort, leaving the front-liner more tired. Deep acting is a natural tendency among Filipinos to empathize with client's needs. Nevertheless, managing emotional state is necessary in one-on-one mutual consultation with client service, otherwise, when not appropriately intervened, it will lead to unfavorable mental health concerns, such as burnout. Hence, periodic psychosocial training, cognitive techniques, and reframing of mind are helpful strategies to help front-liners control their emotions.

1. Introduction

Tourism is one of the world's largest economic sector. It provides livelihood to millions of people. Tourism for some countries appears to provide 20% of their GDP (United Nations, 2023). It creates jobs, drives export, and generate prosperity across the world. From government to private sectors, large and small-scale companies, and transportation to food and beverages, all strive to create products and services to support households and communities while providing employment opportunities (World Travel and Tourism Council, 2020). Although the service sector has been affected by the big hit of Covid-19, yet it has been resilient to bounce back business as the world is slowly opening its doors to tourists. After all, part of the Philippines' economic recovery is a better balance between addressing Covid-19 and the need for job creation and income restoration. Along with the recovery plan, techniques and strategies in order to sharpen frontline services' mental health and well-being while at the same time intensifying the skills in handling client service. Services remained the country's major driver of economic growth (Philippine Development Plan, 2023). Hence, the tourism and travel industry enhance tourism human resources in line with the new normal.

In particular, client service, also known as "frontline," is essential to in-person interaction, in which frontline employees demonstrate a direct, friendly gaze while being pleasant and truthful in addressing customer needs. These demonstrate heavy emotional work that may affect employees' well-being. Thus, the communicative nature of work has an impact of one's emotional state. The emotional state in this study is referring to the theoretical concept of emotional labor as frontline employee manage their feelings while, at the same time, showing a facial and bodily display (Hochschild, 1983) that somehow have an impact and adverse effect on employees' mental health and well-being while addressing to customer's needs (Grandey, 2003). Hence, this study relatively investigates emotional labor and burnout in Philippine tourism during face-to-face interaction with clients. Past research has indicated that emotional labor is positively related to burnout in a voice interaction, e.g., in a Business Processing Outsourcing (BPO) company with clients (Hechanova-Alampay, 2010). However, it is yet to be clearly and empirically seen if the same variables will yield similar results when tested among hotel frontline employees who demonstrate heavy emotion-work while bearing an in-person interaction with clients in the hotel tourism industry.

Considering the relevant points mentioned on the impact of emotional labor as a determinant of emotional exhaustion (Grandey, 2003; Hochschild, 1983), this paper investigated emotional labor as it leads to burnout during face-to-face interaction with clients in the hotel tourism industry. Further, it is hypothesized that emotional labor and its subcomponents, such as surface acting and deep acting, may contribute to frontline employees' burnout state. Finally, to maximize the benefits and minimize the harm of enacting emotional labor (Newnham, 2017), the results of this study may serve as a tool guide for workplace mental health interventions, strategies, and appropriate training designs that address the needs of the Filipino workforce. Hence, in order to answer this study's research objectives, survey results were treated using inferential analysis in order to know the degree and direction of the relationship between variables.

2. Review of related literature

Jobs rated high in emotional labor are in the service sector (Mastracci et al., 2012). Sociologist Hochschild (1983) introduced the concept of emotional labor as "the management of feeling to create a publicly observable facial and bodily display, it is sold for a wage and therefore has exchange value" (p. 07). Emotional labor is an emotion work-related performance which requires employees to be sensible as they interactively engage with customers. It demonstrates 1) in-person consultation with clients or voice communication with the public; 2) a job requirement to display a happy and friendly disposition during interaction; and 3) employers have the discretion to monitor employee's emotional state and, if required, may intervene through continuous training and development (Hochschild, 1983). This emotion-regulated work demands two techniques; one is *surface acting*, which refers to altering one's outside emotional display, including, for example, the feelings expressed to the person's face, friendly articulation of words, and affectionate body gestures. *Deep acting*, on the other hand, suggests an alteration of the inner affective state, e.g., showing empathy to guests (Grandey, 2003; Hochschild, 1983). Emotional labor during customer service requires extensive interaction while displaying a cordial, friendly atmosphere and thus, maintaining a favorable attitude in all circumstances. Due to this significant effort of adhering to company display rules, a positive perception from clients is achieved (Allen et al., 2010; Hsieh & Eggers, 2010). However, research has proven that high demand work (e.g., emotional labor) causes exhaustion (Huang et al., 2012); and eventually has a consequence to mental health (He & Hao, 2022).

Burnout, on the other hand, has been recognized by the World Health Organization (WHO) as specifically a phenomenon in the occupational context. Burnout is defined as a syndrome conceptualized as a result of chronic workplace stress that has not been successfully managed. It is characterized by feelings of energy depletion or exhaustion, feelings of negativism, or cynicism that may reduce professional efficacy (WHO, 2019). Burnout in this study refers to the degree of extreme tiredness, which refers to being exhausted, which may be described as wearing out, loss of energy, depletion, debilitation, and fatigue. Thus, it kicks in when the job is too demanding; when not properly intervened, it will lead to feelings of inadequacy and incompetence; and loss of professional efficacy (Malach-Pines, 2005; Maslach & Leiter, 2016). Raising the standards in the tourism industry, and maintaining high expectations of hotel employees for customer service work may cause high levels of job burnout (Li et al., 2017).

Furthermore, previous studies across the globe suggest that emotional labor and its subcomponents are related to burnout, as shown in various work settings. Grandey (2003) states that academic employees "high emotional labor" is linked to surface acting, which is associated with stress. In the study of hotel frontline employees in China, although deep acting is frequently used, it was surface acting that positively related to emotional exhaustion (Liu, 2017). Moreover, studies found that deep-acting lowers burnout, and surface-acting increases burnout among sales employees in Korea and Japan (Sohn et al., 2016). Similarly, from a sample of luxury hotel employees in Australia and the Philippines, it was revealed that those who use more surface acting reported significantly higher levels of burnout than those who use more deep acting reported significantly lower levels of burnout (Newnham, 2017). Also, voice interface with clients, such as Filipino BPO workers (Hechanova-Alampay, 2010) and hotel and airline staff (Alberto, 2020), had been explicitly studied; and; both studies emphasized that surface acting, but not deep acting is associated with burnout and exhaustion. Given the evidence thus far mentioned, many researchers have argued that modifying outward emotion (surface acting) is harmful to one's well-being (Grandey, 2003; Mastracci et al., 2012).

Therefore, based on the above-reviewed literature, the phenomenon of emotional labor, which demonstrates surface acting and deep acting, infers to be a laborious and tough job. Demonstrating an artificial feeling necessary for the job (*surface acting*), or transforming an emotional state that frontline employees are required to show on the job (*deep acting*) may be a painstaking effort. These emotion-regulated displays may contribute to adverse effects on employees' mental health and well-being. Thus, employees who have constant in-person exposure to people, such as the frontline employees in the hotel industry, are potential candidates for burnout. Given the understanding from the literature that constant weakening of one's immunity leads to burnout, thus organizational strategies are suggested to combat this feeling of exhaustion.

3. Theoretical basis

The communicative nature of work entails a lot of emotional processes which is beneficial in the exchange of social interaction with expectations of mutual benefit between employees and the client.

The concept of Social Exchange Theory (SET), as academically studied in sociology and psychology, helps us realize how people manage their relationships based on the principle of reciprocity and expectations of mutual benefit that lead to emotional satisfaction (Blau, 1983; Homans, 1958). Along with this, emotional labor may come into play as it demands client service to exert extra effort in order to control their emotions and display appropriate facial

gestures (Hochschild, 1983). Hence, it suggests that social exchange theory is applicable to client services that engage in emotional labor.

In context, investing in emotional labor as a regulated job requirement may exert emotional resources during an exchange of social interaction, such as empathy and friendliness, which entails a positive return on investment, both tangible and intangible rewards (Kruml & Geddes, 2000). Knowing this effort, such obligation contributes to tension in one's mental health. Social exchange theory helps us recognize how workers experience conflict in an environment that involves emotional labor. Effectively speaking, emotional exhaustion and emotional dissonance are expected to come into play when true emotions are at stake with the emotions they are required to display.

4. Methodology

This paper conducts an inquiry on emotional labor and burnout among Filipino frontline employees. Descriptive-quantitative design in the data collection is being utilized.

Stratified random sampling method was used in this study carried out to frontline employees in the hotel industry. The target population were categorized into those who worked in a conventional hotel and those who are working in a pension type hotel. They were categorized based on the nature of their jobs, namely, Front Office (e.g., front desk clerks, bell staff), Food and Beverages (e.g., waiters/waitresses), and Housekeeping (e.g., chamber staff or room attendant). These categorizations were considered as the various strata of the target population. A sample size was then computed based on the total population of 500 frontline employees, which was based from the interview of the local tourism officer and the president of the Hotel Restaurant and Resort Association (HRRD) in Dumaguete City, Negros Oriental. Next, a proportion sample from each strata was then calculated based on the number of frontline employees from each hotel and on their job nature. After adding up the contribution from each strata, a total of three-hundred two (n = 302) workers were selected (Table 1).

Table 1

Number of Frontline Employees in various Categories of Hotels (n = 302)

Categories	Front Office	Food & Beverages	Housekeeping	Total
A. Conventional Hotels				
1. GO Hotel	9	2	6	17
2. Bethel Guest House	8	8	7	23
3. La Residencia Almar	5	4	2	11
4. C&L Bay View	5	4	5	14
5. Hotel Essencia	9	2	8	19
6. Hotel Nicanor	5	2	13	20
7. Obdulia Business Inn	6	2	1	9
8. Hotel Florentina Homes	4	20	6	30
9. Royal Suite Inn	4	7	4	
Subtotal:	55	51	52	158

B. Pension Type				
1. OK Pension	4	1	9	14
2. Harold's Mansion	5	5	5	15
3. Gazebo Pension	4	1	1	6
4. Plaza Maria Luisa	3	6	3	12
5. Manhattan Suites	4	2	5	11
6. RM Pension Guest House	3	6	3	12
7. C&L Pension House	3	8	5	16
8. U Pension	4	1	4	9
9. Insular Pension House	3	6	3	12
10. Vintage Inn	3	1	2	6
11. Tiptop Pension House	2	1	7	10
12. Honeycomb Tourist Inn	3	6	1	10
13. Grand Pension House	3	1	7	11
Subtotal:	44	45	55	144
Grand Total:	99	96	107	302

Note. Directory from the Hotel Restaurant and Resort Association (HRRD) in Dumaguete City, Negros Oriental

The criteria for selection were based on the assumption that, unlike other hotel employees, they have firsthand engagement with hotel clients. These selected respondents were workers of hospitality industries situated in Dumaguete City, Negros Oriental, Philippines. Hotel managers were formally informed through a letter of correspondence stipulating the objectives of the conduct of the study. Permission to conduct this investigation was granted.

There are two questionnaires for measuring the variables in this study. The emotional labor scale was adopted from the study of Brotheridge and Lee's (2003) published in the Journal of Vocational Behavior. The scale consists of six items with two subscales: surface acting and deep acting. It is a five-point scale with a higher score representing greater emotional labor. The internal consistency of this scale is .65 in deep acting and .69 in surface acting. The Short Burnout Scale by Malach-Pines (2005) is composed of 10 items that specifically quantify the physical, mental, and emotional exhaustion of respondents. It employed a six-point scale, which is a high indicator of burnout. The scale has an internal consistency reliability index of .90.

The questionnaires were forwarded for pre-testing to check the readability and understandability of their content. Pre-test was performed on 30 frontline employees working in the hotel industry situated in the southern part of Negros Oriental, Philippines. Translation of the two instruments was performed to ensure better comprehension of the respondents in the locality.

These survey measures for emotional labor and burnout which previously studied in Western perspective. To know the numeral representation of the instrument in the locality, reliability coefficient is performed. As the table shows, the measures indicate relatively high values of better reliability (Table 2).

Respondents of the study got a copy of the instruments. They filled out the personal information sheet. A brief explanation on the objectives of the study and explanation of the informed consent were clearly stipulated. The researcher administered the questionnaire to the respondents; encoded the scores, and interpreted the data and results.

Descriptive statistics were used to organize the data gathered from the respondents and get an overall picture of how they experienced emotional labor and burnout as manifested in the variables of this study. Frequency distribution, mean and standard deviation were shown through a tabular form indicating numeral representation of responses. Inferential statistics through the use of Pearson Product Moment Correlation Coefficient, and Stepwise Regression (Sullivan & Artino, 2013; Thayer, 2002) were used to answer the problem addressed in this study.

As part of the ethical consideration of this study, a thorough description of the research, its purpose, and how data gathered were utilized. They were then asked to consent to be a part of the research. Thus, the researcher only accepted prospects who could adhere to the informed consent. The researcher undertook the following actions to ensure that the rights and conditions of all individual respondents have been considered. It was clearly stated that participation of this study was completely voluntary. They will not be penalized in any form if they decide not to continue. The researcher had taken steps on non-maleficence by ensuring that participating in this study will not result in an additional financial burden to the respondents. Furthermore, the anonymity of the respondents had likewise been given the utmost consideration to protect them from possible physical and emotional suffering (PAPSEC, 2010; PHREB, 2017).

Table 2

Cronbach's (Alpha) Coefficient of Research Instruments

Variable	α	Items
Emotional Labor	.70	6
Surface Acting	.68	3
Deep Acting	.61	3
Burnout	.89	10

Note. The data are from "Development and validation of the emotional labour scale" by C. M. Brotheridge and R. T. Lee, 2003, *Journal of occupational and Organizational Psychology*, *76*(3), pp. 365-379. (https://doi.org/10.1348/096317903769647229); The data are from "The burnout measure, short version" by A. Malach-Pines, 2005, *International Journal of Stress Management*, *12*(1), Article 78. (https://doi.org/10.1037/1072-5245.78)

5. Results and discussion

5.1. Results

This section presents and analyzes the data gathered through a survey of N = 302 hotel employees identified as respondents in this study.

Table 3

Demographic Characteristics of the Respondents

Category	f	%
Gender		
Female	*172*	57
Male	*130*	43
Age Group		
18 - 28	*195*	64.6
29 - 61	*107*	35.2
Level of Education		
Bachelor's degree	*178*	58.9
Undergraduate	*124*	41.1
Number of Years of Service		
0 - 01	*99*	32.8
02 - 04	*106*	35.8
05 - 22	*94*	31.1
Job Position		
Front Office	*102*	33.8
Food & Beverage	*88*	29.1
Housekeeping	*112*	37.1

Note. N = 302. Data analysis result of the research

Table 3 reveals that 172 (57%) respondents were women; and, men represent for about 130 (43%). It showed that in terms of gender, more women employees are working in the local hospitality sector. In terms of age group, majority 195 (64.6%) were within 18 - 28 years of old. Most of the respondents 178 (58.9%) have finished a college education. In terms of tenure, respondents 106 (35.1%) were working as hotel employees for about two to four years. Lastly, in terms of job position, a number of respondents in this study were connected from the housekeeping department (n = 112, 37.1%).

Table 4

Emotional Labor (n = 302)

Variable	n	Min	Max	Mean	Standard Deviation
EL1	302	1	5	2.58	0.0997
EL2	302	1	5	2.15	1.020
EL3	302	1	5	2.68	1.165
EL4	302	1	5	2.97	1.185
EL5	302	0	6	2.95	1.058
EL6	302	0	6	3.59	1.237
Emotional Labor				2.82	0.70
	Surface Acting			2.47	0.83
	Deep Acting			3.16	0.85

Note. Data analysis result of the research

Table 4 shows the mean results of emotional labor at 2.82 with .70 standard deviation. It suggests that emotional labor is occasionally encountered as respondents interact with guests. Moreover, deep acting ($\bar{x}$ = 3.16) is rated slightly higher compared to surface-acting ($\bar{x}$ = 2.47). This indicates that respondents sometimes made an effort to actually feel the emotions that they needed to display as part of their job, more than merely changing their outward demeanor as in surface acting.

Table 5

Burnout (n = 302)

Variable	n	Min	Max	Mean	Standard Deviation
BO1	302	0	6	2.50	1.498
BO2	302	0	6	2.28	1.520
BO3	302	0	6	1.29	1.499
BO4	302	0	6	0.96	1.265
BO5	302	0	6	0.97	1.294
BO6	302	0	6	1.77	1.472
BO7	302	0	6	1.45	1.315
BO8	302	0	6	1.12	1.269
BO9	302	0	6	1.94	1.756
BO10	302	0	7	2.28	1.755
Burnout				1.65	1.01

Note. Data analysis result of the research

Table 5 reveals the mean results of burnout at 1.65 with a standard deviation of 1.01. The low mean figure indicates less felt burnout at work. Notably, the variable on burnout reveal to be in a low-point level which may suggests that energy depletion or degree of exhaustion is rarely felt as respondents perform an emotion-regulated work.

Table 6

Relationship of Emotional Labor and Burnout

Variable	1	2	3	4
1. Emotional labor	-	.82**	.83**	.28**
2. Surface acting	.82*	-	.37**	.36**
3. Deep acting	.83**	.37**	-	.11
4. Burnout	.28**	.36**	.11	-

Note. *p < .05 **p > .001. Data analysis result of the research

Table 6 shows that there is a significant relationship between emotional labor and burnout at 0.001 level of confidence. There is also a significant relationship between surface acting and burnout at 0.001 level of confidence. These significant relationships are characterize as positively correlated. On the other hand, the result shows that there is no significant relationship between deep acting and burnout.

Table 7

Regression of Emotional Labor on Burnout

Variable	Model 1 β
(Constant)	
Surface acting	.367**
Deep acting	-.020
F	21.265**
R^2	.129
Adj R^2	.123

Note. *p < .05 **p > .001. Data analysis result of the research

Table 7 shows how the categories of emotional labor contribute to burnout. Model 1, including only the emotional labor varieties, reveals that surface acting appears to significantly contribute to burnout and this model explains around 12.9% of the differences in the levels of burnout among the respondents. It seems to note that changes in the level of surface acting among the respondents contributes to the changes in their burnout levels.

5.2. Discussion

The Philippine Tourism has gained an overwhelming target of 2.65 million international visitor arrivals as of December 21, 2022, as the country reopened its boarders to tourists since the restrictions from Covid-19 pandemic. It had generated an estimated 5.23 tourism related job (Department of Tourism, 2023). In support to the National Tourism Development Plan 2023 - 2028 which aims for "Philippine Tourism industry to be sustainable, resilient, and competitive in order to transform the Philippines into a tourism powerhouse in Asia" (p. 279), this study has been investigated.

This study explores the relationship between emotional labor and burnout among frontline employees in the hospitality tourism industry. In context, employees adhere to organizational requirements of engaging customer service display rules by showing certain emotional states (e.g., emotional labor), with the notion that prolong engagement to client service may have adverse impact to employees' well-being, e.g., burnout (Grandey, 2003).

The hospitality industry provides a diversified workforce that values excellent quality service while at the same time leveraging the importance of organizational needs in order to provide a positive customer experience. In terms of gender workforce, this study provides the idea that a large number of the hospitality workforce are women. Moreover, women are reliant and can provide details in the decision-making and problem-solving aspects when it comes to service quality and doing clerical work. The presence of women in the industry is making the provision of services more complex because of their passive nature, which is where they can address the caring needs of the customers (Asinas et al., 2019). Indicatively, most of the respondents are college graduates, aged from 18 to 28 years old, and comprised of young professionals. This age group of young professionals is mature enough to hold employment positions and engage in business. Alba and Stucki (2019) explain that young employees can bring a fresh perspective and a different way of thinking to the business.

The psychosocial dimensions of this study refer to emotional labor, and its subcomponents, namely, surface acting and deep acting, and burnout. Seemingly, the presence of emotional labor and burnout are strongly manifested among the respondents in this study. Frontline employees adhere to job requirement through the alteration of emotional states during client personal interaction. This confirms Hochschild (1983); Grandey (2003) contentions that emotional labor is concerned with work emotion requirement in an overwhelming service interaction. These expectations can be accomplished by 'surface acting' in which the employee attempts to achieve the required performance by careful presentation, or by 'deep acting' in which the employee actively attempts to exhort the appropriate feeling. On the other hand, the findings of this study emphasized that there is a presence of burnout among frontline employees. Although the state of burnout is rarely felt, yet it can be a sign of workplace's emotional exhaustion (Kim et al., 2012) and emotional depletion (Jeung et al., 2018) thus, agitating to employees mental health. According to Maslach and Leiter (2016) that burnout has been recognized as an occupational hazard for various people-oriented profession such as the service-oriented industry.

As the hypothesis reveals, emotional labor contributes to burnout. Also, it shows a significant relationship between emotional labor and burnout as manifested by the respondents. It further shows that emotional labor's dimension on surface acting is significantly related to burnout. This aligns with the contentions of Hochschild (1983), Grandey (2003), Brotheridge and Lee (2003), Newnham (2017), Liu (2017), and Alberto (2020) which posit the use of surface acting, which requires a pretentious display without changing ones internal states is remarkably associated to burnout. Similarly, Hechanova-Alampay (2011) in her study on emotional labor and burnout in voice-to-voice interaction with clients, emphasized that extensive involvement with emotional labor may result in burnout.

Moreover, as suggested by the findings of this study, the dimension of emotional labor on deep acting is not significantly related to burnout. It implies that the cultural thought pattern of Filipinos being family-oriented naturally signifies interconnectedness with people. Thus, deep acting comes naturally at work, and may not necessary associated to burnout. As mentioned by Hochschild (1983); Grandey and Gabriel (2015) that deep acting is to transform her/his inward state, thoughts and feelings through cognitive strategies such as refocusing and effortful attention while genuinely showing concern to the clients.

Deep acting strategy relates with culturally-bound self-ways of Filipinos. The job requirement of deep acting may probably have a different scenario for Filipino frontline employees. Although they are told by supervisors to be always nice to customers, projecting such an emotional state need not always be viewed as an imposed requirement because of Filipinos' natural tendencies to be always pleasant, socially connected, and in harmony with others. Filipinos are inherently known for being hospitable and naturally warmth towards their guests (Church, 1987; Jocano, 1990).

The findings of this study imply that emotional labor (e.g., surface acting) is a painstaking effort. The self-regulated emotional state in the hospitality industry happened to be exciting due to Filipinos' natural tendencies to be hospitable, yet strenuous at the same time since performance stems from direct and intense engagement of in-person interaction with clients. Intensive physical work may juggle from answering queries and complains, to assisting bags and baggage of hotel clients, room services, walking in lobbies, and climbing stairs. While doing these work requirements, service employees tried to be mentally alert, emotionally happy,

and cheerful at all times. These emotional, mental, and physical behaviors at work should be enculturated among frontline employees in the hotel industry. It is an adherence to the basic standard operating procedures of the organization. These regulated useful exhibit of emotional state has adverse psychological concerns (e.g., burnout) to front-liners. Results imply that burnout is a distinct psychological state in which employees may seem to feel of having low energy and enthusiasm at work. Employees who have intensive exposure to people (e.g., customer service) are potential candidates for burnout. As previous studies suggest consistent exposure of emotions at work as the job demands may weaken employees' psychological immunity. It leads to exhaustion and fatigue that may be harmful to one's mental health.

This aligns with Hochschild's (1983) contention that due to the suppression of feelings, emotional labor is detrimental to well-being. Thus, it paralleled Grandey and Sayre (2019) that when employees try to change their feelings to appear sincere (i.e., deep acting), performance is enhanced, yet employees must often "fake it" (i.e., surface act), which consequences to their well-being. Similarly, it validates Grandey (2000) argument that constant suppression of emotions drives the cardiovascular and nervous system too hard and may lead to the weakening of the immune system, consonant with the experience of burnout.

Taking these into account, culturally adapted cognitive behavioral intervention techniques to combat the presence of workplace burnout may be necessary (Hwang, 2016). This management strategy should be taken into consideration in the promotion of mental health in the workplace. Human resources' learning and development plan should be strengthened to cope with the every emotional demands. Employees' sense of awareness of utilizing emotional labor in client service should always be enhanced. Hence, psychoeducation is necessary. Moreover, in the context of maximizing benefits and minimizing the harm, knowing the adverse consequences of performing emotional labor in the Philippines (Newnham, 2017), and considering the presence of burnout, appropriate psychosocial workplace intervention should be established at the organizational level and among individuals. After all, mental health in the workplace is deemed necessary.

6. Conclusion & recommendations

This study provides preliminary evidence that emotional labor in the Philippine context is clearly manifested as frontline employees perform their job in creating a friendly atmosphere of service work in the hospitality industry. Seemingly, deep acting is most likely performed as compared with surface acting during face-to-face interaction in client service.

Conversely, there is a slight presence of burnout, which is rarely felt among the respondents; specifically, surface acting appeared to be more contributory to burnout. The "acting," per se, of emotional labor relates to "faking their mood" because, to some certain extent, employees are "paid to smile" as a job requirement that adheres to the organizational rules of the service industry. This scenario in the service world of work may eventually create psychological tension and fatigue when not properly intervened. It leads to burnout.

On a positive note, this research demonstrates that frontline employees who play a role of acting deeply are perceived as a good sign. Culturally speaking, Filipinos are known for being empathetic, and thus, emotional labor comes naturally to service workers in the hospitality industry. The starting point for deep acting is empathy, which can be developed in order to be naturally effective. Filipinos' ability to empathize with hotel clients is known for service excellence. Hence, service workers should be taught how to put themselves in the shoes of others

so that they will be able to carry themselves naturally. By doing so, burnout will be lessened if not totally eliminated.

Therefore, hotel management should keep in mind that deep acting can be developed. There should be a periodic and appropriate psychosocial training and development for hotel frontline employees. Cognitive techniques and reframing of mind are helpful strategies to help front-liners control their emotions. Coaching, mentoring and role modeling are workplace strategies to address organizational needs and intervention.

Further studies should be replicated with quite a similar client service work-setting (e.g., sales, law enforcers, bank tellers, and tourist guides). Findings may also be replicated to associate in the context of employees' socio-economic motives and organizational financial gains. Lastly, to understand emotional labor in the Philippine culture, further studies should be produced, quantitatively or qualitatively, following the lens of Jocano (1999) on Filipino corporate culture.

References

Alba, J. M. D., & Stucki, V. (2019). Enhancing youth employability: A public private development partnership model to acquire industrial skills. *International Journal of Economics and Business Research*, *17*(1), 1-17. https://doi.org/10.1504/IJEBR.2019.096582

Alberto, M. P. R. (2020). *Effects of emotional labor on Philippine tourism staff's job burnout* [Doctoral dissertation]. Walden University.

Allen, J. A., Pugh, S. D., Grandey, A. A., & Groth, M. (2010). Following display rules in good or bad faith? Customer orientation as a moderator of the display rule-emotional labor relationship. *Human Performance*, *23*(2), 10-15. https://doi.org/10.1080/08959281003621695

Asinas, J. D., Axalan, L. M., Juanites, V. J., Magnaye, L. R., Manalo, J. M., Solo, C. A., & Apritado, M. M. (2019). Career advancement of women in hospitality industry. *Journal of Tourism and Hospitality Research, 16*(1), 25-42.

Blau, P. M. (1983). *Exchange and power in social life*. Wiley.

Brotheridge, C. M., & Lee, R. T. (2003). Development and validation of the emotional labour scale. *Journal of occupational and Organizational Psychology*, *76*(3), 365-379. https://doi.org/10.1348/096317903769647229

Brotheridge, C., & Grandey, A. (2002). Emotional labor and burnout: Comparing two perspective of "people work". *Journal of Vocational Behavior*, *60*(1), 17-39. https://doi.org/10.1006/jvbe.2001.1815

Church, A. T. (1987). Personality research in a non-Western culture: The Philippines. *Psychological Bulletin, 102*(2), 272-292. https://doi.org/10.1037/0033-2909.102.2.272

Department of Tourism, Philippines. (2023, December 22). *PHL breaches 2.6M arrivals in 2022* [Press release]. https://beta.tourism.gov.ph/news_and_updates/phl-breaches-2-6m-arrivals-for-2022-dot-chief-bullish-of-2023-projections/#

Grandey, A. A. (2000). Emotion regulation in the workplace: A new way to conceptualize emotional labor. *Journal of Occupational Health Psychology*, *5*(1), 95-110. https://doi.org/10.1037/1076-8998.5.1.95

Grandey, A. A. (2003). When "the show must go on": Surface acting and deep acting as determinants of emotional exhaustion and peer-rated service delivery. *Academy of Management Journal, 46*(1), 86-96. https://doi.org/10.2307/30040678

Grandey, A. A., & Gabriel, A. (2015). Emotional labor at a crossroads: Where do we go from here? *Annual Review of Organizational Psychology and Organizational Behavior, 2*(1), 323-349. https://doi.org/10.1146/annurev-orgpsych-032414-111400

Grandey, A., & Sayre, G. (2019). Emotional labor: Regulating emotions for a wage. *Current Directions in Psychological Science, 28*(2), 131-137. https://doi.org/10.1177/0963721418812771

He, Z., & Hao, X. (2022). Emotional labor and employee well-being in cross-cultural contexts: A Disney frontline staff's autoethnography. *Tourism Management*, *91*(1), Article 104518. https://doi.org/10.1016/j.tourman.2022.104518

Hechanova-Alampay, M. (2010). *1-800-Philippines: Understanding and managing the Filipino call center worker*. Ateneo de Manila University Press.

Hechanova-Alampay, M. R. M. (2011). Deconstructing emotional labor. *Philippine Journal of Psychology*, *44*(1), 1-1.

Hochschild, A. R. (1983). *The managed heart: Commercialization of human feeling*. University of California Press.

Homans, G. (1958). Social exchange theory. *American Journal of Sociology*, *63*(6), 597-606. https://doi.org/10.1086/222355

Hsieh, Y. C., & Eggers, P. D. (2010). Coping strategies used by lodging managers to balance work and personal lives: An exploratory study. *International Journal of Hospitality & Tourism Administration*, *11*(1), 39-58. https://doi.org/10.1080/15256480903539453

Huang, Y. H., Chen, C. H., Du, P. L., & Huang, I. C. (2012). The causal relationships between job characteristics, burnout, and psychological health: A two-wave panel study. *The International Journal of Human Resource Management*, *23*(10), 2108-2125. https://doi.org/10.1080/09585192.2011.610934

Hwang, W. (2016). *Culturally adapting psychotherapy for asian heritage population: An evidence-based apporach*. Academic Press.

Jeung, D. Y., Kim, C., & Chang, S. J. (2018). Emotional labor and burnout: A review of the literature. *Yonsei Medical Journal, 59*(2), 187-193. https://doi.org/10.3349/ymj.2018.59.2.187

Jocano, F. L. (1990). *Management by culture: Fine-tuning management to Filipino culture*. Punlad Research House.

Jocano, F. L. (1999). *Towards developing a Filipino corporate culture: Uses of Filipino traditional structures and values in modern management*. Punlad Research House.

Kim, T. T., Paek, S., Choi, C. H., & Lee, G. (2012). Frontline service employees' customer-related social stressors, emotional exhaustion, and service recovery performance: Customer orientation as a moderator. *Service Business*, *4*(6), 503-526. https://doi.org/10.1007/s11628-012-0164-8

Kruml, S. M., & Geddes, D. (2000). Exploring the dimensions of emotional labor: The heart of Hochschild's work. *Management Communication Quarterly*, *14*(1), 8-49. https://doi.org/10.1177/0893318900141002

Li, J. J., Wong, I. A., & Kim, W. G. (2017). Does mindfulness reduce emotional exhaustion? A multilevel analysis of emotional labor among casino employees. *International Journal of Hospitality Management*, *64*(1), 21-30. https://doi.org/10.1016/j.ijhm.2017.03.008

Liu, X. (2017). Emotional labor strategy of hotel frontline employees: The antecedents and consequences. *Journal of Service Science and Management*, *10*(5), 425-436. https://doi.org/10.4236/jssm.2017.105034

Malach-Pines, A. (2005). The burnout measure, short version. *International Journal of Stress Management*, *12*(1), Article 78. https://doi.org/10.1037/1072-5245.78

Maslach, C., & Leiter, M. P. (2016). Understanding the burnout experience: Recent research and its implications for psychiatry. *World Psychiatry*, *15*(2), 103-111. https://doi.org/10.1002/wps.20311

Mastracci, S. H., Guy, M. E., & Newman, M. A. (2012). *Emotional labor and crisis response: Working on the Razor's edge*. M. E. Sharpe.

Newnham, M. P. (2017). A comparison of the enactment and consequences of emotional labor between frontline hotel workers in two contrasting societal cultures. *Journal of Human Resources in Hospitality & Tourism*, *16*(2), 192-214. https://doi.org/10.1080/15332845.2016.1202729

Philippine Development Plan 2017 - 2022. (2017). https://pdp.neda.gov.ph/wp-content/uploads/2021/02/20210218-Pre-publication-copy-Updated-Philippine Development-Plan-2017-2022.pdf

Philippine Development Plan 2023 - 2028. (2023). https://pdp.neda.gov.ph/wp-content/uploads/2023/01/PDP-2023-2028.pdf

Philippine Health Research Ethics Board (PHREB). (2017). *National ethical guidelines for health and health-related research*. https://cm.upm.edu.ph/p/2017-national-ethical-guidelines-health-and-health-related-research/

Psychological Association of the Philippines Scientific and Professional Ethics Committee (PAPSEC). (2010). *Code of ethics for Philippine psychologists*. https://pap.ph/file/documents/pap-code-of-ethics-2022.pdf

Sohn, H. K., Lee, T. J., & Yoon, Y. S. (2016). Emotional labor and burnout: Comparison between the countries of Japan and Korea. *Journal of Travel & Tourism Marketing*, *33*(5), 597-612. https://doi.org/10.1080/10548408.2016.1167348

Sullivan, G. M., & Artino, A. R., Jr. (2013). Analyzing and interpreting data from Likert-type scales. *Journal of Graduate Medical Education*, *5*(4), 541-542. https://doi.org/10.4300%2FJGME-5-4-18

Thayer, J. D. (2002). *Stepwise regression as an exploratory data analysis procedure*. https://files.eric.ed.gov/fulltext/ED464932.pdf

United Nations. (2023). *World tourism day: Investing in people, planet and prosperity*. https://www.un.org/en/observances/tourism-day

WHO (World Health Organization). (2019). *Burn-out an "occupational phenomenon": International classification of diseases*. https://www.who.int/news/item/28-05-2019-burn-out-an-occupational-phenomenon-international-classification-of-diseases

World Travel and Tourism Council. (2020). *Travel and tourism economic impact 2020*. https://wttc.org/Portals/0/Documents/Reports/2020/Global%20Economic%20Impact%20Trends%202020.pdf?ver=2021-02-25-183118-360

Yang, S. B., & Guy, M. E. (2015). Gender effects on emotional labor in Seoul metropolitan area. *Public Personnel Management*, *44*(1), 3-24. https://doi.org/10.1177/0091026014550491

Yim, F., Cheung, C., & Baum, T. (2018). Gender and emotion in tourism: Do men and women tour leaders differ in their performance of emotional labor? *Journal of China Tourism Research*, *14*(4), 405-427. https://doi.org/10.1080/19388160.2018.1515683