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Abstract

Purpose: This research aims to develop an emotional labor scale and examine the consistency of the emotional labor measurement model with empirical data. The study focuses on individuals with long-term work experience and incorporates cross-cultural perspectives to address gaps in current research. Additionally, it seeks to create a standardized model for measuring and evaluating emotional labor that is applicable to contemporary work environments.

Methodology: The population is front-service employees of hotels in Chonburi Province, and the sample consists of 280 front-service employees of hotels in Pattaya City, Chonburi Province. The research methodology for developing the emotional labor scale in this phase is quantitative research, using confirmatory factor analysis to examine the consistency of the emotional labor measurement model.

Findings: The results of the model fit analysis and quality assessment of the CFA model found that the RMSEA (Root Mean Square Error of Approximation) was 0.217, indicating a lack of fit between the model and data. The CFI (Comparative Fit Index) was 0.591. The TLI (Tucker-Lewis Index) was 0.442. Finally, the IFI (Incremental Fit Index) was 0.595. Based on the presented indices, this model has a poor fit with the data. The RMSEA, CFI, TLI, and IFI values are lower than the recommended criteria, indicating a discrepancy between the model and data.

Unique Contribution to Theory, Policy and Practice: These findings suggest that current emotional labor measurement models may not accurately capture the experiences of workers across different cultures and with varying lengths of work experience. Policymakers and organizations should consider developing more nuanced and culturally sensitive approaches to assess and manage emotional labor in the workplace. This could involve creating tailored training programs, revising performance evaluation metrics, and implementing supportive policies that acknowledge the complexity of emotional labor across diverse work environments.

Keywords: *Emotional Labor, Surface Acting, Deep Acting, Genuine Acting, Confirmatory Factor Analysis*

Introduction

Emotional labor is crucial in the service context (Tsai, 2001). Service providers' emotional labor is part of a person-centered service (Hochschild, 1983). There are three aspects of emotional labor: surface acting, deep acting, and genuine acting. Surface acting refers to changing emotional expression without altering one's internal emotional state, such as when a service provider merely pretends to smile when interacting with a customer. In deep acting, the service provider's internal feelings must be adjusted to display emotions that align with the organization's requirements, emphasizing positive emotional expression. Service providers may use various strategies to help change their internal emotions to match their external emotional display. Finally, genuine acting involves expressing emotions naturally according to one's sensations and feelings that arise spontaneously while providing service or expressing one's true emotions to the customer (Diefendorff et al., 2005).

Developing emotional labor is important because current work patterns require service providers to display emotions appropriate to the situation in order to promote good communication and create positive experiences for customers. As a result, emotional labor has become a necessary skill. However, expressing emotions as required by the organization may lead to behaviors inconsistent with one's internal feelings, potentially causing mental health problems like stress and anxiety. Furthermore, the impact of emotional labor can increase stress and discouragement in service providers, reduce work efficiency and emotional engagement, weaken the ability to build strong relationships with co-workers and customers, and may lead to the resignation of quality service providers and increased hiring costs (Wharton, 1993).

In the past, research on emotional labor scales began with observing changes in the labor market structure, which required employees to have high-level skills in managing emotions to promote a positive image for the organization. Expectations 3 increased for accessing quality services and continually stressful working conditions. This was due to 1) increased demand for emotional services in many industries, such as tourism, hospitality, and services; 2) technological changes that made emotional communication through online channels commonplace; and 3) the impact of emotional labor, which can increase the likelihood of stress, emotional burnout, and mental health problems (Kristensen et al., 2006).

Currently, few studies have been conducted on the long-term effects of emotional labor, especially among individuals with long-term work experience, and cross-cultural research is still lacking. Measurement and evaluation of emotional labor have not yet found a standardized model, and existing scales remain complex and multidimensional. Moreover, application to current situations or contexts of social and cultural differences has not been considered (Miao et al., 2017).

Based on the above, the researcher recognizes the importance of the emotional labor scale (ELS) as a highly valuable tool that can be used to measure and assess emotional labor in various occupations and contexts. Emotional labor refers to the effort required to manage and control one's emotions to meet the expectations, demands, and requirements of a specific job or role. The ELS

helps researchers and organizations quantitatively assess emotional labor by providing a measurement standard applicable across different industries and occupations. Assessing emotional labor with the ELS helps emphasize and evaluate the emotional management set for service providers, ultimately leading to a better understanding of the impacts on health, job satisfaction, and work performance of those service providers.

Research Question

Is the emotional labor scale consistent with empirical data?

Research Objective

To develop an emotional labor scale and examine the consistency of the emotional labor measurement model with empirical data.

Research Hypothesis

Null Hypothesis (H0): The emotional labor scale model is consistent with empirical data.

Alternate Hypothesis (H1): The emotional labor scale model is not consistent with empirical data.

Expected Benefits

1. The results of this research will provide a reliable, valid, and appropriate emotional labor scale for the context of service providers in Thai society. It will also serve as a survey tool for planning the development of effective service quality.

2. This research will provide academic knowledge that applies the principles and concepts in the field of brain, mind, and learning to practical use with empirical evidence and can be applied in similar contexts.

Research Methodology

The research methodology for developing the emotional labor scale in this phase is quantitative research, using confirmatory factor analysis to examine the consistency of the emotional labor measurement model. This phase aims to study the confirmatory factor. In Phase 1, the tool consists of two parts:

Part 1: Personal information, including gender, current age, work age, service department age, current income, education level, and family status.

Part 2: The emotional labor scale (ELS) developed by Diefendorff et al. (2005).

Population and Sample

The population is front-service employees of hotels in Chonburi Province. The sample consists of 280 front-service employees of hotels in Pattaya City, Chonburi Province, used to study factors and information as guidelines for developing the emotional labor scale, data processing, report generation, and user coordination using a multi-stage sampling method.

Sample Size Determination

The researcher determined the sample size based on the criteria for determining the sample size for confirmatory factor analysis according to the concepts of Schumacker and Lomax (2010) and Hair et al. (2010), which state that confirmatory factor analysis should have a sample size

equal to 10–20 times the observed variables. For this research, the sample size is set at 20 times the 14 observed variables. Therefore, there must be at least 280 samples. After obtaining the sample size for data collection, the number of samples from each hotel representing each province is calculated, and the proportion of samples from each location is then calculated using stratified random sampling.

Inclusion Criteria for Sample

1. Being a front-service employee of a hotel in the Pattaya area, Bang Lamung District, Chonburi Province, totaling 280 people, obtained through random selection. 2. Willingness to participate in this research and the ability to attend training throughout the training period.

3. Not having multiple disabilities, not undergoing treatment for illness, not having a psychiatric disorder, and not currently undergoing any other language skill development process.

Exclusion Criteria for Sample

1. Unable to participate in activities at the specified time.

2. Having an illness during the activity.

Research Instruments

There is one set of tools used for data collection in this study, which is the emotional labor scale for service providers, divided into two parts as follows: 1. Questionnaire on the basic information of the sample group. 2. The emotional labor scale for service providers was developed by the researcher based on the conceptual framework of Diefendorff et al. (2005), consisting of 14 items measuring emotional labor in three dimensions: 1) deep acting, 2) surface acting, and 3) genuine acting. The responses are on a 5-point Likert scale, ranging from 1 (almost never) to 5 (very frequently). The question items are as follows:

Surface acting

1. I put on an act in order to deal with customers in an appropriate way.

2. I fake a good mood when interacting with customers.

3. I put on a "show" or "performance" when interacting with customers.

4. I just pretend to have the emotions I need to display for my job.

5. I put on a "mask" in order to display the emotions I need for the job.

6. I show feelings to customers that are different from what I feel inside.

7. I fake the emotions I show when dealing with customers.

Deep acting

8. I try to actually experience the emotions that I must show to customers.

9. I make an effort to actually feel the emotions that I need to display toward others.

10. I work hard to feel the emotions that I need to show to customers.

11. I work at developing the feelings inside of me that I need to show to customers.

Genuine Acting

12. The emotions I express to customers are genuine.

13. The emotions I show customers come naturally.

14. The emotions I show customers match what I spontaneously feel.

The emotional labor scale translated by the researcher from the original English document developed by Diefendorff et al. (2005) was obtained with permission to translate into a Thai version, following the back-translation process as follows:

Step 1:

- Translation from the Source Language Version to the Target Language Version: The researcher and two thesis advisors (a total of three persons) translated the original scale (English) into Thai, focusing on compiling the meaning according to the original, considering the cultural context of the Thai language.

- The three translated versions were compared to consider the appropriate questions together with experts in relevant fields and with a linguist to consider the suitability of word usage and grammar in the translated version.

Step 2: Back-translation

- Back-translation was performed by two language experts, focusing on conveying the meaning from Thai to English. Then, the two translators compared the translations, with another expert making the final decision to obtain the back-translated version of the scale.

Step 3: Translation Judgment

- In this step, after obtaining the back-translated version, 2-3 experts who primarily use English and have a good knowledge of the language of the original scale were asked to compare the language of the back-translated version with the source language version. If any questions in the back-translated version, when translated back from the target language, were in English that did not convey the meaning, they had to be reworded to facilitate starting the translation again for problematic questions, re-entering the translation process from the source version.

Research Tool Construction Procedure and Quality Verification Method

The researcher constructed and developed the data collection tool according to the following steps:

1. Studying relevant documents, textbooks, articles, and research to establish a research conceptual framework.

2. Defining the research conceptual framework and specific terms used in the research.

3. Creating statements to cover the defined conceptual framework, totaling 14 items.

4. Presenting the draft statements to the advisor for suggestions on improvement and revision.

Quality Verification Method

1. The researcher sought advice and examined the validity of the questions from five experts to request their assistance in verifying content validity by finding the index of item-objective congruence (IOC) and the correctness, appropriateness, and clarity of the language and wording. Statements with a validity value of .50 or higher were selected, resulting in statements about the components of emotional labor for use with service providers.

2. The questionnaire was tried out with front-service employees of 3-5-star hotels in Pattaya City. The questionnaire was then analyzed for item discrimination using the item-total correlation and reliability using Cronbach's alpha coefficient (Cronbach, 1990). The 14-item emotional labor scale had an alpha coefficient of 0.823 and reliability values for each aspect of the questionnaire, which included work exhaustion, self-compassion, and empathy for others.

Scale Construction Using Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) in the emotional labor scale is a statistical process that combines data on individual behaviors to analyze the relationships between variables defined by the theoretical framework. In the case of the emotional labor scale, CFA is used to encode the emotional behaviors of individuals that are controlled for managing emotions at work in various ways, as follows:

1. Surface acting: In this case, CFA will analyze factors related to surface acting by defining variables related to service providers and the environment with external motivation.

2. Deep acting: In this case, CFA will include factors related to the sustainability of deep acting by defining variables related to managing internal emotions to match what needs to be expressed.

3. Genuine acting: In this case, CFA will include factors related to the good fit between the genuine emotional expression of service providers during work.

CFA can analyze in detail the factors related to the role and impact of emotional labor that appear in the work activities of service providers. It is also a useful tool for developing and improving the emotional labor process to be more effective. Overall, the CFA of the emotional labor scale helps understand the relationships between various factors related to the emotional labor of service providers within the organization in terms of surface acting, deep acting, and genuine acting.

To create an emotional labor scale from the components of surface acting, deep acting, and genuine acting using confirmatory factor analysis, it is necessary to divide the confirmatory components into main groups for ease of analysis. Then, each group must be analyzed for relevant characteristics.

The first group is the components related to surface acting, which will be used to measure surface acting. This component consists of:

X1: Discrepancy between body language and expressed emotions, analyzing whether the service provider displays inconsistent body language and emotions or shows consistent body language and emotions.

X2: Situation-specific emotions, analyzing whether the service provider will display emotions specific to the situation encountered at work or show general emotions for all situations.

X3: Lack of emotional connection, analyzing whether the service provider lacks an emotional connection to the situation.

X4: Rapid change of emotions, analyzing whether the service provider can quickly change emotions according to the appropriateness and demands of the situation.

The second group is the components related to emotional labor, which are used to measure deep acting. This component consists of:

X5: Deep emotion management, analyzing whether the service provider has deep emotion management to be able to display emotions relevant to the situation.

X6: Linking emotions with thoughts, analyzing whether the service provider links emotions with related thoughts.

X7: Consistency between emotions and work, analyzing whether the service provider has consistency between the emotions displayed and the work.

X8: Mindful response, analyzing whether the service provider responds emotionally with mindfulness.

The third group is the components related to consistency and compatibility, which are used to measure genuine acting. This component consists of:

X9: Open emotional response, analyzing whether the service provider has an open emotional response.

X10: Consistency between emotions and situations, analyzing whether the service provider has consistency between the emotions displayed and the situations encountered.

X11: Emotional connection with others, analyzing whether the service provider has an emotional connection with others.

Therefore, to create an emotional labor scale from the components of surface acting, deep acting, and genuine acting using confirmatory factor analysis, it is necessary to use these characteristics to analyze each component group in order to construct an appropriate scale format.

Data Collection

After the researcher obtained approval for human research ethics, data were collected from the sample group by the researcher. The sample group was informed about the objectives and detailed data collection procedures. When the sample group had listened to the information and read the information sheet until they understood and were willing to participate in the research voluntarily, they were asked to sign the informed consent form. The sample group then completed the scale. The researcher examined the completeness of the data from the returned scales and then used them for further statistical data analysis.

Research Data Analysis

Confirmatory factor analysis of emotional labor was performed using LISREL 8.72 because the data of the observed variables studied had a multivariate normal distribution. The important condition is that the sample used for data analysis must be independent, and the data distribution must not be skewed or excessively peaked. The researcher conducted confirmatory factor analysis using maximum likelihood estimation (ML) to confirm the emotional labor model. For the criteria for adjusting paths by considering the model modification indices, this was done in conjunction with considering theoretical feasibility.

Results

The study on service providers' opinions on managing emotions while working in this research is mixed-methods research. In the quantitative data analysis section, it is survey research using questionnaires as a research tool. In the qualitative data analysis section, thematic analysis techniques are used to analyze patterns consistent with empirical data. After the researcher collected the data and analyzed it according to the defined research objectives, the research results can be summarized as follows:

Results of General Data Analysis of Questionnaire Respondents

The study found that among the questionnaire respondents, 67 were male, accounting for 22.9%, and 225 were female, accounting for 77.1%. The majority, 178 respondents (61%), were aged between 21 and 40 years, followed by 36 respondents (36%) aged between 41 and 60 years, 8 respondents (2.7%) aged 60 years and older, and 1 respondent (0.3%) under 20 years old, respectively. In terms of education level, 192 respondents (65.8%) had a bachelor's degree, followed by 62 respondents (21.2%) with an education level above a bachelor's degree, 36 respondents (12.3%) with a lower or upper secondary education level or equivalent, and 2 respondents (0.7%) with a primary education level, respectively.

Furthermore, the study found that the majority of respondents, 177 (60.6%), had more than 10 years of service experience, followed by 57 respondents (19.5%) with 1–5 years of service experience, 49 respondents (16.8%) with 5–10 years of service experience, and 9 respondents (3.1%) with less than 1 year of service experience, respectively.

Results of the Analysis of Service Providers' Opinion Levels on Emotional Labor

1. Surface Acting: The study found that females (M = 3.8, SD = 1.2) reported higher levels of surface acting than males (M = 3.2, SD = 1.1), with statistical significance at the 0.01 level. Surface acting significantly decreased with more experience, with statistical significance. Post-hoc test results found significant differences between all adjacent levels of experience (PS<.01 for all). There was also a significant interaction between gender and experience at the 0.01 level.

2. Deep Acting: The study found that males (M = 3.6, SD = 1.0) reported higher levels of deep acting than females, with statistical significance at the 0.01 level. Deep acting increased significantly with experience, also with statistical significance at the 0.01 level. Significant differences were found between all levels of experience, except between 5–10 years and more than 10 years. However, the study found that the interaction between gender and experience was not significant, indicating that the effect of experience on deep acting was similar for both males and females. Additionally, the study found that education level had no significant main or interaction effect on deep acting, with deep acting increasing by an average of 0.2 points per year in longitudinal education.

3. Genuine Acting: The study found that genuine acting was significantly higher in females than in males, with statistical significance at the 0.01 level. Genuine acting increased with experience, with statistical significance at the 0.01 level, and there were significant differences between all adjacent levels of experience. There was a significant interaction between gender and experience

at the 0.01 level, with the gender gap tending to increase at higher levels of experience. The study also found that education had a small but significant positive main effect at the 0.05 level, with genuine acting being higher in the group with a master's degree.

Regarding the analysis of deep acting and genuine acting, it was found that they had a positive correlation with job satisfaction, with statistical significance at the 0.01 level, and a negative correlation with emotional exhaustion, also with statistical significance at the 0.01 level (rs=-0.20 and -0.35, ps<.001). Furthermore, the results of hierarchical regression analysis showed that the emotional labor variables could significantly predict the effects on well-being, even after controlling for work role, organizational culture, and leader support. The researcher checked the scores of the tried-out questionnaire and calculated the reliability of the questionnaire using Cronbach's alpha coefficient (Cronbach, 1990: 204).

To analyze the reliability and perform item analysis for the questionnaire, I calculated the overall Cronbach's alpha, Cronbach's alpha for each dimension, and the corrected item-total correlation for each item. The results are summarized in Table 1

Table 1: Reliability Coefficients (Cronbach's Alpha) for the Questionnaire

Dimension	Cronbach's Alpha	Item	Corrected Item - Total Correlation
Surface Acting	0.853	SA1	0.643
		SA2	0.738
		SA3	0.686
		SA4	0.598
		SA5	0.685
		SA6	0.624
		SA7	0.633
Deep Acting	0.859	DA1	0.582
		DA2	0.755
		DA4	0.758
Genuine Acting	0.914	GA1	0.822
		GA2	0.843
		GA3	0.826
Overall	0.875		

The overall Cronbach's alpha of 0.875 indicates good internal consistency and reliability for the entire scale. The Cronbach's alpha values for the Surface Acting Dimension Cronbach's Alpha Item Corrected Item: Total Correlation Surface Acting 0.853 SA1 0.643 SA2 0.738 SA3 0.686 SA4 0.598 SA5 0.685 SA6 0.624 SA7 0.633 Deep Acting 0.859 DA1 0.582 DA2 0.755

DA4 0.758 Genuine Acting 0.914 GA1 0.822 GA2 0.843 GA3 0.826 Overall 0.875 12 (0.853), Deep Acting (0.859), and Expression of Naturally Felt Emotions (0.914) dimensions also demonstrate good to excellent reliability.

Regarding the corrected item-total correlation, all items show values above 0.3, suggesting that each item contributes well to the overall scale. The lowest value is 0.582 for item DA1, which is still acceptable. The highest correlations are observed for items NA1 (0.822), NA2 (0.843), and NA3 (0.826), indicating their strong relationship with the total score.

In conclusion, the questionnaire demonstrates good overall reliability and internal consistency within each dimension. The item analysis reveals that all items contribute positively to the scale, with some items showing stronger correlations than others. These results support the use of this questionnaire for measuring the constructs of interest.

Component-wise Reliability

1. Surface Acting:

Although the specific reliability coefficient for the Surface Acting component was not reported in the research findings, Table 4-3 reveals that this component consists of 7 items (X1–X7). These items exhibit strong positive relationships with the component, suggesting good construct validity.

2. Deep Acting:

Similarly, the reliability coefficient for the Deep Acting component was not explicitly stated. However, Table 4-3 indicates that this component comprises 4 items (X8–X11), which demonstrate moderate positive associations with the component. This suggests an acceptable level of construct validity.

3. Genuine Acting:

The reliability coefficient for the Genuine Acting component was also not reported. Based on the information provided in the table, this component includes 3 items (X12–X14), which show moderately positive relationships with the component. This indicates a satisfactory level of construct validity.

In summary, while the study does not provide the reliability coefficients for each individual component, the overall questionnaire exhibits a high level of reliability (0.88). Furthermore, the significant positive relationships between the observed variables and their respective components across all components support the construct validity of the questionnaire.

The use of Cronbach's alpha coefficient to assess reliability is a well-established approach for evaluating the internal consistency of a questionnaire. A coefficient above 0.70 is generally considered acceptable, signifying that the items 13 within the questionnaire are measuring the same underlying construct and are highly interrelated. The high overall reliability coefficient obtained in this study instills confidence in the trustworthiness of the research findings.

Results of Confirmatory Factor Analysis

Defining

- Emotional labor as the management of emotions at work
- Surface acting as the superficial expression of emotions
- Deep acting as the deep expression of emotions
- Genuine acting as the genuine expression of emotions
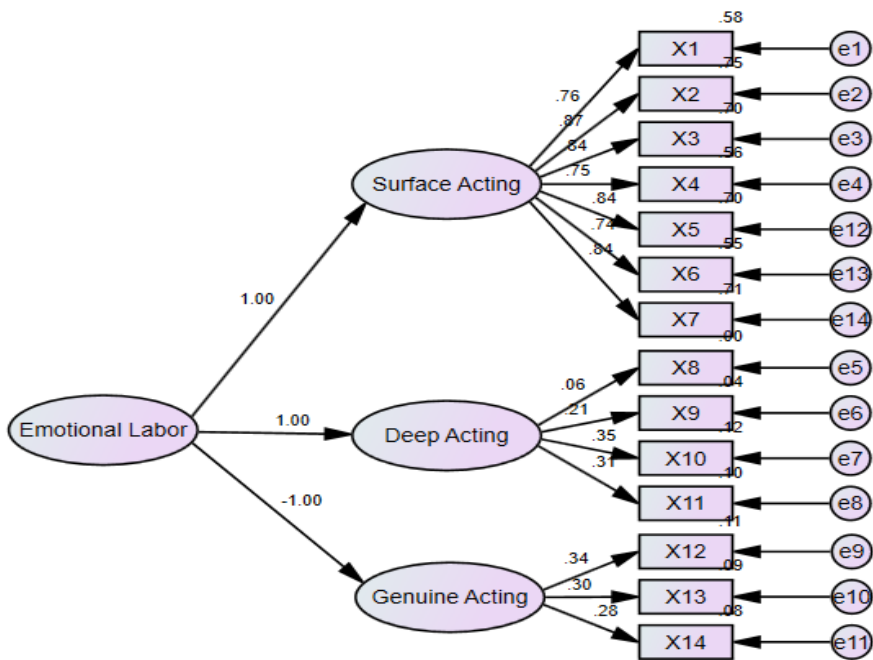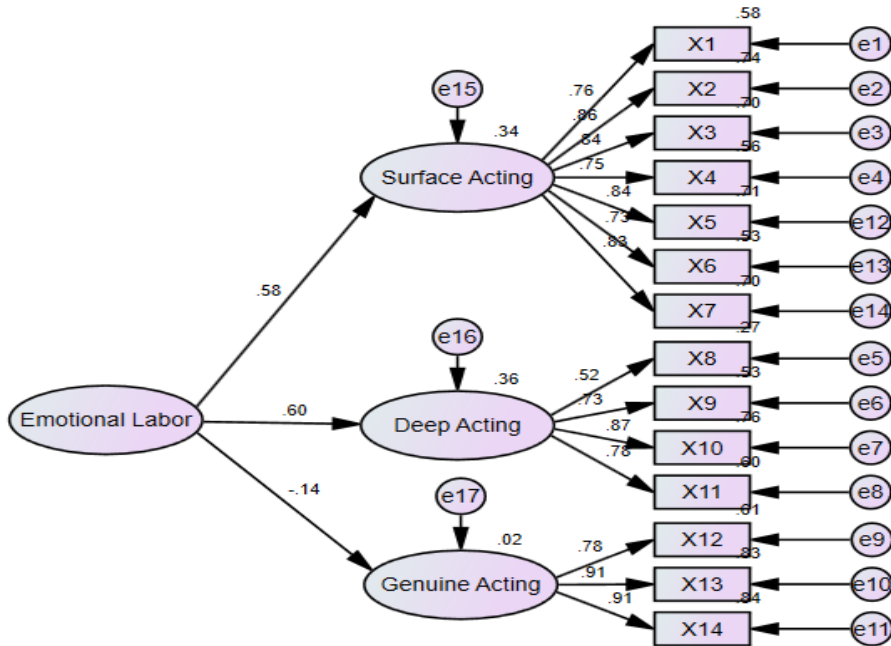
1. Components of emotional labor: Surface acting was found to have the highest positive weight (1.000) with emotional labor. Deep acting was found to have a moderately positive relationship (0.373) with emotional labor. Genuine acting was found to have a moderately negative relationship (-0.303) with emotional labor.

2. Relationships between components: Surface acting had a high positive relationship with variables X1, X3, X4, X5, X6, and X7. Deep acting had a moderately positive relationship with variables X8, X9, X10, and X11. Genuine acting had a moderately positive relationship with variables X12, X13, and X14.

The results of the model fit analysis and assessment of the CFA model quality found that the RMSEA was 0.217, higher than the recommended criterion (.08), indicating a lack of fit between the model and data. The CFI was 0.591, lower than the recommended criterion (.90), indicating a lack of fit between the model and data. The TLI was 0.442, lower than the recommended criterion (.90), indicating a lack of fit between the model and data. The IFI was 0.595, lower than the recommended criterion (.90), indicating an overall lack of fit between the model and data.

Overall, based on the presented indices, this model has a poor fit with the data. The RMSEA, CFI, TLI, and IFI values are lower than the recommended criteria, indicating a discrepancy between the model and data.

Results of the Analysis of Weights for Each Component

1. Components of emotional labor: Surface acting was found to have the highest positive weight (1.000) with emotional labor. Deep acting was found to have a moderately positive relationship (0.373) with emotional labor. Genuine acting was found to have a moderately negative relationship (-0.186) with emotional labor.

2. Relationships between components: Surface acting had a high positive relationship with variables X1, X3, X4, X5, X6, and X7. Deep acting had a moderately positive relationship with variables X8, X9, X10, and X11. Genuine acting had a moderately positive relationship with variables X12, X13, and X14.

The results of assessing the quality of the CFA model found that the χ^2/df value was lower than the recommended criterion (5), indicating a fit between the model and data. The RMSEA was 0.094, lower than the recommended criterion (.08), indicating a fit between the model and data. The CFI was 0.925, higher than the recommended criterion (.90), indicating a fit between the model and data. The TLI was 0.895, higher than the recommended criterion (.90), indicating a fit between the model and the data. The IFI was 0.926, higher than the recommended criterion (.90), indicating a fit between the model and data.

Overall, based on the presented indices, this model has a good fit with the data. The χ^2/df, RMSEA, CFI, TLI, and IFI values are within the recommended criteria, indicating consistency between the model and data.

Discussion

Surface acting was found to be higher in females than in males and decreased with more work experience, especially in the early stages of a career. This shows that when entering the workforce, females often have to control their emotions and suppress their inner feelings more than males. However, as they gain experience, the need for surface acting decreases. This is consistent with the concept of gender role construction in society, which expects females to control their emotions more than males.

Deep acting was found to be higher in males and increased with experience. This shows that males tend to try to understand and adjust their emotions to fit the work context more than females, which may result from societal expectations for males to be leaders and better control situations. Developing these skills becomes more important as one gains more experience.

Genuine acting was higher in females and increased with education level and experience. This shows that females tend to express genuine emotions more than males, which may result from a social upbringing that accepts females' emotional labor more. Additionally, those with higher education levels and experience are able to express genuine emotions more.

In summary, gender roles and experience influence the patterns of emotional labor among service providers, which also affects well-being at work. Organizations should therefore consider promoting deep acting and genuine acting skills, as well as reducing surface acting, for the good quality of work life of service providers. The research results reflect gender roles in society that instill in females the need to express emotions less than males, explaining that society expects females to play a more caring role and thus must control and suppress their emotions, while males are expected to express emotions more. The finding that females engage in genuine acting more than males may be due to Hochschild's (1983) Emotion Work theory, which explains that females are often expected to express emotions more than males in service work, coupled with social upbringing that accepts females' emotional expression more. The finding that surface acting negatively affects mental health is consistent with Ego Depletion Theory, which explains that suppressing and controlling inner emotions for a long time can cause stress and mental exhaustion, resulting in an inability to work effectively.

The results of the confirmatory factor analysis (CFA) of the emotional labor model in the first version of the CFA had a poor fit with the data, but after adjusting the model in the second version, it was found to have a better fit. This is consistent with other studies that have analyzed CFA, such as Kruml & Geddes (2000). This may be because in the first version, the component variables and observed variables were not sufficiently suitable, but after revising them in the second version, the variables were better able to reflect emotional labor.

The links with other variables were found to be in the same direction as previous research, such as Grandey (2003), which found that surface acting was associated with emotional exhaustion and low job satisfaction, while deep acting and genuine acting were associated with higher job satisfaction. This is because surface acting is an external process that may not align with a person's true emotions, potentially causing more stress and fatigue.

The results of this study underscore the importance of developing effective emotional labor strategies in service organizations. Given the positive outcomes associated with deep acting and genuine acting, such as increased job satisfaction and reduced emotional exhaustion, organizations should consider implementing training programs that cultivate these skills among their employees. For example, training modules could focus on techniques for regulating emotions, such as cognitive reappraisal (Gross, 2015), which involves reframing emotionally challenging situations in a more positive light. Additionally, organizations could provide workshops on mindfulness and self-awareness (Hülsheger et al., 2013), which can help employees better understand and manage their emotions in the workplace. By investing in these training initiatives, service organizations can foster a workforce that is better equipped to handle the emotional demands of their roles, ultimately leading to improved employee well-being and enhanced service quality.

Furthermore, the research results reflect the importance of practicing and developing emotional labor skills, which is consistent with the concepts of multiple intelligences and emotional intelligence, suggesting that these skills can be developed through continuous practice. Particularly, real work experience and training are important channels.

In summary, these research results are linked to important concepts and theories related to social psychology, organizational psychology, and emotional labor. They help us better understand the overall picture and the factors influencing the emotional labor of service providers. This is useful for human resource management in service lines to promote appropriate emotional labor skills among service providers in order to provide quality service and have good well-being at work.

Suggestions

This research focuses on studying only a sample group of front-service employees of hotels in the Pattaya area, Bang Lamung District, Chonburi Province. In the next study, a comparative study should be conducted with employees working as front-service staff in hotels in other areas or in nearby areas in Chonburi Province or neighboring provinces to analyze the similarities and differences of the obtained study results. Future research should explore these individual differences in greater depth, examining how they interact with emotional labor strategies to influence employee well-being and performance outcomes. To compare the research findings with studies conducted in different cultural contexts to highlight the universality or cultural specificity of emotional labor patterns and to gain a more comprehensive understanding of emotional labor, it is essential to consider how the findings of this study compare to those conducted in diverse cultural settings. After reviewing the results of this research and comparing them with past research, there are suggestions for future research directions as follows:

1. Place more emphasis on studying individual-level factors.

Study the effects of personality factors, such as openness to experience, conscientiousness, and emotional control, which may influence the patterns of emotional labor management. Also, study the effects of emotional intelligence that may enable individuals to better manage their own

emotions at work and understand the emotions of others, resulting in appropriate emotional expression. The research results indicate that there may be individual differences in emotional labor, so more attention should be paid to studying individual-level factors.

2. Expand the study to include qualitative research.

Conduct in-depth interviews or focus group discussions to explore the perspectives and experiences of emotional labor among service providers who interact with customers in different contexts. Qualitative research will help better understand specific contexts and situations, as the study results indicate that context is important.

3. Conduct comparative studies with different cultural groups.

Compare the emotional labor of service providers in different cultures and societies, as emotional expression and interpretation are culturally sensitive. Studying in diverse cultural contexts will lead to a better understanding of this phenomenon.

4. Study from a long-term perspective.

Conduct longitudinal studies over a longer period of time to track changes in emotional labor patterns in the same individuals throughout their careers. This will provide insights into the development of emotional labor at each stage, the factors influencing those changes, and the nature of the relationship between experience and emotional labor more clearly. In summary, future research should focus on individual-level factors, qualitative studies, cross-cultural comparisons, and long-term longitudinal studies to increase the depth and breadth of understanding of the phenomenon of emotional labor.

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