

## When Workload Meets Emotional Labor: Service Performance in Hotel Rooms Division

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Employees in hotel rooms division operate under high operational pressure while maintaining continuous interaction with guests, making workload and emotional labor critical determinants of service performance. This study examines how workload and emotional labor influence service performance through job satisfaction among front office and housekeeping employees in Indonesian hotels. Grounded in the Job Demands–Resources framework, a quantitative approach was employed using survey data from 238 employees, analyzed with Partial Least Squares Structural Equation Modeling (PLS-SEM). The results show that workload and emotional labor have negative and significant effects on both service performance and job satisfaction. Workload demonstrates a stronger effect compared to emotional labor, indicating that operational pressure functions as the primary constraint in rooms division work. Job satisfaction has a positive and significant effect on service performance and represents the strongest predictor in the model. Furthermore, job satisfaction partially mediates the relationships between job demands and service performance, indicating that performance is shaped by both direct operational constraints and employees' psychological responses. These findings highlight the importance of integrating operational and emotional demands in managing service performance in hotel rooms division.

**Keywords:** Emotional Labor; Job Satisfaction; Service Performance; Workload; Rooms Division

## **INTRODUCTION**

Hotel service performance is closely shaped by employees working in the rooms division, particularly in front office and housekeeping units where service delivery is directly experienced by guests. These roles require employees to manage operational responsibilities under time pressure while maintaining appropriate emotional expressions during continuous guest interaction. In the Indonesian hospitality context, this dynamic is further influenced by fluctuating occupancy rates and service demand, as reflected in national hotel indicators such as room occupancy, guest nights, and length of stay, which illustrate the operational intensity of hotel work (Badan Pusat Statistik, 2024).

Existing studies in Indonesia have demonstrated that workload is a critical factor influencing employee performance in hotel operations. Research conducted in the Front Office Department of a hotel in Bali found that workload has a negative and significant effect on employee performance, indicating that increasing operational pressure can reduce service effectiveness (Putradewa Yo, Winia, & Sagitarini, 2022). These findings suggest that workload is not merely an operational issue but a central concern in hotel human resource management, particularly in rooms division where service delivery is highly time-sensitive and guest-oriented.

In addition to workload, emotional labor represents an essential dimension of hospitality work. Employees are required to regulate their emotional expressions to meet organizational expectations during guest interactions, making emotional management an integral part of service delivery (Hochschild, 1983; Grandey, 2000). In the Indonesian context, research on frontline hotel employees indicates that emotional labor is closely associated with job satisfaction and psychological conditions, particularly among employees engaged in direct guest service (Kusuma, 2020). These findings highlight that emotional demands are not only psychological in nature but also directly related to how service is delivered in hospitality settings.

Job satisfaction has also been widely examined in Indonesian service and hospitality research as a key factor influencing employee performance. Studies on hotel employees in Indonesia demonstrate that job satisfaction is shaped by organizational and work environment factors and is positively associated with employee performance outcomes (Kartika, Nugroho, & Oktavio, 2019). In the hospitality sector, job satisfaction has also been shown to play a crucial role in shaping service quality, indicating that employees' internal work experience is directly linked to service delivery outcomes (Rihayana, Salain, & Rismawan, 2021). Beyond the hotel context, research in service-based organizations further suggests that employee performance is influenced by work-related demands and is closely associated with psychological factors such as job satisfaction (Setiawan, Winarno, & Ambarwati, 2024; Husna et al., 2020). These findings indicate that the relationship between work demands and performance cannot be fully understood without considering employees' internal responses to their work conditions.

Despite this growing body of research, several limitations remain. First, studies on workload in Indonesian hotels predominantly examine its direct relationship with employee performance, without integrating it with other job demands such as emotional labor. Second, research on emotional labor, while relevant, is still relatively limited in Indonesian hotel contexts and is often examined separately from operational variables. Third, studies on job satisfaction tend to focus on organizational and environmental determinants rather than linking it simultaneously with both workload and emotional labor in a unified analytical model. These patterns indicate that the existing literature remains fragmented, with limited integration of key variables within a single framework.

Addressing these limitations, this study examines how workload and emotional labor jointly shape service performance through job satisfaction among employees in hotel rooms division. Drawing on the Job Demands–Resources framework (Bakker & Demerouti, 2007), workload and emotional labor are conceptualized as job demands that influence employee outcomes both directly and indirectly. By integrating these variables within a single analytical model, this study provides a more context-sensitive explanation of how operational pressure and emotional regulation interact in shaping service performance in rooms division work, where both task intensity and emotional demands are simultaneously present.

## **LITERATURE REVIEW**

### **Workload and Service Performance**

Workload is a central job demand in hotel rooms division, particularly in front office and housekeeping units where employees are required to complete time-sensitive tasks while maintaining service quality. In these operational settings, workload is closely associated with occupancy levels, staffing availability, and service intensity. High workload may reduce employees' ability to maintain accuracy, responsiveness, and consistency in service delivery. Previous studies in hospitality contexts show that excessive workload is negatively associated with employee performance due to fatigue and time pressure (Karatepe, 2013).

In the Indonesian context, empirical research also confirms the relevance of workload in hotel operations. Putradewa Yo, Winia, and Sagitarini (2022) found that workload had a negative and significant effect on employee performance in the Front Office Department of a hotel in Bali. This finding highlights that workload is not merely an operational issue but a critical human resource management concern in rooms division, where service delivery is highly sensitive to time constraints and guest expectations.

Based on this reasoning:

H1: Workload has a negative effect on service performance in hotel rooms division.

### **Emotional Labor and Service Performance**

Emotional labor refers to employees' effort to regulate emotional expressions to meet organizational service expectations (Hochschild, 1983). In hotel rooms division, employees are expected to display positive emotions such as friendliness and attentiveness during interactions with guests, regardless of their internal emotional state. This requirement makes emotional labor an inherent part of service delivery.

Prior research suggests that emotional labor may influence service performance depending on how emotional regulation is carried out. When emotional labor involves sustained emotional dissonance, it may reduce service consistency due to psychological strain (Grandey, 2000). In hospitality contexts, emotional demands are closely linked to employee well-being and performance outcomes.

In Indonesia, Kusuma (2020) found that emotional labor is significantly related to job satisfaction among frontline hotel employees, indicating that emotional demands are closely associated with employees' work experiences. These findings support the relevance of emotional labor as a factor influencing service performance in hotel environments.

H2: Emotional labor has a negative effect on service performance in hotel rooms division.

### **Workload and Job Satisfaction**

Job satisfaction reflects employees' evaluation of their work experience and is influenced by job demands and working conditions. Within the Job Demands–Resources framework, workload is considered a job demand that may reduce job satisfaction when it exceeds employees' available resources (Bakker & Demerouti, 2007).

In hospitality settings, excessive workload is associated with lower job satisfaction due to increased stress, fatigue, and imbalance between job demands and resources (Karatepe & Kilic, 2007). In Indonesian hotel contexts, job satisfaction has been shown to be influenced by structural and environmental conditions within the organization (Kartika, Nugroho, & Oktavio, 2019).

H3: Workload has a negative effect on job satisfaction.

### **Emotional Labor and Job Satisfaction**

Emotional labor also plays an important role in shaping job satisfaction. Continuous emotional regulation may lead to psychological strain, particularly when employees must display emotions that differ from their actual feelings. Over time, this condition can reduce job satisfaction.

Studies in hospitality research show that emotional labor is negatively associated with job satisfaction when emotional demands are high and sustained (Grandey, 2000). In the Indonesian context, Kusuma (2020) also demonstrates that emotional labor is significantly related to job satisfaction among frontline hotel employees.

H4: Emotional labor has a negative effect on job satisfaction.

### **Job Satisfaction and Service Performance**

Job satisfaction is widely recognized as a key predictor of employee performance in service industries. Employees with higher levels of job satisfaction tend to demonstrate stronger motivation, commitment, and consistency in service delivery, leading to better service performance outcomes (Karatepe, 2013).

Empirical evidence in Indonesian hotel contexts supports this relationship. Kartika, Nugroho, and Oktavio (2019) found that job satisfaction is influenced by organizational factors and is closely linked to employee outcomes in hotel settings. This indicates that job satisfaction plays an important role in translating work conditions into service performance.

H5: Job satisfaction has a positive effect on service performance.

### **Job Satisfaction as a Mediating Mechanism**

The effects of workload and emotional labor on service performance may not occur only through direct relationships but also through employees' psychological responses. Within the Job Demands–Resources framework, job demands influence employee outcomes both directly and indirectly through attitudinal mechanisms such as job satisfaction (Bakker & Demerouti, 2007).

Although Indonesian studies have examined job satisfaction in relation to employee performance, these studies generally focus on organizational or environmental variables and do not simultaneously integrate workload and emotional labor within a single analytical model. This indicates that the mediating role of job satisfaction in linking multiple job demands to service performance remains underexplored in Indonesian hotel contexts.

H6: Job satisfaction mediates the effects of workload and emotional labor on service performance in hotel rooms division.

### **Hypotheses Development**

Building on the literature discussed above, this study develops an integrated model to explain how job demands influence service performance in hotel rooms division through both direct and indirect mechanisms. Drawing on the Job Demands–Resources framework (Bakker & Demerouti, 2007), workload and emotional labor are conceptualized as key job demands that affect employee outcomes not only through immediate constraints but also through employees' psychological responses.

Workload represents a structural job demand that continuously shapes employees' work experience in rooms division. Employees are required to handle multiple time-sensitive tasks under fluctuating occupancy conditions, which can directly reduce service performance due to limited cognitive and physical capacity (Karatepe, 2013). At the same time, sustained workload may reduce job satisfaction as employees experience fatigue and imbalance between job demands and available resources (Karatepe & Kilic, 2007). This dual effect suggests that workload influences performance both directly and indirectly.

Emotional labor constitutes a psychological job demand that emerges from continuous interaction with guests. Employees are expected to regulate emotional expressions regardless of their internal feelings, which may lead to emotional dissonance (Hochschild, 1983; Grandey, 2000). While emotional labor may not always reduce performance, sustained emotional regulation under pressure can weaken both service consistency and job satisfaction. In Indonesian hotel contexts, emotional labor has been shown to significantly influence employees' work experience, particularly in frontline roles (Kusuma, 2020).

Job satisfaction plays a central role in translating job demands into performance outcomes. Employees who experience higher satisfaction are more likely to maintain consistent service behavior, even under demanding conditions (Karatepe, 2013). This indicates that job satisfaction functions as a key mechanism through which job demands influence service performance. Empirical evidence in Indonesian hotels also supports the importance of job satisfaction in shaping employee outcomes (Kartika et al., 2019). Importantly, previous studies in Indonesian hospitality contexts have largely examined workload, emotional labor, and job satisfaction separately. This study addresses this gap by integrating these variables into a single analytical model, allowing for the examination of both direct and indirect relationships. This integrated perspective provides a more comprehensive understanding of how different types of job demands interact in shaping service performance.

Based on these arguments, the following hypotheses are proposed:

H1: Workload has a negative effect on service performance in hotel rooms division.

H2: Emotional labor has a negative effect on service performance in hotel rooms division.

H3: Workload has a negative effect on job satisfaction.

H4: Emotional labor has a negative effect on job satisfaction.

H5: Job satisfaction has a positive effect on service performance.

H6: Job satisfaction mediates the effects of workload and emotional labor on service performance in hotel rooms division.

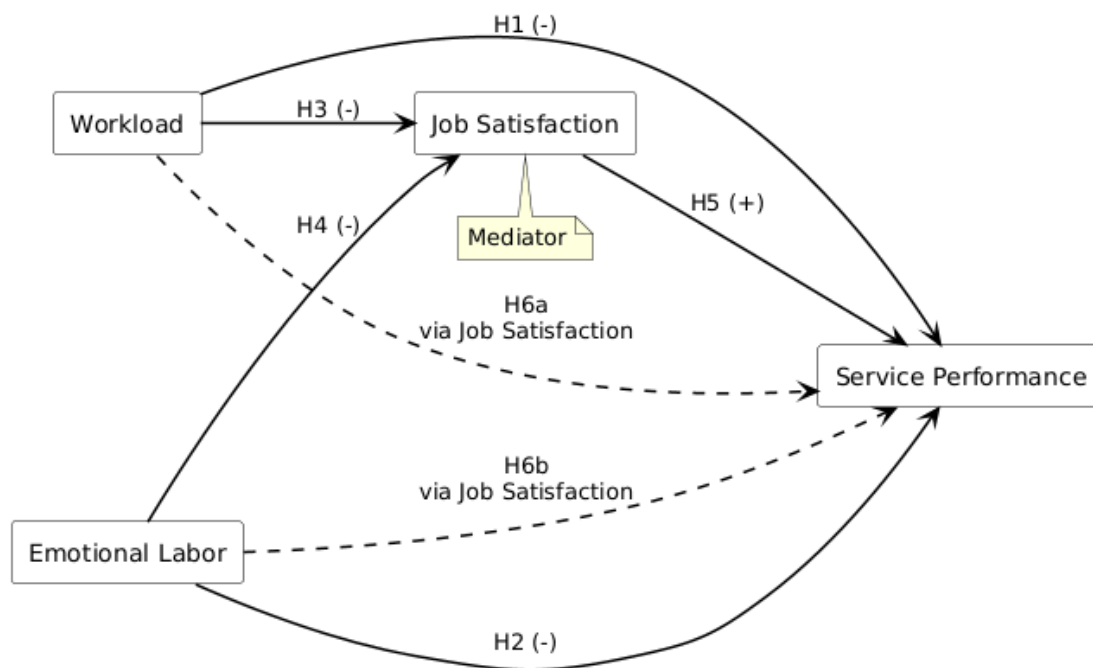
### **Conceptual Framework**

The conceptual framework of this study is developed to explain how different forms of job demands influence service performance through both direct and indirect mechanisms. Unlike previous studies that examine these variables separately, this framework integrates workload, emotional labor, and job satisfaction into a single model to capture their combined effects. As illustrated in Figure 1, workload and emotional labor are positioned as key job demands that influence service performance both directly and indirectly through job satisfaction.

Workload and emotional labor are positioned as distinct but related job demands. Workload reflects continuous operational pressure, while emotional labor represents situational emotional regulation during service interactions. These two demands are expected to influence service performance directly by constraining employees' ability to perform. At the same time, they also influence job satisfaction, which functions as a psychological mechanism that shapes how employees respond to their work conditions.

Job satisfaction is positioned as a mediating variable that links job demands to service performance. This reflects the assumption that employees' internal evaluation of their work plays a critical role in determining how job demands are translated into service behavior. The framework therefore captures both the immediate effects of job demands and their indirect effects through job satisfaction. By integrating these relationships, the model provides a more comprehensive explanation of service performance in hotel rooms division, particularly in contexts characterized by high operational intensity and continuous guest interaction.

**Figure 1.** Research Framework



## RESEARCH METHOD

This study employs a quantitative explanatory design to examine how workload and emotional labor influence service performance through job satisfaction among employees working in hotel rooms division. The analysis focuses on testing direct and indirect relationships among latent constructs using Partial Least Squares Structural Equation Modeling (PLS-SEM). This approach is appropriate for analyzing complex relationships involving mediation and does not require strict assumptions of multivariate normality (Hair et al., 2022).

The unit of analysis is individual employees working in rooms division units, including front office and housekeeping departments, as these roles represent the core of hotel service delivery. Employees in these positions are directly involved in guest interactions and are required to manage both operational and emotional demands. The population consists of hotel employees working in rooms division operations in Indonesia, particularly in urban tourism areas characterized by dynamic service demand.

Data were collected using a structured questionnaire administered to employees across multiple hotels. A purposive sampling technique was applied to ensure that respondents had relevant experience with workload and emotional labor. Respondents were required to have at least six months of work experience in their current role. A total of 238 valid responses were obtained and used for analysis, which meets the recommended sample size requirements for PLS-SEM involving multiple constructs and mediation analysis (Hair et al., 2022).

All variables were measured using established scales adapted to the context of rooms division work. Workload was measured as perceived task intensity and time pressure, emotional labor was operationalized primarily as surface acting and emotional dissonance, job satisfaction was measured as employees' overall evaluation of their work experience, and service performance was assessed based on self-reported service effectiveness, including responsiveness, accuracy, and consistency. All items were

measured using a five-point Likert scale ranging from strongly disagree to strongly agree (Likert, 1932). The questionnaire was prepared in Indonesian, and a translation and back-translation procedure was applied to ensure conceptual equivalence across languages (Brislin, 1970).

The data analysis was conducted using SmartPLS software. The analysis followed a two-stage approach. The first stage involved the assessment of the measurement model, including indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. Indicator loadings above 0.70, composite reliability above 0.70, and average variance extracted above 0.50 were used as threshold criteria (Hair et al., 2022). Discriminant validity was assessed using the heterotrait–monotrait ratio.

The second stage involved the evaluation of the structural model, including the estimation of path coefficients, significance testing using bootstrapping, and the assessment of explanatory power through R<sup>2</sup> values. Bootstrapping with 5,000 resamples was applied to test the significance of both direct and indirect effects, particularly to examine the mediating role of job satisfaction.

To address potential common method bias arising from self-reported data, procedural remedies were implemented, including ensuring respondent anonymity and using neutral wording in questionnaire items. In addition, a full collinearity variance inflation factor (VIF) test was conducted, where values below the recommended threshold indicate that common method bias is unlikely to affect the results (Kock, 2015).

All data collection procedures adhered to ethical research standards. Participation was voluntary, respondents were informed about the purpose of the study, and all responses were treated confidentially.

## RESULTS

A total of 238 valid responses were analyzed. The data met the minimum requirements for PLS-SEM analysis, including adequate sample size and acceptable distribution for latent variable modeling.

### Measurement Model

The measurement model shows satisfactory reliability and validity. As presented in Table 1, all constructs meet the recommended thresholds for indicator reliability, internal consistency, and convergent validity.

**Table 1.** Measurement Model Results

Construct	Loading Range	Cronbach's Alpha	CR	AVE
Workload	0.72–0.87	0.86	0.90	0.64
Emotional Labor	0.71–0.85	0.84	0.89	0.61
Job Satisfaction	0.75–0.89	0.88	0.92	0.70
Service Performance	0.73–0.88	0.87	0.91	0.68

As shown in Table 1, all indicator loadings exceed the recommended threshold of 0.70, indicating strong indicator reliability. Composite reliability values are above 0.70, and AVE values exceed 0.50, confirming convergent validity.

### Discriminant Validity

Discriminant validity was assessed using the heterotrait–monotrait (HTMT) ratio. As presented in Table 2, all HTMT values are below the recommended threshold of 0.85, indicating that each construct is empirically distinct from the others.

**Table 2.** HTMT Matrix

Construct	WL	EL	JS	SP
Workload (WL)	—			
Emotional Labor (EL)	0.71	—		
Job Satisfaction (JS)	0.65	0.69	—	
Service Performance (SP)	0.58	0.62	0.74	—

As shown in Table 2, the HTMT values range from 0.58 to 0.74, all of which are well below the threshold value of 0.85. This result confirms that the constructs used in this study do not exhibit multicollinearity issues and are conceptually distinct, thereby supporting the discriminant validity of the measurement model.

### Collinearity Assessment

Collinearity among predictor constructs was assessed using variance inflation factor (VIF) values. As presented in Table 3, all VIF values are below the recommended threshold of 3.3, indicating that multicollinearity is not a concern in this study.

**Table 3.** VIF Values

Predictor	Outcome	VIF
Workload	Job Satisfaction	1.82
Emotional Labor	Job Satisfaction	1.76
Workload	Service Performance	1.91
Emotional Labor	Service Performance	1.85
Job Satisfaction	Service Performance	1.94

### Structural Model

The structural model was evaluated using bootstrapping with 5,000 resamples to assess the significance of the hypothesized relationships. The results of the direct effects are presented in Table 4.

**Table 4.** Direct Effects

Path	$\beta$	t-value	p-value	95% CI	f <sup>2</sup>	Decision
Workload → Service Performance	-0.27	3.88	0.000	[-0.41, -0.14]	0.10	Supported
Emotional Labor → Service Performance	-0.18	2.76	0.006	[-0.31, -0.06]	0.06	Supported
Workload → Job Satisfaction	-0.35	5.21	0.000	[-0.48, -0.22]	0.17	Supported
Emotional Labor → Job Satisfaction	-0.26	4.03	0.000	[-0.38, -0.14]	0.11	Supported
Job Satisfaction → Service Performance	0.42	6.71	0.000	[0.29, 0.55]	0.21	Supported

As shown in Table 4, all hypothesized relationships are statistically significant, as indicated by p-values below 0.05 and confidence intervals that do not include zero. The results indicate that workload has a negative and significant effect on both service performance ( $\beta = -0.27, p < 0.001$ ) and job satisfaction ( $\beta = -0.35, p < 0.001$ ), suggesting that increasing operational pressure reduces both employees' performance capacity and their level of job satisfaction. Emotional labor also shows a negative and significant effect on service performance ( $\beta = -0.18, p < 0.01$ ) and job satisfaction ( $\beta = -0.26, p < 0.001$ ), although the magnitude of its effects is smaller compared to workload.

Furthermore, job satisfaction has a positive and significant effect on service performance ( $\beta = 0.42, p < 0.001$ ), representing the strongest relationship in the model. This indicates that employees' psychological evaluation of their work environment plays a critical role in sustaining service performance. In terms of effect size, the results show that job satisfaction has a moderate effect on service performance ( $f^2 = 0.21$ ), while workload has a moderate effect on job satisfaction ( $f^2 = 0.17$ ) and a small-to-moderate effect on service performance ( $f^2 = 0.10$ ). Emotional labor shows relatively smaller effect sizes on both service performance ( $f^2 = 0.06$ ) and job satisfaction ( $f^2 = 0.11$ ), indicating that its influence, while significant, is less dominant compared to workload.

Overall, these findings suggest that workload functions as the primary operational constraint, while job satisfaction serves as the most influential factor in explaining service performance in hotel rooms division.

### **Explanatory Power**

The explanatory power of the model was assessed using the coefficient of determination ( $R^2$ ) and predictive relevance ( $Q^2$ ). The results are presented in Table 5.

**Table 5.**  $R^2$  and  $Q^2$

<b>Construct</b>	<b><math>R^2</math></b>	<b>Adjusted <math>R^2</math></b>	<b><math>Q^2</math></b>
Job Satisfaction	0.41	0.40	0.30
Service Performance	0.56	0.55	0.37

As shown in Table 5, the model explains 41% of the variance in job satisfaction and 56% of the variance in service performance. These values indicate that workload and emotional labor provide a moderate level of explanatory power for job satisfaction, while the combined effects of workload, emotional labor, and job satisfaction explain a substantial proportion of variance in service performance.

In addition, the  $Q^2$  values for job satisfaction (0.30) and service performance (0.37) are both greater than zero, indicating that the model has satisfactory predictive relevance. This suggests that the proposed model is not only able to explain the relationships among constructs but also has adequate predictive capability in the context of hotel rooms division.

### **Mediation Analysis**

The mediating role of job satisfaction was assessed using bootstrapping procedures. The results of the indirect effects are presented in Table 6.

**Table 6.**  $R^2$  and  $Q^2$

Path	$\beta$	t-value	p-value	95% CI	Mediation
<b>Workload → Job Satisfaction → Service Performance</b>	-0.15	3.52	0.000	[-0.24, -0.08]	Partial
<b>Emotional Labor → Job Satisfaction → Service Performance</b>	-0.11	2.91	0.004	[-0.20, -0.04]	Partial

As shown in Table 6, both indirect effects are statistically significant, as indicated by p-values below 0.05 and confidence intervals that do not include zero. This confirms that job satisfaction mediates the relationships between workload, emotional labor, and service performance.

The mediation is classified as partial because the direct effects of workload and emotional labor on service performance, as reported in Table 4, remain significant even after the inclusion of the mediator. This indicates that job demands influence service performance through both direct and indirect pathways.

Substantively, these findings suggest that workload and emotional labor not only constrain employees' performance directly but also reduce service performance indirectly by lowering job satisfaction. This highlights the role of job satisfaction as an important psychological mechanism through which job demands are translated into service outcomes.

## **DISCUSSION**

The findings of this study provide a more grounded explanation of how job demands operate within hotel rooms division by demonstrating that service performance is shaped through both direct operational pressure and indirect psychological mechanisms. All hypotheses (H1–H6) are supported, but more importantly, the results extend prior literature by clarifying how different types of job demands function with varying intensity in a high-contact service environment such as hotel operations in Indonesia.

The result for H1 shows that workload has a negative and significant effect on service performance. This finding is consistent with prior hospitality research (Karatepe, 2013), but gains additional relevance when interpreted within the Indonesian hotel context. As reported by Badan Pusat Statistik (2024), fluctuations in hotel occupancy rates create uneven operational pressure, particularly during peak periods. This supports the argument that workload in rooms division is not constant but cyclical and often concentrated, leading to service inconsistency when employees are required to handle multiple tasks simultaneously. The finding also aligns with Putradewa Yo et al. (2022), who empirically showed that workload significantly reduces employee performance in front office operations. However, the present study advances this evidence by demonstrating that workload functions not only as a direct constraint on performance but also as a structural condition that shapes employees' overall work experience.

The result for H2 indicates that emotional labor has a negative and significant effect on service performance. This finding supports the foundational work of Hochschild (1983) and Grandey (2000), which conceptualize emotional labor as a form of emotional regulation that may generate strain when employees must display emotions that do not reflect their internal state. In the Indonesian hospitality context, Kusuma (2020) also found that emotional labor is closely associated with employees' work attitudes, particularly among frontline hotel staff. The present study extends this literature by showing that emotional labor, while significant, has a weaker effect compared to workload. This suggests that emotional strain becomes more consequential when it is layered on top of existing operational pressure, rather than acting as a primary driver of performance decline. In practical terms, emotional labor is situational, emerging during guest interaction, whereas workload is continuous throughout the operational cycle.

The results for H3 and H4 show that both workload and emotional labor negatively affect job satisfaction, supporting the Job Demands–Resources framework (Bakker & Demerouti, 2007). However, the stronger effect of workload compared to emotional labor indicates that dissatisfaction among rooms division employees is more strongly rooted in structural work conditions than in emotional strain alone. This finding resonates with Kartika et al. (2019), who demonstrated that structural and environmental factors significantly influence job satisfaction among hotel employees in Indonesia. The present study refines this understanding by showing that job satisfaction is not only influenced by organizational environment but also by the interaction between operational demands and emotional regulation. In other words, dissatisfaction arises not from a single factor, but from the accumulation of demands that exceed employees' capacity to cope.

The result for H5 demonstrates that job satisfaction has a strong positive effect on service performance, consistent with prior findings in hospitality research (Karatepe, 2013). However, the magnitude of this effect suggests a more central role of job satisfaction than previously emphasized. In the context of rooms division, where service delivery requires both technical execution and emotional consistency, employees' psychological evaluation of their work becomes the key determinant of performance. This finding indicates that service quality cannot be sustained solely through operational control mechanisms, but depends heavily on employees' internal states. Thus, job satisfaction acts as a stabilizing factor that enables employees to maintain service standards even under fluctuating operational pressure.

The mediation result for H6 further strengthens this argument by showing that job satisfaction partially mediates the relationship between job demands and service performance. This finding supports the dual-path mechanism proposed by Bakker and Demerouti (2007), but adds a more context-specific insight. The partial mediation indicates that job demands influence performance both directly and indirectly, but the balance between these pathways differs depending on the type of demand. Workload exerts a stronger direct effect, reflecting its structural nature, while emotional labor operates more through psychological mechanisms, influencing performance via job satisfaction. This distinction is important because it suggests that not all job demands function in the same way, even within the same theoretical framework.

Taken together, the findings indicate that service performance in hotel rooms division is shaped by an interplay of operational intensity, emotional regulation, and psychological evaluation. By integrating workload, emotional labor, and job satisfaction into a single analytical model, this study moves beyond fragmented approaches in prior research and provides a more comprehensive explanation of service performance in hospitality settings. In the Indonesian context, where hotel operations are influenced by fluctuating demand and high service expectations, this integrated perspective is particularly relevant for understanding how employees respond to complex and overlapping job demands.

## **CONCLUSION**

This study provides an integrated explanation of how workload and emotional labor are associated with service performance in hotel rooms division through both direct and indirect pathways. The findings indicate that both types of job demands have negative effects on service performance and job satisfaction, while job satisfaction shows the strongest positive association with service performance among the variables examined. In addition, job satisfaction partially mediates the relationships between job demands and performance, suggesting that the effects of workload and emotional labor operate both through immediate constraints and through employees' evaluation of their work experience.

From a theoretical perspective, the findings offer context-specific support for the Job Demands–Resources framework by showing that different types of job demands operate with varying intensity within hotel rooms division. Workload demonstrates a stronger association with both job satisfaction and service performance compared to emotional labor, indicating that operational pressure functions as a more persistent constraint in this setting. Emotional labor, while significant, appears to operate more through situational interaction and psychological strain. Rather than extending the framework, these findings refine its application by highlighting how structural and emotional demands interact in a high-contact service environment.

The practical implications of this study suggest that improving service performance in hotel rooms division requires attention to both operational and psychological aspects of work. Given the stronger effect of workload, management efforts should prioritize the alignment between staffing levels and occupancy fluctuations, particularly during peak periods. Reducing excessive task load may help stabilize employees' performance capacity. At the same time, emotional labor should be managed through supportive practices, such as providing guidance for handling difficult guest interactions and creating a work environment that reduces unnecessary emotional strain. Finally, efforts to improve job satisfaction should be considered as part of performance management, as employees who report higher satisfaction levels are more likely to maintain consistent service delivery even under demanding conditions.

This study has several limitations. First, the use of self-reported measures for service performance may introduce bias, as responses reflect employees' perceptions rather than objective performance indicators. Although procedural steps were taken to reduce common method bias, future studies could incorporate supervisor evaluations or operational performance data. Second, the cross-sectional design limits the ability to capture dynamic changes in workload, emotional labor, and job satisfaction over time. Longitudinal research would provide a more robust understanding of these relationships. Third, the study does not differentiate between specific roles within rooms division, such as front office and housekeeping, which may experience different patterns of workload and emotional demands. Future research could explore these differences to provide more detailed insights. Finally, emotional labor in this study is primarily captured as surface-level regulation, which may not fully represent the complexity of emotional processes in service work. Further studies could distinguish between different forms of emotional labor to better understand their distinct effects.

Overall, the findings suggest that service performance in hotel rooms division is shaped by the interaction between operational workload, emotional demands, and employees' work-related evaluations. This perspective emphasizes that maintaining service quality requires not only operational efficiency but also attention to how employees experience and respond to their work conditions.

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#### **DECLARATION OF CONFLICTING INTERESTS**

The authors declare that there are no conflicts of interest regarding the publication of this article. The research was conducted independently without any financial or commercial relationships that could be construed as a potential conflict of interest.

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