***Table I.*** Means, standard deviations, correlations and alpha coefficients.

Variables *Mean Sd* 1 2 3

1. Burnout 2.0 1.2

2. Engagement 4.6 1.0 -.43\*\*

3. Service Climate 5.1 1.3 - .36\*\* .39\*\*

4. Emotional dissonance 3.0 1.1 - .18\*\* .28\*\* -.14\*\*

\*\* *p* < .01

***Table II.*** *Models for Burnout and Engagement Cross Level Analysis*

 *Parameter SE df T-test*

*Step 1*

(Intercept) 2.28 *( 10.03)* .31 *(.30)* 359 *(359)* 7.35\*\*\* *( 37.62\*\*\*)*

Emotional Dissonance 0.57 *( - 0.24)* .09 *(.08)* 359 *(359)* 6.14\*\*\* *( - 3.04\*\*)*

*Step 2*

(Intercept) 5.56 *( 6.61)* .83 *(.70)* 359 *(147)* 6.70\*\*\* *( 9.72\*\*\*)*

Emotional dissonance 0.51 *( - 0.18)* .08 *(.07)* 359 *(147)* 5.75\*\*\* *( - 2.43\*)*

Service climate - 0.87 *( 0.66)* .12 *(.10)* 147 *(147)* -7.06\*\*\**( 6.70\*\*\*)*

Type of work-unit 0.31 *( - 0.03)* .22 *(.17)* 147 *(147)* 1.44 *( - 0.17)*

Type of hotel industry 0.39 *( - 0.15)* .23 *(.19)* 147 *(147)* 1.68 *( - 0.79)*

Category of the hotel 0.15 *( 0.08)* .23 *(.18)* 147 *(147)* 0.67 *( 0.47)*

\*\*\**p* <.001; \*\* *p* < .01; \* *p* <.05

*Note1*: Team, location and category were treated as dummy variables; For type of work-units: 0= receptionists team, 1= waiters team; For type of hotel industry: 0= sun and sand hotel, 1=conference hotel; For category of the hotel: 0= three star hotel, 1= four star hotel.

*Note 2:* Results for engagement are in brackets

***Table III.*** *Burnout and Engagement Analysis of Variance*

 Residual Residual Explained Explained

 Intra-group between-group intra-group between-group variance variance variance variance

Model 0

*(no predictors)* 4.34 *(3.38)* 1.43 *(0.56)*

Model 1

*(individual-level predictor)* 4.13 *(3.35)* 1.20 *(0.52)* 0.05 *(0.009)* 0.16 *(0.07)*

Model 2

*(individual and team-level predictors)* 4.13 *(3.33)* 0.60 *(0.21)* 0.04 *(0.16)* 0.57 *(0.62)*

*Note 1:* Results for engagement are in brackets