

Effects of Emotional Labor, Organizational Support, and Job Satisfaction on Turnover Intention

by Slamet Widodo

Submission date: 09-Mar-2023 02:56PM (UTC+0700)

Submission ID: 2032846967

File name: Prosiding_Atlantis_Press_OK.pdf (604.62K)

Word count: 6441

Character count: 36115

Effects of Emotional Labor, Organizational Support, and Job Satisfaction on Turnover Intention

4 1st Slamet Widodo
Faculty of Economic and Business
University of Bengkulu
Bengkulu, Indonesia
swidodo@unib.ac.id

2nd Naila Failasufa
Business Ethics Department
Indonesia Business Links
Jakarta, Indonesia
naila@ibl.or.id

4 3rd Fahrudin JS Pareke
Faculty of Economic and Business
University of Bengkulu
Bengkulu, Indonesia
pareke@unib.ac.id

4 4th Gerry Suryosukmono
Faculty of Economic and Business
University of Bengkulu
Bengkulu, Indonesia
gerrysuryo@unib.ac.id

5th Paulus Suluk Kananlua
Faculty of Economic and Business
University of Bengkulu
Bengkulu, Indonesia
paulus_kananlua@yahoo.com

4 6th Trisna Murni
Faculty of Economic and Business
University of Bengkulu
Bengkulu, Indonesia
tmurni@unib.ac.id

Abstract—Emotional labor is an emotional management strategy carried out by employees who interact face to face or communicate directly with customers. This topic is crucial when emotional labor affects the work results of both individual and company performances. Job satisfaction and turnover intentions are two important things affected by emotional labor (surface acting and deep acting). In addition to emotional labor, job satisfaction and turnover intentions can also be affected by employees' perceived of organizational support. This research was conducted to examine the mediation effects on the relationship between emotional labor and turnover intentions and the relationship between employees' perceived of organizational support and turnover intentions. By analyzing data on 152 frontline employees of X Bank of Bekasi branch office, it was revealed that job satisfaction only mediated total relationship between deep acting and turnover intentions, and mediated partial relationship between perceived of organizational support and turnover intentions. Considering that this research was limited to the scope of X Bank of Bekasi branch office, a wider sampling can be suggested for future research so that the research findings can be generalized more broadly.

35
Keywords: emotional labor, organizational support, job satisfaction, turnover intention

I. INTRODUCTION

The main goal of a company is to achieve and maintain competitive advantage. In the process of achieving that, it requires commitment and the best performance of employees who are the talents in the company. Company with many talents will have a competitive advantage since human resources are important factor in achieving organizational success [1]. To achieve this performance, many things must be understood and managed well by the company. One of them is understanding the regulation related to psychological mechanisms [2].

44
Banking sector plays a pivotal role in the economic development of a country [3]. In Indonesia, banking sector is an industrial sector with broad and competitive markets. The intense competition puts the banking industry under the pressure to continue creating and making innovation in

developing their products and solutions for customers. Skillful employees are certainly needed to answer this challenge [4]. As a company engages in the service sector, customer service is essential to be always maintained and considered by a bank. The frontline employees are the most important department of human resources in the banking industry. They are the face of a banking service company that directly handles the customers. The important role of the frontline employees in a bank drives the management in banking industry to attract and maintain the frontline employees with the best skills in customer service.

The results of a survey in 2018 by PricewaterhouseCooper Indonesia [5] in the banking industry revealed that 44% of respondents who were senior executives of the top 30 banks in Indonesia argued that the greatest problem that became a challenge in the talent management was the lack of qualified talents. Moreover, another problem was the high level of employee turnover which was above 10% at 37% of the companies that were respondents of this research. The high mobility of qualified employees, the imbalance between the company needs for qualified employees, and the lack of talent pool along with the increasing globalization, became some of the causes of high turnover phenomenon [6]. In general, there are many issues that can be the driving factors for the employees to leave the company. Various researcher have examined factors such as leadership style, perceived organizational support (POS), job satisfaction, emotional labor, job suitability, work stress, and personal sacrifice [7], [8], [9], [10], [4], [11], [12].

Turnover causes losses both direct loss such as the loss of selection, recruitment, and training costs and indirect loss such as the loss of knowledge as employees leave and employee productivity decreases [13]. Turnover intentions are the main predictors of turnover behavior, which is the last step of an employee before deciding to leave the company [14]. They are always associated with negative employee behavior [13]. Therefore, turnover intentions need to be controlled to prevent turnover behavior by taking into account several contributing factors. The desire to leave the company arises with 2 basic motivations, which are 6e driving force from within the individual himself and the

appeal from external environment. Individual psychological impulse reflects disappointing working conditions and becomes a reason for someone to look for alternative jobs [15]. The external appeal leads to perceptions of new job opportunities that have been proven by Bretz, Boudreau, & Judge [16] and it has a significant effect on employee turnover [17].

In the context of frontline employees, emotional labor strategy problem of surface acting and deep acting become the factors affecting the employees' desire to leave the company. Anafarta [18] and Chau [19] had previously tested that a frontline employee who falsified expressions in serving customers would achieve emotional exhaustion at a certain point which resulted in the nonaccomplishment of job satisfaction, so that it led to the desire to leave the company. It is different to someone who does his job with a strategy to change deep emotions to create the expected expression (deep acting), he will not build emotional exhaustion, so the job satisfaction is achieved and the desire to leave the company decreases [19]. This research attempted to test whether job satisfaction, as one of the driving factors of someone to leave the company, could affect perceived organizational support and emotional labor on turnover intentions.

II. LITERATURE REVIEW

A. Emotional Labor

A different concept was introduced by Cote and Morgan [20], referring to Gross' terminology [21] which has a wide coverage related to emotional regulation behavior. As a comparison, Grandey [22] defined emotional labor as a management of feelings to create a publicly observable facial and bodily display for certain wage rates, while Cote & Morgan [20] defined emotional labor as an act of adjusting the emotional display rules set in a job. This definition of emotional regulation includes general emotional display rules in interacting with superiors, subordinates, and in job which is not related to wages [20]. However, the concept of emotional regulation has similarities with the concept of emotional labor. In the context of frontline employees, it is not really appropriate to apply this concept since in their daily job, the frontline employees have a full responsibility to serve the customers and they need emotional management to achieve the desired expectations and goals of the company, in which this is performed basically as reciprocity of the wages received.

Previous research on emotional labor divided two types of emotional labor strategies as two different variables, namely surface acting and deep acting. The categorization of emotional labor into two different variables is based on the fact that these variables have different effects on certain outcomes, including job satisfaction, turnover intentions, burnout, emotional exhaustion, and turnover behavior ([18], [19], [23], [24], [25], [26], [27], [28]). The research related to frontline employee approaches the concept described by Grandey [22] as emotional labor, since in its practice, the frontline employees carry out emotional management as a demand in their job. Grandey [22] mentioned two types of

emotional labor strategies, which are surface acting and deep acting. These describe the appropriate definition of emotional labor as an emotional regulation and provide a useful way to operationalize emotional labor [22].

Grandey [22] described surface acting as pretending to perceive customers' emotion which is actually do not exist, or in other words only a false emotion. In general, surface acting leads to negative results, such as fake personality, emotional exhaustion, low affective delivery, job dissatisfaction, and burnout. This is because surface acting strategy only changes the surface emotion, instead of changing deep emotion [19], [29]–[31]. Zapf and Holz [32] proved that employees bound by superficial emotional behavior tend to experience emotional conflict, so surface acting also leads to emotional conflict dimension [18]. Besides, surface acting can also indirectly lead employees to the tendency to leave the company through emotional exhaustion mediation [19]. In other words, employees bound only by surface emotional changes will tend to experience emotional exhaustion and increase their desire to quit the company. In fact, this surface acting can eventually lead the employees to leave the company. Groth et al. [33] examined the effects of emotional labor on customer perception and service quality. The results show that surface acting has no effect on customer perceptions as long as the customers are unaware of the displayed false emotions. On the other hand, deep acting directly affects the service quality and customer perceptions of employee services.

B. Organizational Support

Based on the organizational support theory [34]), the perceived organizational support is seen as an employee's trust in the company's concern in giving value to their contributions towards the company and the company's concern for employee welfare [35]. If it is associated to the norm of reciprocity, when employees already have a perception of good organizational support, then they will perceive an obligation to contribute to the company to achieve the company goals [35]. From the company perspective, perception of organizational support can also be defined as an organizational acceptance and recognition of the efforts made by employees and the perception of employees' welfare guaranteed by the organization [35]. Theoretical research conducted by Rhoades and Rhoades & Eisenberger [12] proved that the perception of organizational support is related to organizational affective commitment [36], [37] business expectations of reward [34], commitment sustainability [38], leader-member exchange [39], procedural justice [36] and job satisfaction [34].

C. Job Satisfaction

One of the factors that drives employees to leave the company is job satisfaction. The most common opinion states job satisfaction as a pleasant thing or positive emotions that arise because of a satisfactory assessment of one's work or work experience [40]. Simply put, Willkinson [41] defines job satisfaction as a feeling that employees perceive about their job. Heslop et al. [42] states that job satisfaction is the difference between the expectations of the employees about

their job and what they actually perceive in their job [10]. Job satisfaction is important for individual well-beingness and organizational effectiveness [43].

Job satisfaction is one of the driving factors of an employee's desire to leave the company [9]. Many things can affect an employee's job satisfaction, one of which is the perceived organizational support. A higher perceived organizational support will result in job satisfaction [44] and gives low tendency to leave the company [9]. In fact, the employees' perceived organizational support will strengthen their desires to leave the company when their job satisfaction has been achieved [4].

D. Turnover Intention

Referring to research conducted by Firth, Mellor, Moore, and Loquet [9], intention is an act of someone who implements his behavior to get out of a condition. Turnover intentions can be described as predictors of action to leave work [14]. They are considered as the main predictors of turnover in the organization and often used as representing turnover in various research that evaluated the relationship between individual and particular analysis units [11]. Research on turnover intentions is easier to do when compared to the turnover behavior itself. Research on turnover would have difficulty in isolating the steering factor to leave the company, whether the factor arises from the previous company or the new employment opportunities [45].

Vandenberg and Nelson [17] summarized that one's desire to leave a company arises with 2 basic motivations, which are the driving force from within individual himself and the appeal from external environment. Individual psychological impulse reflects disappointing working conditions and becomes a reason for someone to look for alternative jobs [17]. The external appeal leads to perceptions of new job opportunities that have been proven by Bretz, Bodreau& Judge [16] and it has a significant effect on employee turnover [17]. Job search factor that becomes the part of the emergence of turnover intentions begins with the individual's disappointment at his current job, thus encouraging him to look for a new job [17].

Many researcher have tested the driving factors of turnover intentions, including work stress [10], [46], job fit [47], commitment to organization [9], work flexibility [11], and perceived organizational support [4], [8], [48]–[50]. In the context of frontline employees, the emotional labor issue becomes one of the factors that raises the employee tendency to quit the company [18].



I. RESEARCH METHODS

A. Research Design

Figure 1. Research Model

Research Hypotheses

- H1 : Surface acting has a negative effect on job satisfaction
- H2 : Deep acting has a positive effect on job satisfaction
- H3 : Perceived organizational support has a positive effect on job satisfaction
- H4 : Job satisfaction has a negative effect on turnover intentions
- H5 : Surface acting has a positive effect on turnover intentions
- H6 : Deep acting has a negative effect on turnover intentions
- H7 : Job satisfaction mediates the relationship between surface acting and turnover intentions
- H8 : Job satisfaction mediates the relationship between deep acting and turnover intentions
- H9 : Perceived organizational support has a negative effect on turnover intentions
- H10 : Job satisfaction mediates the relationship between perceived organizational support and turnover intentions

B. Sampling and Analysis Method

The object of this research was X Bank of Bekasi branch office with the population of respondents was the frontline employees of X Bank of Bekasi branch office, in this case were tellers and customer service staffs who interacted directly and face-to face with the customers, so the surface acting and deep acting strategies were very closely related to their daily duties. X Bank choosed as an object of this study because based on the 2018 X bank annual report, X bank'turnover rate increased from 3.55% on the previous year become 4.76% at 2018. This fact raises the gap between research on Perceived Organizational Support and the phenomena that occur at X Bank . Particularly, at X Bank of Bekasi branch office as the biggest branch of X Bank in Indonesia, the turnover phenomenon is very clearly seen, especially in the context of frontline employees.

The tested analysis unit was each frontline employee. The selection of this analysis unit was based on the fact that the duties of frontline employees demanded that they provided the emotional display expected by the company expected for the customers. The emotional display shown by tellers and customer service staffs was one of the indicators of good or bad evaluation of bank services and would affect customer loyalty, so emotional labor would became the part of their

daily job. The method used for the selection of respondents was convenient sampling, where it was only based on the principle of the right person at the right time and place [51]. The total number of respondents in this research was 152 people. They came from 38 outlets and 1 main branch office in Bekasi. For the age category, as many as 26.9% aged 25 years and under, 59.2% aged 26-35 years and 13.9% were above 36 years. Regarding occupation status, it consists of tellers and customer service as frontline officer. While regarding the profile of respondents, 64.47% worked as tellers and 35.53% as customer service. The proportion of female participants was 69.07%. Meanwhile, according to their marital status, as many as 66.45% not married. Concerning their education rate, 73.1% had a bachelor's degree and the rest had a diploma degree. At the last, 55.9% had 1-5 years of service, 29.6% had 6-10 years and 14.5% had 10 years of service. The data was collected by means of questionnaires distributed to all respondents.

C. Measurement

The surface acting variable was measured by using research indicators from Diefendorff, Croyle, and Gosserand [52] which was the result of adaptation from the research conducted by Geddes [53]. The surface acting variables consisted of 2 dimensions, which were emotional dissonance describing the difference between feelings and emotions displayed [52] the second dimension was suppressing the true emotions in order to produce the outward countenance they wanted to be displayed [19].

The deep acting variable was measured by indicator developed by Diefendorff, Croyle, and Gosserand [52] which was the result of adaptation from the research conducted by Geddes [53] and Grandey [29]. It was measured by deep emotional changes, so as to display the desired surface expressions [19].

The perceived organizational support variable was measured through 19 statements adopted from research carried out by Perryer, Jordan, Fins, and Travaglione [54]. These statements were the development of research developed by Rhoades and Eisenberger [12]. This instrument was designed to assess the extent to which employees formed and held a global picture of their perceived organizational support within the company [54]. The first dimension in this variable described the perceived organizational support for employees personally (POS-task), and the second dimension described the perceived organizational support for employees in the context of the duties they performed (POS-task).

The job satisfaction variable was measured through 18 statements adopted from research carried out by Brayfield and Rothe [55]. This measurement was widely used to measure employees' job satisfaction [3], [23].

The turnover intentions variable was measured through two questions that described how often employees thought of leaving the company through the question "How often do you think to quit your current job?" labeled TI1 and how likely they were to leave the company in the near future through the question "How likely are you to find a new job in next year?"

labeled TI2. The two questions to measure turnover intentions were adopted from research conducted by Firth, Mellor, Moore, and Loquet [9].

All variable indicators were tested by using the factor analysis which was commonly used to reduce and conclude data. This technique was performed to identify dimensions or factors that explained the correlation in a variable and identify factors that were not correlated in a variable [51]. Some indicators of factor analysis testing used were Bartlett's test of sphericity, loading factor, score factor, and Kaiser-Meyer-Olkin (KMO) measurement. Furthermore, all research indicators were also tested for reliability with the expected value of Cronbach Alpha at 0.60.

Comparing the magnitude of path coefficient between the direct effect and the mediation effect was conducted to identify the mediation effect in the model. The path coefficient value of the mediation effect was obtained by multiplying the path coefficient value of each direct effect between the independent variable and mediating variable and the path coefficient value of the direct effect between mediating variable and the dependent variable. The higher the path coefficient value, the stronger the effect [56]. In this analysis, path analysis technique used Lisrel 8.72 software. In the Lisrel technique, the path coefficient results were obtained by means of the maximum likelihood method so the estimation results were carried out simultaneously.

The testing of the mediation effect was performed by comparing the t-statistic value of the direct effect of the independent variable and dependent variable (path c), with the effect of the independent variable on the mediating variable (path a) and the effect of the mediating variable on the dependent variable (path b). A variable functioned as a mediator, when a) the independent variable affected the variable suspected as a mediator (path a), b) the variable suspected as a mediator had a significant effect on the dependent variable (path b), and c) when path a and path b were controlled, the relationship between the dependent variable and the independent variable (path c) was not significant, then the occurring mediation effect was the effect of total mediation, but if (path c) was not zero, in the sense that it still had a significant but weak effect, then the effect of multiple mediation occurred [57].

III. RESULTS AND DISCUSSION

A. Research Result

Table 1 Research Result

Hypothesis	Estimated Value	t-Statistic	Result
H1	-0.13	-1.49	Rejected
H2	0.26	3.04	Accepted
H3	0.44	5.29	Accepted
H4	-0.54	-6.13	Accepted
H5	-0.08	-0.98	Rejected
H6	0.02	0.32	Rejected
H7	0.07	1.45	Rejected
H8	-0.14	-2.72	Accepted
H9	-0.19	-2.21	Accepted
H10	-0.24	-4.00	Accepted

Based on the results of the path analysis, the surface acting did not have a significant negative effect on job satisfaction (H1). This could be seen from the t-statistic value of the model testing was -1.49 or the absolute value 1.49. This result also showed that job satisfaction did not mediate the relationship between surface acting and turnover intentions (H7) with a t-statistic value of 1.45. Meanwhile, job satisfaction had a direct negative effect on turnover intentions (H4). The result of H3 hypothesis testing illustrated that there was no significant positive effect of surface acting on turnover intentions. On the other hand, deep acting provided a significant negative effect on job satisfaction (H2) with an estimated value of 0.26 and a t-statistic value of 3.04. Nonetheless, a significant direct negative effect was not proved between deep acting and turnover intentions (H6). The result of H8 hypothesis testing demonstrated that deep acting would have a significant negative effect on turnover intentions if mediated by job satisfaction (H8). This could be seen from the estimated value of H8 -0.14 which showed a negative effect and t-statistic

value -2.72 which depicted a significant effect between variables.

Perceived organizational support gave a direct positive effect on job satisfaction (H3), and gave a direct negative effect on turnover intentions (H9). The estimated value and t-statistic value of the two hypotheses indicated that the hypotheses were accepted. Therefore, the relationship between perceived organizational support and turnover intentions could also be mediated through job satisfaction (H10). The mediation effect was even greater than the direct effect. This could be seen from the t-statistic value of H10 which was higher than H9.

B. Discussion

Based on the result of hypothesis testing, it was known that H1 hypothesis which stated that surface acting had a negative effect on job satisfaction was rejected. The result of this research was in contrast to the research conducted by Anafarta [18] and Judge et al. [58] who had tested the negative effect of surface acting on job satisfaction. Those research had tested that employees who performed surface acting in their daily job would be potential to experience emotional fatigue, so they would not achieve job satisfaction. However, in the context of frontline employees of X Bank of Bekasi, it was found out that whether or not the employees falsified their emotions, it did not affect the job satisfaction they perceived. The difference in the results of this research with the previous research could be due to differences in work culture.

X Bank management always instilled a culture to provide the best, enthusiastic, and sincere services, especially to their frontline employees. This culture has been instilled since the first training process for frontline employees through the selection process (Interview with Regional HR Analyst, 9 December 2018). It allows the culture of X Bank frontline employees to not pretending when serving the customers (surface acting), but rather understanding the customers situations and conditions at that time (deep acting). Accordingly, the behavior of serving customers with surface acting strategy did not affect the job satisfaction. This was proven by H2 hypothesis testing which proved that deep acting strategy carried out by X Bank frontline employees affected their job satisfaction. This meant that in the context of X bank frontline employees, changing deep emotions to display expressions which are expected by the company would provide job satisfaction for the employees. These results were relevant to the previous research performed by Jiang and Park [25] and Anafarta [18] which proved that there was a positive effect between deep acting and job satisfaction.

The strong work culture in X Bank that served customers by understanding their conditions and situations affected not only on job satisfaction but also on the low desire to leave the company, even for the frontline employees who often used surface acting strategy. When they used deep acting strategy in their service, the employees' tendency to leave the company actually decreased. In contrast, when X Bank

frontline employees had a good perceived organization support, their job satisfaction was also achieved. Moreover, X Bank frontline employees' tendency to leave the company also decreased along with their high perceived organization support. Based on the result of the descriptive statistical analysis, it was revealed that X Bank frontline employees perceived the positive company support for the organization.

The results of the statistical testing on the relationship between job satisfaction and turnover variables revealed that the obtained t-statistic value was very high of 6.13 with a negative direction. As a result, it could be explained that when X Bank frontline employees had perceived satisfaction in their job, it would lower their desires to leave the company. Previous research such as Firth et al. [9] confirmed the same result that job satisfaction would have a strong effect on unwillingness to leave the company. The results of other research that supported this research was researched by Hossain [3] who also argued that job satisfaction had a positive effect on employee performance and a negative effect on work stress and employee tendency to leave the job. By looking at the decreasing tendency to leave the company along with the increasing job satisfaction, it could be concluded that when the employees' perceived organization support was higher, the employees' desire to leave the company would be lower. The employees who perceived positive support from the organization would achieve job satisfaction and had no desire to leave the company.

The emotional labor strategy chosen by the frontline employees had a different effect on their desire to leave the company. The result of this research demonstrated that the employees who chose surface acting as their strategy in serving customers did not feel affected by their tendency to leave the company, even when it was associated with job satisfaction. Nevertheless, the employees who used deep acting strategy in serving their customers did not have the tendency to leave the company, along with the achievement of job satisfaction. However, without associating it to job satisfaction, deep acting strategy would not affect the employee tendency to leave the company.

The deep acting and surface acting strategies had different constructs. Even though they both involved changing emotions, they could not be considered as the same variable. This could be proven through correlation analysis between the two in which the result depicted that the correlation between the two was significant, meaning that these two variables were two different things even though they still correlated with each other.

It was generally known that the frontline employees who served customers by changing their perceived emotions to create the desired expression would tend to achieve job satisfaction and could suppress their tendency to leave the company. In contrast, employees' perceived organizational support also provided job satisfaction for them. The organizational work culture that always instilled empathy in every problem of the customers made the frontline employees always served the customer with heart and avoided serving

the customer by only changing the surface expression that would look fake in front of the customers. Long before that, during the recruitment process, the psychological test for the frontline employees would screen the potential employees who were competent to hold and manage emotions, even when their emotions were not good. This was the basic requirement in shaping a culture of "serve with heart". This culture was supported with the training process before the employees actually served as frontline employees and also the regular service refreshment program.

IV. CONCLUSION AND RECOMMENDATION

Based on the findings and discussion, it is expected that the results of this research can contribute to management in making effective policies for employees, especially the frontline employees. This research provides result that when frontline employees carry out their job by changing the deep emotions to obtain the desired expression, it will increase their job satisfaction, and thereby suppressing their desire to leave the company. It is the responsibility of the management to always support the psychological condition of the frontline employees, so they can continue to serve the customers well. This support can be provided in the form of regular refreshment programs with appropriate intensity and in line with employees needs.

The findings revealed that the high perceived organizational support has been proven to lower employees' desire to leave the company. Low concern for employees' opinion was one of the factors that needed to be improved by the company management. By looking at the magnitude of the effect that the company will receive due to employee turnover behavior, or even still in the form of a desire to leave the company, it is expected that the management can reduce the level of employee tendency to leave the company through effective policy making related to career progression while considering the work-life balance. The implementation of activities for the employees is expected to be right on target and effective, so that the activities do not need to be held recurrently, especially on day off. On top of that, this research is expected to contribute to management in order to improve promotion system that is still not optimal in utilizing the existing human resources system in selecting the people deserved to be promoted.

This study has limitations, including research samples taken with convenience techniques. This sampling technique has the disadvantage of not being able to represent a population, and the results of its research cannot be generalized to that population. Thus, the results of this study can only represent X Bank of Bekasi branch office and cannot represent X Bank as one entity company.

REFERENCES

- [1] A. Brown, A. Duncan, N. Harris, and S. Kelly, "Strategic talent retention: Using measurement to keep the best," *Strateg. HR Rev.*, 2003.
- [2] J. J. Bagraim, "The dimensionality of professional commitment," *SA J. Ind. Psychol.*, vol. 29, no. 2, pp. 6–9, 2003.
- [3] M. M. Hossain, "Job Satisfaction of Commercial Bank Employees in Bangladesh: A Comparative Study of Private and Public Sectors," *Indian J. Ind. Relat.*, 2000.
- [4] J. Kahumiza and A. F. Schlechter, "Examining the direct and some mediated relationships between perceived support and intention to quit," *Manag. Dyn.*, 2008.
- [5] PricewaterhouseCoopers, "Indonesia Banking Survey 2018," 2018.
- [6] B. Bakos, "Talent acquisition and retention: Issues facing companies today," *Manag. Today*, vol. 23, no. 4, pp. 59–69, 2007.
- [7] C. C. A. Chan, G. S. Monroe, J. Ng, and R. C. W. Tan, "Effects of employee support on junior accountants' job attitudes and intention to quit," *Australian Accounting Review*, vol. 18, no. 2, pp. 149–160, 2008.
- [8] D. Dawley, J. Houghton, and N. Bucklew, "Perceived organizational support and turnover intention: The mediating effects of personal sacrifice and job fit," *J. Soc. Psychol.*, 2010.
- [9] L. Firth, D. J. Mellor, K. A. Moore, and C. Loquet, "How can managers reduce employee intention to quit?," *J. Manag. Psychol.*, 2004.
- [10] I. Calisir, C. A. Gumussoy, and I. Iskin, "Factors affecting intention to quit among IT professionals in Turkey," *Pers. Rev.*, 2011.
- [11] S. Porter and R. Ayman, "Work flexibility as a mediator of the relationship between work-family conflict and intention to quit," *J. Manag. Organ.*, 2010.
- [12] L. Rhoades and R. Eisenberger, "Perceived organizational support: A review of the literature," *J. Appl. Psychol.*, 2002.
- [13] M. Biron and C. Boon, "Performance and turnover intentions: A social exchange perspective," *J. Manag. Psychol.*, 2013.
- [14] T. N. Bauer, M. R. Dolen, C. P. Maertz, and M. A. Campion, "Longitudinal assessment of applicant reactions to employment testing and test outcome feedback," *J. Appl. Psychol.*, 1998.
- [15] T. W. Lee and T. R. Mitchell, "AN ALTERNATIVE APPROACH: THE UNFOLDING MODEL OF VOLUNTARY EMPLOYEE TURNOVER," *Acad. Manag. Rev.*, 1994.
- [16] R. D. Bretz, J. W. Boudreau, and T. A. Judge, "JOB SEARCH BEHAVIOR OF EMPLOYED MANAGERS," *Pers. Psychol.*, 1994.
- [17] R. J. Vandenberg and J. B. Nelson, "Disaggregating the motives underlying turnover intentions: When do intentions predict turnover behavior?," *Hum. Relations*, 1999.
- [18] N. Anafarta, "Job Satisfaction as a Mediator between Emotional Labor and the Intention to Quit Akdeniz University Faculty of Economics and Administrative Sciences," *Int. J. Bus. Soc. Sci.*, vol. 6, no. 2, pp. 72–81, 2015.
- [19] S. L. Chau, J. J. Dahling, P. E. Levy, and J. M. Diefendorff, "A predictive study of emotional labor and turnover," *J. Organ. Behav.*, 2009.
- [20] S. Côté and L. M. Morgan, "A longitudinal analysis of the association between emotion regulation, job satisfaction, and intentions to quit," *J. Organ. Behav.*, 2002.
- [21] J. J. Gross, "The emerging field of emotion regulation: An integrative review," *Review of General Psychology*, 1998.
- [22] A. A. Grandey, "Emotion regulation in the workplace: a new way to conceptualize emotional labor.," *Journal of occupational health psychology*, 2000.
- [23] F. Cheung, C. S. kum Tang, and S. Tang, "Psychological capital as a moderator between emotional labor, burnout, and job satisfaction among school teachers in China," *Int. J. Stress Manag.*, 2011.
- [24] W. L. Gardner, D. Fischer, and J. G. (Jerry) Hunt, "Emotional labor and leadership: A threat to authenticity?," *Leadersh. Q.*, 2009.
- [25] X. Jiang, Z. Jiang, and D. S. Park, "Emotional labor strategy and job satisfaction: A Chinese perspective," *Soc. Behav. Pers.*, 2013.
- [26] H. A. M. Johnson and P. E. Spector, "Service With a Smile: Do Emotional Intelligence, Gender, and Autonomy Moderate the Emotional Labor Process?," *J. Occup. Health Psychol.*, 2007.
- [27] K. J. Meier, S. H. Mastracci, and K. Wilson, "Gender and emotional labor in public organizations: An empirical examination of the link to performance," *Public Adm. Rev.*, 2006.
- [28] J. A. Morris, D. C. Feldman, J. Andrew, and D. C. Feldman,

- "Managing Emotions in the Workplace," *J. Manag. Issues*, vol. 9, no. 3, pp. 257-274, 1996.
- [29] A. A. Grandey, "When 'the show must go on': Surface acting and deep acting as determinants of emotional exhaustion and peer-rated service delivery," *Acad. Manag. J.*, 2003.
- [30] A. A. Grandey, G. M. Fisk, and D. D. Steiner, "Must 'service with a smile' be stressful? The moderating role of personal control for American and French employees," *Journal of Applied Psychology*, 2005.
- [31] A. A. Grandey, G. M. Fisk, A. S. Mattila, K. J. Jansen, and L. A. Sideman, "Is 'service with a smile' enough? Authenticity of positive displays during service encounters," *Organ. Behav. Hum. Decis. Process.*, 2005.
- [32] D. Zapf and M. Holz, "On the positive and negative effects of emotion work in organizations," *Eur. J. Work Organ. Psychol.*, 2006.
- [33] M. Groth, T. Hennig-Thurau, and G. Walsh, "Customer reactions to emotional labor: The roles of employee acting strategies and customer detection accuracy," *Acad. Manag. J.*, 2009.
- [34] R. Eisenberger, J. Cummings, S. Armeli, and P. Lynch, "Perceived organizational support, discretionary treatment, and job satisfaction," *J. Appl. Psychol.*, 1997.
- [35] R. Eisenberger, S. Armeli, B. Rexwinkel, P. D. Lynch, and L. Rhoades, "Reciprocation of perceived organizational support," *J. Appl. Psychol.*, 2001.
- [36] L. Rhoades, R. Eisenberger, and S. Armeli, "Affective commitment to the organization: The contribution of perceived organizational support," *J. Appl. Psychol.*, 2001.
- [37] R. P. Settoon, N. Bennett, and R. C. Liden, "Social exchange in organizations: Perceived organizational support, leader-member exchange, and employee reciprocity," *J. Appl. Psychol.*, 1996.
- [38] L. M. F. Shore and L. E. Tetrick, "A Construct Validity Study of the Survey of Perceived Organizational Support," *J. Appl. Psychol.*, 1991.
- [39] R. C. Liden, R. T. Sparrowe, and S. J. Wayne, "Leader-member exchange theory: The past and potential for the future," *Research in personnel and human resources management*, 1997.
- [40] T. A. Judge, E. A. Locke, C. C. Durham, and A. N. Kluger, "Dispositional effects on job and life satisfaction: The role of core evaluations," *J. Appl. Psychol.*, 1998.
- [41] A. Wilkinson, N. Bacon, T. Redman, and S. Snell, *The SAGE handbook of human resource management*, 2010.
- [42] P. Heslop, G. Davey Smith, C. Metcalfe, J. Macleod, and C. Hart, "Change in job satisfaction, and its association with self-reported stress, cardiovascular risk factors and mortality," *Soc. Sci. Med.*, 2002.
- [43] S. Lim, "Job satisfaction of information technology workers in academic libraries," *Libr. Inf. Sci. Res.*, 2008.
- [44] L. A. Muse and C. L. Stamper, "Perceived organizational support: Evidence for a mediated association with work performance," *J. Manag. Issues*, 2007.
- [45] C. J. Thoresen, S. A. Kaplan, A. P. Barsky, C. R. Warren, and K. De Chermont, "The Affective Underpinnings of Job Perceptions and Attitudes: A Meta-Analytic Review and Integration," *Psychological Bulletin*, 2003.
- [46] F. Khan and U. Ali, "A Cross-Cultural Study: Work Stress as Mediator between Job Satisfaction and," *Int. J. Bus. Soc. Sci.*, 2013.
- [47] S. Ilyas and D. Lacaze, "Moderating Effect of Oc in the Relationship Between Person Job Fit and Job Satisfaction and Intention To Quit," *International Journal of Arts & Sciences*, vol. 6, no. 3, pp. 409-417, 2013.
- [48] Serhat Erat, "The effect of the perception of organizational trust and organizational support on intention to quit and individual performance: An empirical study of the Turkish state universities," *African Journal of Business Management*, vol. 6, no. 30, 2012.
- [49] M. Javed, M. Abrar, M. Bashir, and M. Shabir, "Effect of Perceived Organizational Politics and Core Self Evaluation on Turnover Intention: A South Asian Perspective," *Int. J. Hum. Resour. Stud.*, 2014.
- [50] P. Lobburi, "The influence of organizational and social support on turnover intention in collectivist contexts," *J. Appl. Bus. Res.*, 2012.
- [51] N. K. Malhotra, "Marketing research: An Applied Orientation, 5th Edition," *Prentice-Hall, Inc, New Jersey, USA*, 2007.
- [52] M. Diefendorff, M. H. Croyle, and R. H. Gosslerand, "The dimensionality and antecedents of emotional labor strategies," *J. Vocat. Behav.*, 2005.
- [53] D. Geddes, "Exploring the dimensions of emotional labor: The Heart of Hochschild's Work," *Manag. Commun. Q.*, 2000.
- [54] C. Perryer, C. Jordan, I. Firms, and A. Travaglione, "Predicting turnover intentions: The interactive effects of organizational commitment and perceived organizational support," *Manag. Res. Rev.*, 2010.
- [55] A. H. Brayfield and H. F. Rothe, "An index of job satisfaction," *J. Appl. Psychol.*, 1951.

- [56] S. Wijanto, *Structural Equation Modelling dengan LISREL 8.8: Konsep dan Tutorial*. Yogyakarta: Graha Ilmu, 2015.
- [57] R. M. Baron and D. A. Kenny, "The Moderator-Mediator Variable Distinction in Social Psychological Research. Conceptual, Strategic, and Statistical Considerations," *J. Pers. Soc. Psychol.*, 1986.
- [58] T. A. Judge, E. F. Woolf, and C. Hurst, "Is emotional labor more difficult for some than for others? a multilevel, expert

Effects of Emotional Labor, Organizational Support, and Job Satisfaction on Turnover Intention

ORIGINALITY REPORT

22%

SIMILARITY INDEX

17%

INTERNET SOURCES

19%

PUBLICATIONS

12%

STUDENT PAPERS

PRIMARY SOURCES

1

mdpi-res.com

Internet Source

1%

2

Mohsen Ejrami, Nader Salehi. "The Effect of Big Data on Firm Value: The Mediation Roles of Innovation and Financial Performances", ScienceOpen, 2022

Publication

1%

3

link.springer.com

Internet Source

1%

4

Submitted to University of Oklahoma Health Science Center

Student Paper

1%

5

arno.uvt.nl

Internet Source

<1%

6

doc-pak.undip.ac.id

Internet Source

<1%

7

pkhht.dlu.edu.vn

Internet Source

<1%

8

www.tandfonline.com

Internet Source

<1 %

9

تامر عباس, نيفين منصور, نبيلة الشواربي. "دراسة مدى
تطبيق العاملين للعمل العاطفي: بالتطبيق على قسم المكاتب
الأمامية بالفنادق الخمس نجوم بالقاهرة", مجلة كلية السياحة
والفنادق - جامعة مدينة السادات, 2018

Publication

<1 %

10

Submitted to Erasmus University of
Rotterdam

Student Paper

<1 %

11

www.webology.org

Internet Source

<1 %

12

ijssst.info

Internet Source

<1 %

13

Submitted to Postgraduate Schools -
Limkokwing University of Creative Technology

Student Paper

<1 %

14

theses.hal.science

Internet Source

<1 %

15

Submitted to Walden University

Student Paper

<1 %

16

hal.inria.fr

Internet Source

<1 %

17

www.cbmsbm.com

Internet Source

<1 %

18	eudl.eu Internet Source	<1 %
19	files.eric.ed.gov Internet Source	<1 %
20	www.hindawi.com Internet Source	<1 %
21	www.ijstr.org Internet Source	<1 %
22	pt.scribd.com Internet Source	<1 %
23	123doc.net Internet Source	<1 %
24	Guifang Fu, Ronglu Shen, Yimei Wei. "The Influence of Emotional Labor on Turnover Intention of Hotel Employees: Mediating Effect of Emotional Dissonance", Open Journal of Business and Management, 2020 Publication	<1 %
25	Submitted to Higher Education Commission Pakistan Student Paper	<1 %
26	James Gerard Caillier. "Towards A Better Understanding of Public Service Motivation and Mission Valence in Public Agencies", Public Management Review, 2014 Publication	<1 %

27	fe.ummetro.ac.id Internet Source	<1 %
28	www.frontiersin.org Internet Source	<1 %
29	Submitted to University of Bristol Student Paper	<1 %
30	globalresearchonline.net Internet Source	<1 %
31	Bergheim, Kjersti, Morten Birkeland Nielsen, Kathryn Mearns, and Jarle Eid. "The relationship between psychological capital, job satisfaction, and safety perceptions in the maritime industry", Safety Science, 2015. Publication	<1 %
32	koreascience.or.kr Internet Source	<1 %
33	Submitted to General Sir John Kotelawala Defence University Student Paper	<1 %
34	Brown, Eric A., Nicholas J. Thomas, and Robert H. Bosselman. "Are they leaving or staying: A qualitative analysis of turnover issues for Generation Y hospitality employees with a hospitality education", International Journal of Hospitality Management, 2015. Publication	<1 %

35	Jaeyoung Lim, Kuk-Kyoung Moon. "Exploring the Effect of Emotional Labor on Turnover Intention and the Moderating Role of Perceived Organizational Support: Evidence from Korean Firefighters", International Journal of Environmental Research and Public Health, 2023 Publication	<1 %
----	---	------

36	coek.info Internet Source	<1 %
----	------------------------------	------

37	gujaratresearchsociety.in Internet Source	<1 %
----	--	------

38	repository.unj.ac.id Internet Source	<1 %
----	---	------

39	Monica Torland. "Emotional labour and job satisfaction of adventure tour leaders: Does gender matter?", Annals of Leisure Research, 2011 Publication	<1 %
----	---	------

40	Submitted to University of Leicester Student Paper	<1 %
----	---	------

41	Won-Moo Hur, Tae-Won Moon, Yeon Sung Jung. "Customer response to employee emotional labor: the structural relationship between emotional labor, job satisfaction, and	<1 %
----	---	------

customer satisfaction", Journal of Services Marketing, 2015

Publication

42

Zin Mar Aung, Djoen San Santoso, Tharindu C. Dodanwala. "Effects of demotivational managerial practices on job satisfaction and job performance: Empirical evidence from Myanmar's construction industry", Journal of Engineering and Technology Management, 2023

Publication

<1 %

43

pdfs.semanticscholar.org

Internet Source

<1 %

44

www.semanticscholar.org

Internet Source

<1 %

45

Drach-Zahavy, Anat, Rinat Buchnic, and Michal Granot. "Antecedents and consequences of emotional work in midwifery: A prospective field study", International Journal of Nursing Studies, 2016.

Publication

<1 %

46

Pradip Kumar Sahu. "Research Methodology: A Guide for Researchers In Agricultural Science, Social Science and Other Related Fields", Springer Science and Business Media LLC, 2013

Publication

<1 %

47

www.gssrr.org

Internet Source

<1 %

48

Kim, Woo Gon, Hyung-Min Choi, and Jun (Justin) Li. "Antecedents and outcomes of migrant workers' sociocultural adjustment in the hospitality industry", *International Journal of Hospitality Management*, 2016.

Publication

<1 %

49

Linzhuo Wang, Mengtong Jiang, Fangwei Zhu, Pingping Song. "Untangling Employee Well-Being in Projects: A Configural Analysis of Job Stressors and Psychological Needs", *Journal of Management in Engineering*, 2022

Publication

<1 %

50

Peng, Yu-Ping. "Buffering the Negative Effects of Surface Acting: The Moderating Role of Supervisor Support in Librarianship", *The Journal of Academic Librarianship*, 2015.

Publication

<1 %

51

Taeshik Gong, JungKun Park, Hyowon Hyun. "Customer response toward employees' emotional labor in service industry settings", *Journal of Retailing and Consumer Services*, 2020

Publication

<1 %

52

revistas.itm.edu.co

Internet Source

<1 %

53

Submitted to M.M. International School,
Mullana

Student Paper

<1 %

54

Submitted to University of Johannesburg

Student Paper

<1 %

55

revolution.allbest.ru

Internet Source

<1 %

56

Colleen Bee, Donald O. Neubaum. "The role of
cognitive appraisal and emotions of family
members in the family business system",
Journal of Family Business Strategy, 2014

Publication

<1 %

57

F. Calisir, C.A. Gumussoy, I. Iskin. "Factors
affecting intention to quit among IT
professionals", 2009 IEEE International
Conference on Industrial Engineering and
Engineering Management, 2009

Publication

<1 %

58

Gönül KAYA Özbağ, Gökçe Çiçek Ceyhun.
"Does Job Satisfaction Mediate the
Relationship between Work-family Conflict
and Turnover? A Study of Turkish Marine
Pilots", Procedia - Social and Behavioral
Sciences, 2014

Publication

<1 %

59

Hülya Yüksek, Mazlum Çelik, Ahmet Keser.
"The Mediator Role of Well-Being in the Effect

<1 %

of COVID-19 Anxiety on Occupational Commitment: A research in the aviation sector", International Journal of Occupational Safety and Ergonomics, 2022

Publication

60

Julie I. Hancock, David G. Allen, Craig Soelberg. "Collective turnover: An expanded meta-analytic exploration and comparison", Human Resource Management Review, 2017

Publication

<1 %

61

Wang, Zhen, Xupei Li, and Kan Shi. "The relationship among transformational leadership, work engagement, and emotional labor strategy", 2010 IEEE 2nd Symposium on Web Society, 2010.

Publication

<1 %

62

de Jonge, J.. "Emotional job demands and the role of matching job resources: A cross-sectional survey study among health care workers", International Journal of Nursing Studies, 200810

Publication

<1 %

63

www.emeraldinsight.com

Internet Source

<1 %

64

www.grafiati.com

Internet Source

<1 %

65

www.nature.com

Internet Source

<1 %

66

www.omicsonline.org

Internet Source

<1 %

67

Carver, L.. "Survey of generational aspects of nurse faculty organizational commitment", Nursing Outlook, 201105/06

Publication

<1 %

68

Gentrit Berisha, Rrezon Lajçi. "Fit to Last? Investigating How Person-Job Fit and Person-Organization Fit Affect Turnover Intention in the Retail Context", Organizations and Markets in Emerging Economies, 2020

Publication

<1 %

69

Jiang, Xuan, Zhou Jiang, and Dong Soo Park. "Emotional labor strategy and job satisfaction: A Chinese perspective", Social Behavior and Personality An International Journal, 2013.

Publication

<1 %

70

JungHoon (Jay) Lee, Chihyung "Michael" Ok, Seung-Hoon Lee, Choong-Ki Lee. "Relationship between Emotional Labor and Customer Orientation among Airline Service Employees", Journal of Travel Research, 2017

Publication

<1 %

71

Neerpal Rathi, Deepti Bhatnagar, Sushanta Kumar Mishra. "Effect of Emotional Labor on

<1 %

Emotional Exhaustion and Work Attitudes
among Hospitality Employees in India",
Journal of Human Resources in Hospitality &
Tourism, 2013

Publication

72

Timothy A. Judge, Christine L. Jackson, John C. Shaw, Brent A. Scott, Bruce L. Rich. "Self-efficacy and work-related performance: The integral role of individual differences.", Journal of Applied Psychology, 2007

Publication

<1 %

73

Submitted to University of Durham

Student Paper

<1 %

74

dokumen.pub

Internet Source

<1 %

75

etd.uum.edu.my

Internet Source

<1 %

76

onlinelibrary.wiley.com

Internet Source

<1 %

77

www.annualreviews.org

Internet Source

<1 %

78

www.dovepress.com

Internet Source

<1 %

79

www.isabb.academicjournals.org

Internet Source

<1 %

www.koreascience.or.kr

81

نوره الجريس, بثينة الحر, عبدالمحسن النعساني.

"Antecedents of Organizational Commitment: The Mediating Effect of Job Satisfaction in Saudi Labor Sector", 2022, المجلة العربية للإدارة, Publication

<1 %

82

Submitted to City University of Hong Kong

Student Paper

<1 %

83

Dhara Shah, Bob Russell, Adrian Wilkinson.

"Opportunity and opportunism: The expatriation practices of Indian information technology multinational corporations", Journal of International Management, 2017

Publication

<1 %

84

Mingxing Li, Arif Jameel, Zhiqiang Ma, Hongzheng Sun, Abid Hussain, Sidra Mubeen. "Prism of Employee Performance Through the Means of Internal Support: A Study of Perceived Organizational Support", Psychology Research and Behavior Management, 2022

Publication

<1 %

85

Oscar Hengxuan Chi, Asim Saldamli, Dogan Gursoy. "Impact of the COVID-19 pandemic on management-level hotel employees' work behaviors: Moderating effects of working-

<1 %

86

Personnel Review, Volume 43, Issue 6 (2014-09-16)

Publication

<1 %

87

Ronald H. Humphrey, Blake E. Ashforth, James M. Diefendorff. "The bright side of emotional labor", Journal of Organizational Behavior, 2015

Publication

<1 %

88

Abisola Leah Akosile, Mehmet Ali Ekemen. "The Impact of Core Self-Evaluations on Job Satisfaction and Turnover Intention among Higher Education Academic Staff: Mediating Roles of Intrinsic and Extrinsic Motivation", Behavioral Sciences, 2022

Publication

<1 %

89

Hyun Jeong Kim, Won-Moo Hur, Tae-Won Moon, Jea-Kyoon Jun. "Is all support equal? The moderating effects of supervisor, coworker, and organizational support on the link between emotional labor and job performance", BRQ Business Research Quarterly, 2017

Publication

<1 %

90

Lee, JungHoon (Jay), and Chihyung Michael Ok. "Understanding hotel employees' service

<1 %

sabotage: Emotional labor perspective based on conservation of resources theory", International Journal of Hospitality Management, 2014.

Publication

91

Shi Xu, Larry R. Martinez, Qin Lv. "Explaining the Link Between Emotional Labor and Turnover Intentions: The Role of In-Depth Communication", International Journal of Hospitality & Tourism Administration, 2017

Publication

<1 %

92

dx.doi.org

Internet Source

<1 %

93

Khurram Shahzad, Shakeel Ahmad Khan, Abid Iqbal, Omer Shabbir. "Effects of Motivational and Behavioral Factors on Job Productivity: An Empirical Investigation from Academic Librarians in Pakistan", Behavioral Sciences, 2023

Publication

<1 %

94

Thi Nguyet Que Nguyen, Quan Ha Minh Tran, Mathew Chylinski. "Empathy and delight in a personal service setting", Australasian Marketing Journal (AMJ), 2019

Publication

<1 %

95

abd88079-bdc5-4274-9638-f3715aab13b0.filesusr.com

Internet Source

<1 %

96

eprints.whiterose.ac.uk

Internet Source

<1 %

97

go.gale.com

Internet Source

<1 %

Exclude quotes On

Exclude matches Off

Exclude bibliography Off