

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

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**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.

**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].

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 employee 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 the 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**

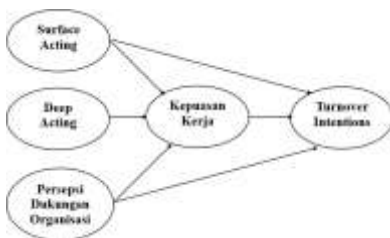


Figure 1. Research Model

*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 become the part of their

daily job. The method used for the selection of respondents was convenience 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% are 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 T11 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 T12. 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 Barlett'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 the 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

Hyphothe sis	Estimat ed 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 of the t-statistic was 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 H5 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 research performed 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 perceive 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.

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