



The Consequences of Emotional Labor among Culinary Sector SMEs Employees in Jakarta

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Abstract. This study aimed to analyze the effect of Surface Acting and Deep Acting on Job Satisfaction and the effect of Job Satisfaction on Turnover Intentions and Organizational Commitment in employees from culinary sector SMEs in Jakarta. Data were collected from 150 employees, and the collection technique used in this study was non-probability sampling with the purposive sampling method. The hypothesis test uses a structural equation model (SEM) with AMOS. The results of hypothesis testing in this study indicate a negative influence between Surface Acting on Job Satisfaction, Deep Acting has a positive effect on Job Satisfaction, Job Satisfaction hurts Turnover Intention, and Job Satisfaction has a positive effect on Organizational Commitment. The implication for the manager is to make a more qualified business. Therefore, must continue to increase positive Emotional Labor, namely Deep Acting, continue to reduce Surface Acting, and strive to continue to increase Job Satisfaction among employees to reduce the current turnover rate and continue to increase Organizational Commitment.

Keywords: Surface Acting, Deep Acting, Job Satisfaction, Turnover Intention, Organizational Commitment, SMEs.

1 Introduction

It takes qualified and highly competent human resources to support performance and operations to achieve the goals of SMEs in the right and desired way. Nowadays, the high employee turnover intention has become a severe problem faced by various companies. According to Prabowo (2017), employee turnover can weigh the SMEs costs regarding layoffs, recruitment, interviews, induction training, and job termination [1]. Therefore, SMEs must work hard to reduce employee turnover and increase organizational commitment. One way to avoid high employee turnover rates and organizational commitment is to increase job satisfaction. According to Khetjenkarn and Agmapisarn (2020), organizational commitment can be a good thing for organizational effectiveness because those who are committed to the organization will have a positive attitude towards it, so this can increase their level of job satisfaction [2]. Lorber and Savič (2012) mentioned that job satisfaction is determined by comparing a person's previous work expectations with their work experience [3]. It is related to the beliefs and emotions people experience at work. According to Lu et al. (2021), job satisfaction helps find new ways for SMEs to manage employee's emotional labor [4]. It is undeniable that in serving customers, employees must control

their emotions. Nevertheless, employee emotions can increase or even decrease job satisfaction. Therefore, SME owners must understand how to manage the emotional labor that has positive and negative consequences for SMEs.

2 Theoretical Background

Santo et al. (2019) say *Emotional Labor* is defined as an employee's effort to manage personal emotions per organizational rules and professional expectations [5]. *Emotional labor* is also defined as regulating feelings to produce the facial and body appearance that the public wants to meet company norms [6]. Jeon (2016) adds the definition of Emotional Labor as an effort to regulate feelings in displaying the appearance of the body and face that can be seen publicly [7]. *Emotional labor* is defined by Lin and Hsu (2021) as the management of feelings to form publicly observable facial and body appearances in face-to-face or voice-to-voice customer interactions [8]. There are two dimensions of the presence of Emotional Labor in employees, namely Surface Acting and Deep Acting. Nazenin and Palupiningdyah (2014) provide an explanation that Surface Acting is where individuals manage emotions by falsifying or masking the emotions they feel so that they can show emotional expressions that meet job requirements, and Deep Acting is managing someone's emotions by modifying their feelings to show the desired emotions so they can feel those emotions [9]. Emilisa, Putra, and Yudhaputri (2018) explained that Job Satisfaction can be interpreted as positive emotions that arise from performance and evaluation of employee experiences [10]. Widodo (2014) added that job satisfaction is the emotional attitude of an employee in the form of a negative or positive attitude that sees a good job shown in pleasant or unpleasant conditions [11]. According to Widyananda, Emilisa, and Pratana (2014), aspects of job satisfaction are the existence of compensation, supervision, the work itself, relationships with coworkers, working conditions, opportunities to obtain status changes, and job security [12]. Rafiq et al. (2019) define turnover intention as the intentional and conscious desire of the workers to leave the organization [13]. Turnover Intention is the extent to which employees consciously consider staying with or leaving the organization in the short term [10]. Su (2021) argues the turnover intention measurement, which consists of three dimensions, namely thinking of quitting, considering leaving the current organization, intention to quit, having the intention to leave the company in the next few months, and the last one is the intention of looking for another job [14]. Vacancies elsewhere. According to Baliartati, Emilisa, and Handayani (2021), organizational commitment is an employee's intention to make the best effort for the organization based on his role as a member [15]. Organizational commitment is defined by Ahakwa et al. (2021) as a person's participation in an organization, and loyalty is manifested in the ability of employees to work successfully in one organization and their desire to maintain relationships without trying to switch to another organization [16].

Yudhaputri and Netania; Lunarindiah (2021) and Kim, Im, and Hwang (2015) mentioned that there are three dimensions of organizational commitment, namely affective commitment regarding employees who are part of an organization because they want to become an organization, continuance commitment refers to employees who are considering moving because they feel a loss due to the costs that must be borne when leaving the company, the last is normative commitment refers to employees who feel that they should remain in the organization because it is their obligation [17],[18].

3 Hypotheses Formulation

Surface Acting is one element of the emotional work strategy, which is seen as a self-control strategy aimed at controlling emotional displays, and it has also been associated with negative impacts on organizations, such as lower Job Satisfaction. Therefore, surface Acting is negatively related to Job Satisfaction [2]. Surface Acting to manage expressed emotions according to rules without changing their feelings, service workers suppress or fake their emotions. However, Deep Acting aims to make the individual feel sincere in the emotions displayed externally so that the patient feels satisfied and happy. Based on the probability theory of Surface Acting and Job Satisfaction [19]. Therefore, this study states the following hypothesis.

H1: Surface Acting hurts Job Satisfaction

Another deep-acting strategy of employees is that positive emotions are expressed, and consequently, the congruence between one's feelings and emotional displays reduces the experience of negative emotions. The frequency of interaction and display rules for showing positive emotions are associated with an increased sense of personal achievement, which can result in satisfaction through the quality of service provided [2]. Deep Acting aims for individuals to feel sincere in the emotions displayed so that patients feel satisfied and happy. Based on the theory, Deep Acting and Job Satisfaction are positively related [6]. Therefore, this study states the following hypothesis:

H2: Deep Acting has a positive effect on Job Satisfaction

In their research, Nazenin and Palupiningdyah (2014) argue that someone will be satisfied or dissatisfied with their work, depending on how they perceive their suitability between their desires and the results [9]. Burke, Astakhova, and Hang (2015) states that *Job Satisfaction* describes the emotions, feelings, and thoughts, and workers' perceptions from various workplace perspectives [20]. Therefore, they will be willing to look for alternatives if dissatisfaction occurs. Chan Yin-Fah et al. (2010) increased dissatisfaction among employees is likely to result in a higher likelihood of them considering other job opportunities [21]. Therefore, this study states the following hypothesis:

H3: Job Satisfaction has a negative effect on Turnover Intention

There is a remarkably close relationship between employee job satisfaction and organizational commitment. The study also supports a positive relationship between these two variables [22]. Nikpour (2018) also concludes that Job Satisfaction significantly influences Organizational Commitment [23]. Yudhaputri and Netania; Lunarindiah (2021) argue that commitment should be more consistent than job satisfaction over time, which takes longer after a person is satisfied [17]. Therefore, this study states the following hypothesis:

H4: Job Satisfaction has a positive effect on Organizational Commitment

4 Methods

All variables were measured using a five-point interval scale with alternative answers from strongly disagree to agree strongly. The variable emotional labor dimensions were measured using 8 statement items adopted from Khetjenkarn and Agmapisarn (2020)[2], job satisfaction using 4 statement items from Lu et al. (2021)[4], turnover intention from Khalida and Safitri (2018)[24] using six items, and organizational commitment using 13 items

statement from Guan and Hsu (2020)[25]. The sample collected uses a purposive sampling technique, and the sample criteria are 150 employees from the SME culinary sector in Jakarta. In this case, according to the theory in Hair et al. (2018)[26], for the smallest sample with one dependent variable and more than one independent variable, the smallest sample is 100 respondents. Results from the instrument test concluded that all standardized factor loading values are more than 0.45, so the statement items used in the study are valid. The Cronbach's Alpha data used in this study has met the reliability criteria because the value is more than 0.60. Thus, all variables can be used and continued for further processing.

5 Result and Analysis

Criteria of the respondents were female (86.7%), with a length of work > 3 years (86%), and the last education was Diploma (84.7%).

Table 1. Statistic descriptive.

Variable	Mean
Surface Acting	2.08
Deep Acting	3.78
Job Satisfaction	3.92
Turnover Intention	2.37
Organizational Commitment	3.93

Source: Results of data processing (AMOS)

From Table 1 above, the average value on the Emotional Labor variable with the Surface Acting dimension is 2.08, meaning that employees at SMEs can eliminate emotional expressions according to appearance rules, such as serving customers when the mood is not good at work. For example, employees may be experiencing personal problems. However, at that time, the employee concerned must continue to work and be able to hide his feelings, not be shown to customers or even to other employees. So, employees can display behavior that is different from how they feel. Employees can fake a good mood when interacting with customers, which means nurses have understood the obligation to serve well to continue to be friendly in serving customers so that customers are satisfied with the services provided by employees from the culinary sector SMEs in Jakarta. The average value of the Emotional Labor with the Deep Acting dimension is 3.78. This means the employees always show genuine feelings in doing their job, provide empathy, and treat customers well. These feelings can make them happy when helping all the needs of customers who come to buy in person or online. The average value of the Job Satisfaction variable is 3.92. It means that employees are satisfied with the work that has been done. In general, employees are delighted with their work, which can be described by several factors, namely compensation, supervision, the work itself, relationships with coworkers, working conditions, and the opportunity to change status. The average value of the Turnover Intention variable is 2.37. This shows that SMEs in the culinaor do nostay int to leave their jobs. They will continue to work in their respective workplaces. The average value of the Organizational Commitment variable is 3.93. This means that SMEs in the culinary sector are loyal and committed not to leaving their workplace. It is under the length of employees' work, which is > 3 years, which means that employees are comfortable with their work, colleagues, and superiors so that they devote themselves to SMEs and have an exemplary commitment.

Table 2. Hypotheses testing results.

Hypothesis	β	p -value (<0.05)	Conclusion
H1: Surface Acting has a negative effect on Job Satisfaction	-0.208	0.000	Supported
H2: Deep Acting has a positive effect on Job Satisfaction	0.259	0.000	Supported
H3: Job Satisfaction has a negative effect on Turnover Intention	-0.432	0.018	Supported
H4: Job Satisfaction has a positive effect on Organizational Commitment	0.222	0.001	Supported

Source: Results of data processing (AMOS)

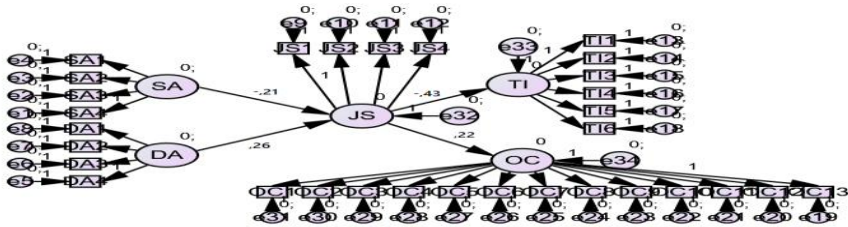


Fig 1. Structural equation model.

The results from H1 indicate that Surface Acting has a negative effect on Job Satisfaction. This illustrates that the Surface Acting of the employees in the SME culinary sector needs to be higher, and nurses need to show Surface Acting so that employees can work comfortably in their jobs and increase Job Satisfaction. The higher the Surface Acting in the employees will have a destructive impact on Job Satisfaction. The results of this study are supported by previous research conducted by Lu et al. (2021)[4]. Surface Acting to manage emotions expressed according to rules without changing their feelings, service workers suppress or fake them. Based on the theory of the possibility that Surface Acting and Job Satisfaction are negatively related. Results from H2 indicate that Deep Acting positively affects Job Satisfaction. This illustrates that Deep Acting on employees in the SME culinary sector is good because serving customers with pleasure and sincerity will make them feel satisfied with the service the employees provide. This makes them feel happy and satisfied with the service that has been provided. This means that the higher Deep Acting of employees has a positive impact. It can increase Job Satisfaction. The results of this study are supported by previous research conducted by Khetjenkarn and Agmapisarn (2020), namely Deep Acting, another strategy for employees experiencing positive emotions expressed, and as a result, the congruence between one's feelings and emotional displays reduces the experience of negative emotions [2]. The frequency of interaction and display rules for showing positive emotions are associated with an increased sense of personal achievement, which can result in satisfaction through the quality of service provided. Deep Acting aims for individuals to feel sincere in the emotions displayed externally so that patients feel satisfied and happy. Based on the theory made by Lee and Jang (2020), Deep Acting and Job Satisfaction are positively related [6]. From the third hypothesis testing, it was found that Job Satisfaction has a negative effect on Turnover Intention because SMEs employees are satisfied with the work that has been done.

After all, the compensation paid follows the work that has been done. Therefore, employees who work in the culinary sector do not intend to resign. This illustrates the existence of Job Satisfaction, commonly referred to as an emotional state that comes from an individual's evaluation of his experience at work. Job satisfaction is an emotional attitude that likes and loves his job and expresses what makes a person more satisfied [27]. In their research, Nazenin and Palupiningdyah (2014) argue that someone will be satisfied or dissatisfied with their work, depending on how they perceive their suitability between their desires and the results [9]. Therefore, if dissatisfaction occurs, they will want to look for alternatives. Shibiti (2020) that increased dissatisfaction among employees is likely to result in a higher likelihood for them to consider seeking other job opportunity included that Job Satisfaction has a negative effect on Turnover Intention [28]. In testing, the fourth hypothesis shows that Job Satisfaction positively affects Organizational Commitment. These results explain that employees who feel satisfied with their work can increase Organizational Commitment. Based on previous research, it is said that there is a positive and very close influence between employee job satisfaction and organizational commitment [22]. Gutierrez, Candela, and Carver (2012) also say that job satisfaction strongly predicts organizational commitment [29]. Employees will be more committed to their organization if they are happy.

6 Conclusion, Implication, and Suggestions for Future Research

In this study, SME employees should have shown Surface Acting and Deep Acting because they could understand the intent and purpose of their work and understand what SMEs expect. Employees also feel high satisfaction, have low turnover intention, tend to have no intention to leave SMEs, and have high organizational commitment, meaning that employees feel comfortable and satisfied, so they believe in their abilities and continue to strive to achieve common goals.

To make SMEs in the culinary sector more qualified in service, an emotion management training program can be provided that will help employees overcome Surface Acting, such as when displaying destructive emotions when serving customers, and continue to improve Deep Acting, which is constantly being able to show good feelings in serving customers, so that feel satisfying and comfortable. Furthermore, to increase Job Satisfaction, it is better to explain the payroll system transparently. Employees must be treated fairly. It means that salaries are paid according to abilities and expertise, and it is necessary always to strive to reduce the desire of employees who want to resign by reducing pressure on employees, providing clarity of career paths, and maintaining Organizational Commitment to create a more harmonious atmosphere in the work environment and improve work motivation.

Further research is expected to examine other fields, such as manufacturing companies or services industries, and increase the number of other variables outside of the variables used in this study, such as humor style [30] and Deviant workplace behavior [31].

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