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The Effect of Emotional Labour on Turnover Intention: Moderation Effect of Social Support

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Abstract

The study aims concerns with examining the effect of the emotional labour on the turnover intention with moderating effect of social support in the relationship between emotional labour on the turnover intention. The study applied a cross-sectional method which this requires from researcher collecting the data only once from staff of five-star hotel in Amman at different positions. For data analysis, the study conducts Structural Equation Modeling (SEM) procedure using SPSS-AMOS-V.21 through a technique that combines factor analysis, structural model, and path analysis to achieve study objectives. The findings show a significant positive effect between emotional labour and turnover intention in the Jordanian hotel industry, and the social support moderates the relationship between emotional labour and turnover intention in the Jordanian hotel industry. Thus, the study recommends for management strategies to mitigate the effects of emotional labor, the hotels are adopting strategies such as providing emotional intelligence training, which equips employees with the skills to deal with their emotions more effectively.

Keywords: Emotional Labour, Turnover Intention, Social Support, Five-Star Hotels, Jord

Introduction

Turnover intention as an essential research concern for all organizations has given an immense cost linked with retaining, attracting or replacing the human capital. In particular, turnover still persistently critical and has posed main challenging factors for management. For organizational employees, the factor of turnover might lead to both personal and interpersonal problematic issues after quitting the organization (Aburumman et al., 2020). Thus, the employees' intention to turnover is a long research interested topic for the organizational and management scholars as well the practitioners and there are many different scholars have posited the important effect of the emotional labour that significantly contributes towards employee outcomes like turnover intention (Morsi, 2014).

The increase in the turnover intention rate is considered a negative phenomenon in all organization in the event that the different indications that appear such as the inability of the

human resources department in the organization to appoint the appropriate people to work in the organization, and in the case of diagnosing the existence of a problem of high work turnover, but the organization does not have the ability to solve this problem (Al-Khasawneh, 2013).

Every employee's work requires both physical and mental effort that are necessitating the use of both body and mind to perform their duties. Every job also requires emotional work. The concept of emotional labour has been explored in numerous service-oriented jobs. For example, airlines expect their flight attendants to be cheerful, just as we expect a funeral director to be somber, and doctors to be emotionally expressive. However, emotional labour is not limited to these jobs, emotional labour is relevant to almost all jobs (Yağci & Avcikurt, 2020). At the very least, the managers expect from their employees to be polite, happy, and maintain positive relationships with their colleagues. Emotional labour is not always easy, and it can be difficult for a person to consistently display the desired emotions at work. A bad mood will persist for a few days, and you must show feelings of happiness and help.

Such a situation will cause what is called "emotional inconsistency," that is, the emotions we feel are inconsistent with the emotions we try to show. What will be assessed is that there are two types of emotions. The first is internal emotions, which are the actual feelings of the individual. The second is external emotions, which are required by the organization to be displayed by the employee in the course of the job and are not merely formal but learned (Judge & Robbins, 2017). Regarding the importance of emotional work, sociologists coined the term "emotional labour" to refer to professions that require employees to be able to express certain emotions, regardless of how they feel. The idea here is what is expected of employees to display the appropriate emotions for them to perform their jobs correctly.

The hospitality industry generally encompasses of providing production and service aspects; and both the creation and services rendering from the hotels to their customer are essentially executed by the employee. The industry success primarily depends on the competency and qualification of the employees and their capabilities to enables the organisations to achieve the stated main objectives (Lee and Madera, 2019). The HRM in hotels is essential to develop the efficient related practices that important to consider and conduct such as employee retention through effective policies to create satisfactory levels among the employees to contribute to the objectives achievement.

At present, an increasing study in the area of management which considers the critical role of the emotional labour that performed by different levels of organizations (e.g. frontline service staff). The employees are important resources who impact various customer outcomes like loyalty and commitment. The employees further should display particular positive emotions such as friendliness good attitude and mood, while suppress others' emotions in the daily interactions (Ali & Anwar, 2021). Emotional labour indicates the processes that regulate and control the different feelings and expressions towards organisational objectives. Because the emotions deployment and effect on the employees' emotional experiences, plenty of studies (e.g Adam et al., 2023) have she lighted on the influence of emotional labour on well-being, and acknowledge the potential draining outcomes. Therefore, the factor of emotional labour can also yield many organisational results, include employees' intentions to turnover and quit,

that is likely diminishes the quality of provided services which in turn hurts the bottom line through lack of tacit knowledge, decrease the productivity.

Social support among the other concepts whose application is linked to the contents of the theory of social exchange and the principle of reciprocity is the psychological contract that is based on the idea of creating balance in the exchange relations between the organizations and individuals in order to fulfill their material and moral requirements, for the positive effects on the attitudes and behaviors of individuals (Adam et al., 2023). The fulfillment of the psychological contract by organizations is reflected in the behaviors and attitudes of individuals, especially emotional commitment, improving the level of performance, organizational citizenship behaviors in addition to contributing to building the social identity of the workers.

The success and distinction of organizations can't be achieved without a common denominator between them and the individuals working in the organizations, and this common denominator is represented by the social identity in which the individual expresses self-knowledge. They will be a valuable member within the organization, as the social identity is considered as the umbrella under which all other behavioral concepts are protected, so the researchers' attention was directed towards the role that social identity construction plays (Marcionetti & Castelli, 2022). Social support in achieving job outcomes, especially a well-established social support of the individual has a tendency to relate their behavior towards the shores of success for the organization in order for organizations to succeed, they show further understand the behavior of the individuals working in the organizations.

Literature Review & Hypotheses Development

Employees' turnover intention as an essential research concern for all organizations has given an immense cost linked with retaining, attracting or replacing the human capital. In particular, the turnover still persistently critical and has posed main challenging factors for management. For organizational employees, the factor of turnover might lead to both personal and interpersonal problematic issues after quitting the organization (Yomi, 2017). Thus, the employees' intention to turnover is long research interested topic for the organizational and management scholars as well the practitioners and there are many different scholars have posited the important effect of the emotional labour that significantly contributes towards employee outcomes like turnover intention (Wu et al., 2017).

The employees who largely involve and engage within the emotional labour might enhance and develop attitudes that may not appropriate in the workplace environment, and this could generally enforce them to seriously think to leave the organization (Cheng et al., 2014). A perspective that confirms and emphasizes the cumulative effects of conducting an emotional labour to predict the turnover is mainly consistent with the results that the individuals form different attitudes towards their works and day-to-day tasks and communication develop an intention of work withdrawal with a behavior like turnover (Delali et al., 2020). Nevertheless, the limited empirical studies which have directly examined the relations between emotional labour and turnover intention initially evidenced and provided preliminary confirmation and support of this association.

Based on the implications and evidences conducted in banking industry, the results proposed that no a direct association among emotional labour and turnover, rather, the effect on turnover was existed to be indirect through turnover intention as well emotional exhaustion (Reb et al., 2017). With considering the relations between emotional labour and job outcomes, the study expect some variation in this with particular dimension of emotional labour such as surface acting and turnover. The discussion prior further addressed the findings that have shown the dimensions of emotional labour like deep and surface acting is usually related to negative outcome like emotional exhaustion and feelings, whereas a more likely result lead to positive outcome (Asumah et al., 2019). Thus, the literature through the provide results expected the surface acting to have a positive relation with the turnover. The works involved with maintaining the positive displays as well managing the linked emotional dissonance is further not appropriate experiences for large numbers of employees and this could lead to leave from a situation in the long term (Justus & Subha, 2022).

H1: There is a significant positive effect between emotional labour and turnover intention in the Jordanian hotel industry.
H1a: There is a significant positive effect between deep acting and turnover intention in the Jordanian hotel industry.
H1b: There is a significant positive effect between surface acting and turnover intention in the Jordanian hotel industry.
H1c: There is a significant positive effect between genuine acting and turnover intention in the Jordanian hotel industry.

In general, the individual's attitudes at workplace with a positive sense mainly contribute to establish positive with meaningful relations with the work settings that has been characterized by effect social dynamic. The illustrative examples of the social support from different sources like senior top management or superiors or colleagues peers (Brough & Frame, 2004). In particular, the many different reviews and empirical studies have addressed the role of the social support that can provide greater results by managers or peers as a predictive factor like job satisfaction (Davey et al., 2014). For example, work involvement and commitment into the career within the organization. The findings provided further integration of the social group that might not only enable the employees to create bonds of positive relations and ensure the different sources of the support to meet the job demands.
Furthermore, the favorable social communication that created and established between not only the supervisors and work staff but also with external partners (customers), in light of orientation of following up the constructive feedback to focus relationship quality with a powerful motivation toward job (Asbari et al., 2020). The findings of the studies in the relationship between social support call for social allowances of the suggested research factors with their models that describe the healthy work environment. The key aim of understanding the extent which the social support resources among the work groups and the employees' perceptions of the job empowerment that involve their attitudes with the active characteristics of the healthy work environment to perceive good psychosocial levels (Yang et al., 2022).

As the approach to this concept, and the attempt to understand it, and thus to develop the best ways to achieve it, necessitates knowing many topics related to psychology, sociology, and others. On the trail, the human resources management in various organizations has

began working to achieve the highest rates of workers' commitment with their work, but rather trying to direct them through the incentives, services and rewards they provide (Jasiński & Derbis, 2023). Today's employees have become more aware of the social needs of openness to others, the appreciation and acceptance they receive from them, and becomes accustomed to the availability of this support when needed. As indicated by many researches, including Op den Kamp et al (2020) that the support provided by the supervisory management leads to many positive organizational outputs, as levels of job stress and intentions to leave work decrease, productivity and organizational commitment increase, and performance effectiveness increases. The turnover intention is among the phenomena that have a high cost to the organization, which crystallize in different directions.

Social support refers to the positive relationships and dealings that take place between individuals with the aim of exchanging and sharing their resources within formal and informal frameworks. It varies within the work and ranges from the presence of mutual respect between the two workers to direct assistance to any of them through the emotional support and appreciation of efforts, and usually the individual who receives a higher degree of social support becomes less likely to shown an intention to leave work.

H2: Social support moderates the relationship between emotional labour and turnover intention in the Jordanian hotel industry.
H2a: Social support moderates the relationship between deep acting and turnover intention in the Jordanian hotel industry.
H2b: Social support moderates the relationship between surface acting and turnover intention in the Jordanian hotel industry.
H2c: Social support moderates the relationship between genuine acting and turnover intention in the Jordanian hotel industry.

Methodology

The research design provides sets of scholarly and scientific guideline to conduct a research work through identifying the important procedures that enable collecting the required data to answer the research questions and test research hypotheses. The concerns that should be considered while selecting the appropriate research design that include the research type, data type that needed to be collected by the researcher, population characteristics and background, suitable sampling approach in order to ensure the data credibility and scientific research approach to meet the research objectives properly.

The current research work also applied a cross-sectional method which this requires from researcher collecting the data only once from the target sample of the study population (Zikmund, 2003). The present study selected this approach due to its consistency with data type which is related to the searched study phenomenon, the behaviours of the individuals surrounding the organizations that assume to be match with the different situations in the time (Blumberg et al., 2014). The data is assumed not to be influenced by another factors such as time, so the method of data collection is use a cross-sectional approach (Bryman & Bell, 2015).

This technique considers the most appropriate research instrument because it may generalize the results that obtained from the sample on the study population within short time, hence

can allow the researcher to reach out wide geographical area and remove the bias of another method such as the interviews (Bryman & Bell, 2015), and require less time. In the survey method, this study used a self-administered survey as this method has the ability to reach out wide sample compare to another method. Furthermore, the cost factors can be little with the interviews method which is costly.

Sampling approach indicates to the process that uses a small number of items of the large population to make a conclusion about the target population. The study context of the population is the interest units of the research which have a chance of being a selected as a respondent (Sekaran & Bougie, 2016). The population should be identified before discuss the sample. The current research population is the staff of five-star hotel in Amman at different positions.

The non-probability sampling approach considers the most appropriate sampling method that used in this study. Sekaran and Bougie (2016) indicated the sampling technique should involve the subjects choice of the individuals that in the suitable position and can provide the most required data. In the study context, the judgment sampling method that is selected as the suitable approach which is a non-probability sampling technique that the researcher sampled some units to be selected based on existing knowledge, or professional judgment.

The sampling procedures consist of determining the target sample of the research into a frame to obtain adequate sample. For this study, judgment non-probability sampling approach was used. It is important to determine how numbers of participants in this study need to obtain responses for analysis purpose. This firstly requires determine the sample size. Generally, the larger sample size the more precise results. As the target population of this study is 4189 five-star hotel staff in Amman. According to Krejcie and Morgan (1970), the current study sample size is 352 respondents.

To gather data, the study aims to gather twice of the initial estimated sample size of this study to guarantee a statistical robustness of the results and satisfy the required minimum sample size. This approach acts as a buffer against any bias or incomplete responses that might occur throughout the data collection process. Thus, the study aims to improve the accuracy of the findings by gathering a larger sample than is required to suitably represent the target population and lowering the possibility of sampling errors by distribute 700 questionnaires.

The study employed a judgment sampling technique to select sample from the sampling frame of the respective participants, where the study sample is gathered in a process that does not give the subjects of the respective population an equal chance to be selected (Awang, 2012). The selected respondents are identified through the information provided on the employees' position, job experience, or email, and the questionnaires will be self-administered delivered.

The target population for this study is employees at hotels sector in Jordan. The study conducted a non-probability sampling to select the target participants from a sampling frame to ensure adequate sample selection. Jordan Hotels Association JHA's 2022 statistics present that the hotel industry in Jordan currently employs 21,562 workers. This study focused on five-star hotels in Amman (14) hotels which represent the research population for data

collection purposes and these hotels have the majority of the employees and provide direct and indirect job opportunities for local citizen as well their large occupation percentage. The hotels are classified into different groups i.e the numbers of employees (large and small hotels >250 or <250) nationality (local and international hotels).

To collect data in this study, the researcher contacted personally the human resources departments of the selected organizations to distribute the questionnaires to the respective respondents with an official cover letter attached that explain the research background, aims and purposes, and the importance of the participation in this study. To increase the response rated, the questionnaire has a self-addressed stamped envelope as a convenient way to return the valid questionnaire. After getting the permission, a couple of questionnaires that given to the organizations as they can increase the chance of responses. The survey method of self-administered approach has been considered as the most suitable method for this study.

The research instrument is formulated bilingually in both of English and Arabic using a back to back translation procedure to measure study constructs in the study is elaborated and discussed in the following sections. The research constructs involved in this study are emotional labour, turnover intention, and social support. The instrument is derived and adapted from previous literature and scholarly research works (e.g Lee and Chelladurai, 2018; De Castro et al., 2006; Kang & Rhee, 2012) then they modified to fit the current research objectives and nature. A 7-point Likert scale from “1=strongly disagree” to “7=strongly agree” is used to indicate the degree of the responses.

The study used SPSS program to conduct the key descriptive statistics to illustrate the data features. Furthermore, the Structural Equation Modeling (SEM) procedure was conducted for data analysis using SPSS-AMOS-V.21. The SEM technique combines factor analysis, structural model, and path analysis to give accurate estimates of the parameters to achieve the study objectives. Data analyses were considered through SPSS V.21 that were calculated the demographic variables, with descriptive analyses including mean and standard deviation of the measures. SEM approach was also used to test the research hypotheses between study variables using the most common recommended software of AMOS to test moderator.

Results

A total of 385 self-administered questionnaires are distributed to the employees working in five-star hotels operating in Jordan to collect the required sample of the present. By using the self-administered method questionnaires, it enables the researcher to collect adequate amount of samples from the respondents with providing a description of their perception towards the study subject. There are 363 returned questionnaires out of the 385 distributed, where 11 missing responses or incorrect questionnaires. Hence, the total number of valid questionnaires obtained for this study is 352. The present study response rate is 91.4% which this is considered good in the research questionnaire technique.

The study concerns with analyzing the demographic profile of the respondents. From the total number of 352 responses, the majority of the respondents were males (71.3%). The majority of participants’ age were between 31 to 40 years (38.9%). For educational level results, the majority of the respondents hold bachelor university degree (70.7%). Respect to service

length of the respondents; the majority were experienced between 11-15 years (40.4%), and for monthly salary the results showed the most was 251-500 JOD (67.9%).

The study used SPSS-AMOS V.21 software with suggested of non-parametric bootstrapping and 1000 resampling approach. There are two types of models considered in this study called structural and measurement models which make up the study conceptual framework. The study conducted the measurement model analysis to evaluate the construct validity and reliability. Moreover, the structural model was assessed by using the examination of the path coefficients and the level of significance of with non-parametric approach of bootstrapping (Henseler et al., 2015). Also, the study validates the constructs through main criteria of validity such as R-square to evaluate the structural model. In general, the assessment of measurement model has two types namely convergent validity and discriminant validity and both of them were used in this study.

The study examined the questionnaire reliability by using the popular Cronbach's Alpha test. Sekaran and Bougie (2010) indicates the maximum value of Cronbach's Alpha value is 1.0 and less than value of 0.60 is poor, while more than 0.70 is acceptable. The given results of reliability test show that the reliability scale for each constructs is high. The maximum value of Cronbach's Alpha of this study is 0.908 (deep acting) and the minimum value is 0.798 (genuine acting).

Table 1
Study Reliability Results

Construct	Code	Items No.	Cronbach's Alpha
Surface acting	SA	4	0.860
Deep acting	DA	4	0.908
Genuine acting	GA	4	0.798
Emotional labour	EL	12	0.894
Turnover intention	TI	6	0.900
Social support	SS	6	0.904

Regarding to the convergent validity, the indicators' loadings with a threshold value of 0.50 is recommended and considered in the analysis as suggested by (Hair et al., 2013). As the given results show the most indicators loadings were above 0.50 (except two items coded GA1 and SS6 that gained <0.50 loading) as shown in Figure 4.1 which suggested to be removed from further analysis. For Average Variance Extracted (AVE), the values should be more than 0.50 that indicates a sufficient convergent reliability (Hair et al., 2014a). The AVE values of 0.70 or more is substantial in the exploratory studies, 0.40 and higher can also acceptable (Hair et al., 2014a). Based on AVE results, the values of all study constructs passed the threshold (AVE > 0.5) and mean low error remained in the indicators than the explained variance of the construct. For Composite Reliability (CR), the acceptable minimum threshold is 0.70 which this value is preferred (Hair et al., 2014b). The results in this study indicated that the CR values ranged from 0.770 to 0.963 which more than the recommended value.

Table 2
Constructs Validity

Construct	AVE	CR
Surface acting	0.695	0.901
Deep acting	0.715	0.909
Genuine acting	0.507	0.770
Emotional labour	0.639	0.932
Turnover intention	0.596	0.898
Social support	0.509	0.842

For testing the discriminant validity, the study conducted this approach for assessment through the Fornell and Larcker (1981) criterion. This approach illustrates that a construct may share large variance with its respective indicators than with other construct. In order to test this method, the AVE values of each different variable should be more than the squared correlation with other variable. The loadings values of the indicators or items are recommended to be higher than 0.50 (Hair et al., 2014a). The findings indicate that the square root of the AVEs are greater than the diagonal values in the corresponding row and column, which this suggest that the required discriminant validity has met in this study.

Table 3
Discriminant validity

	SA	DA	GA	EL	TI	SS
SA	**0.833**					
DA	0.771	**0.845**				
GA	0.566	0.677	**0.712**			
EL	0.453	0.632	0.654	**0.799**		
TI	0.609	0.454	0.587	0.654	**0.772**	
SS	0.569	0.480	0.469	0.699	0.464	**0.713**

The structural model shows the relations between latent constructs in the study conceptual model. The study has considered the following criteria that facilitate the structural model assessment: Predictive Power (R^2) and path coefficient (Hair et al., 2014a). The values of predictive power, R^2 lie between 0 and 1, which a large value of this method the great the predictive power. However, the rules of thumb for sufficient value of R^2 is challenging because this method is determined by model complexity and study discipline (Hair et al., 2013). R^2 values for the endogenous (dependent) variable, turnover intention is 0.601, suggesting that 60.1% of the variance in the employee performance can be explained by the emotional labour.

The study examined the direct effects through path coefficients (beta values) which indicate to the direct relationship between the independent and dependent study variables in the model. As stated, the current study assesses the significant effects stated in the study model. The analysis results show a significant effect between emotional labour and turnover intention in the Jordanian hotel industry (EL→TI with $\beta = 0.699$, t-value = 4.989, $p < 0.05$) supporting H1; a not significant effect between deep acting and turnover intention (DA→TI with $\beta = 0.006$, t-value = 0.170, $p > 0.05$) not supporting H1a; a significant effect between surface acting and turnover intention (SA→TI with $\beta = 0.137$, t-value = 3.728, $p < 0.05$) supporting H1b, a significant effect between genuine acting and turnover intention (GA→TI with $\beta = 0.888$, t-value = 15.711, $p < 0.05$) supporting H1c.

Table 4
Results of Direct Effects

Hypothesis	Path	Beta	t-value	p-value	Result
H1	EL→TI	0.699	4.989	0.000	Supported
H1a	DA→TI	0.006	0.170	0.865	Not supported
H1b	SA→TI	0.137	3.728	0.000	Supported
H1c	GA→TI	0.888	15.711	0.000	Supported

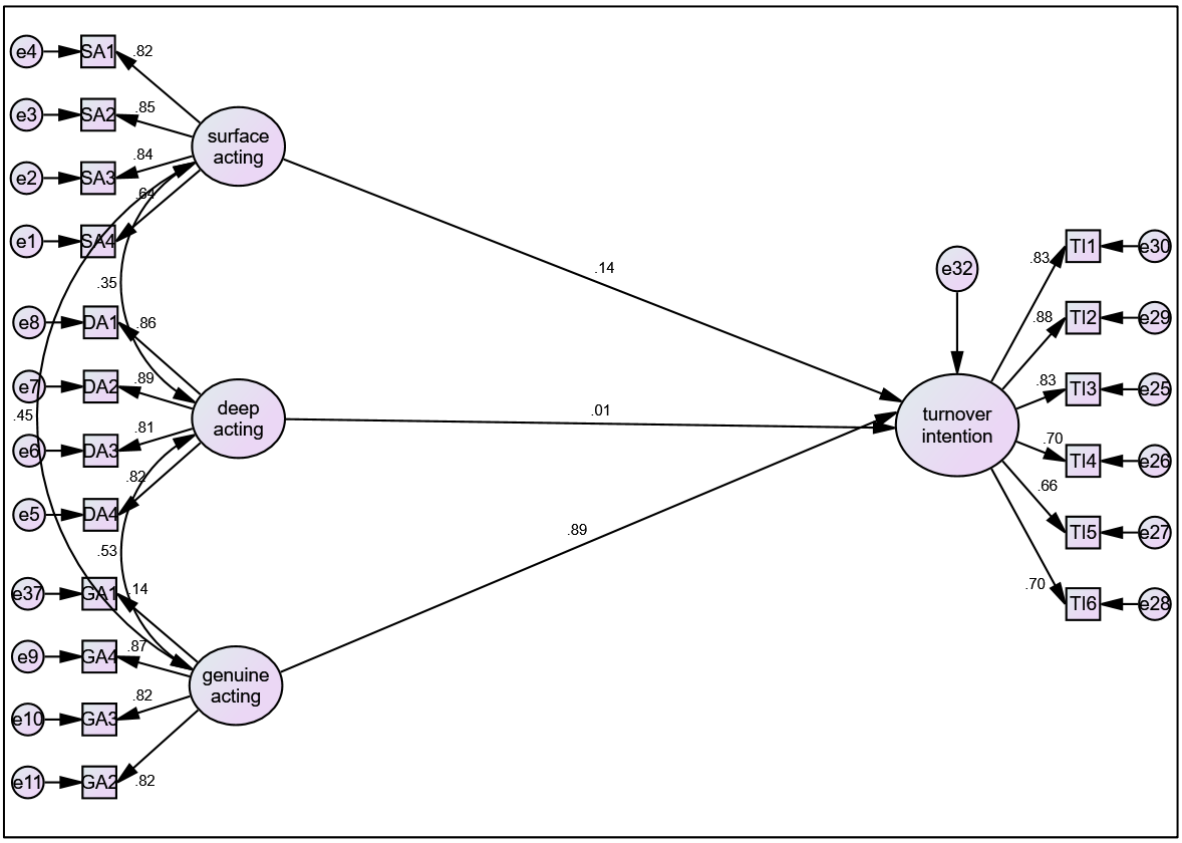

Figure 1 Path Coefficients of emotional labour dimensions and turnover intention

The moderator construct and the criterion variable should firstly obtained before obtain the simultaneous effects of the predictor as well as moderator (Chin et al., 2003). Further, the first study to analyze moderation effect to regress the dependent variable of turnover intention using emotional labour while the further procedure is to add moderator variable which is social support. In this study, there is one moderator with one interaction terms. Testing the interaction effect, the further procedure is to determine if the interaction effect is significant. The bootstrapping approach used all 352 samples to run re-samples of 5000 and introduce the t-value. The bootstrapping procedure results are included to test the significance of the interaction terms. As seen, the t-value =2.177, $p<0.05$ for the relationship of EL*SS→TI. This interaction term is found to be positively impact with $p<0.05$, thus the hypothesis H5 is significantly supported. The results of sub-hypotheses of moderation effect of social support showed significantly supported between deep acting H2a, surface acting H2b and turnover intention; but not significantly supported between genuine acting H2c and turnover intention.

Table 5
Results of Moderation Analysis

Hypothesis	Path	beta	t-value	p-value	Result
H2	EL*SS→TI	0.119	2.177	0.007	Supported
H2a	DA*SS→TI	0.088	1.925	0.05	Supported
H2b	SA*SS→TI	0.128	3.051	0.002	Supported
H2c	GA*SS→TI	0.036	0.642	0.521	Not Supported

Discussion

The study formulates a hypothesis states a significant role of social supported in the relationship between emotional labour and turnover intention. The results confirmed the social support effect which is seen as the perception that one's interactions with others in the workplace are characterized by warmth, understanding, and empathy. Accordingly, the findings stated the presence of social support in the workplace has been linked to a number of benefits, including improved morale, increased commitment to the organization, and enhanced productivity.

Generally speaking, the employees who feel socially supported are more likely to feel valued, respected, and included in the workplace, which can lead to greater motivation and a sense of belonging. Additionally, social support has been found to have a positive impact on employee emotions. Employees who feel socially supported are more likely to take risks, be creative, and engage in collaborative problem solving, all of which can lead to improved performance. The organizations that prioritize the development of social support among their employees are likely to experience a range of work benefits. This agreed with (Wu et al., 2021) study that showed positively associated of perceived social support.

The analysis also concerns with investigate the moderating role of social support on employees' turnover intention in hotels, and the results showed a significant effect of social support. The results indicated that social support plays a moderating role and moderates the positive relationship between emotional labour and turnover intention. Which supported similar findings of Zhao et al (2016) that indicated the support provided by the organization to the employees to maintain and prepare them to work with high morale. As the social support represents an effective incentive and provides assistance to employees with the aim of improving employees awareness, increasing their self-esteem, and ability to achieve the organization's goals.

The results of this study show that social support significantly moderates the relationship between deep acting and turnover intention offering crucial theoretical and practical insights into the study of emotional labor. The findings show that social support modifies the direction and strength of the association between employees intention to leave their company and deep acting. Employees who engage in deep acting make sincere attempts to match their internal emotions with the emotional expressions that the organization wants. Deep acting is typically linked to more genuine emotional displays and generally favorable work outcomes in contrast to surface acting which frequently causes emotional dissonance and psychological strain.

The findings also show that social support significantly moderates the relationship between surface acting and turnover intention providing crucial information about how emotional labor processes function in various social contexts at work. the results reveal that the positive correlation between surface acting and employees intention to quit the organization is weakened by social support. The term surface acting describes employees attempts to control their external emotional expressions without altering their true inner emotions. Employees who engage in this type of emotional labor frequently exhibit emotions that are at odds with their actual emotional state which leads to emotional dissonance.

On other hand, the findings suggest that the relationship between genuine acting and turnover intention is not substantially moderated by social support. The interaction term between genuine acting and social support was not statistically significant. This result implies that regardless of the degree of perceived social support the impact of sincere action on employees intention to quit is largely constant. Employees who naturally and authentically express their emotions in a way that is consistent with both their internal feelings and organizational display guidelines are said to be engaging in genuine acting. Genuine acting in contrast to surface acting and deep acting does not necessitate emotional control or mental effort to alter feelings. Genuine acting is typically linked to positive psychological outcomes such as emotional authenticity decreased emotional strain and improved well-being which are then linked to lower turnover intention. Employees who engage in this type of emotional labor are less likely to experience emotional exhaustion or stress-related withdrawal cognitions because genuine acting entails little emotional dissonance and low resource depletion.

Conclusion and Implications

The study's conclusions show that the relationship between emotional labor and turnover intention is considerably moderated by social support. This finding implies that the degree of social support offered at work has some bearing on how emotional labor affects workers' plans to quit. Adequate social support from hotels management can affect the strength of this relationship, but hotels employees who engage in emotional labor may experience emotional demands and pressures that can increase their turnover intentions to leave.

The results of this study show that the relationship between deep acting and turnover intention is substantially moderated by social support. This result suggests that the impact of employees' deep acting on their turnover intention is not consistent and is influenced, in part, by the degree of social support that is offered at work. As a result, social support is a crucial contextual factor to take into account when analyzing the effects of emotional labor and employees' turnover intention.

The study's conclusions show that the relationship between surface acting and turnover intention is considerably moderated by social support. Employees who engage in surface acting may experience emotional strain and increase their turnover intentions by repressing their true feelings and displaying them in a way that aligns with organizational expectations. The strength of this relationship, however, may be impacted by the availability of sufficient social support from the hotels management.

The results show that the relationship between genuine acting and turnover intention was not significantly moderated by social support. This finding implies that the degree of social support offered in the workplace has little bearing on the relationship between employees' sincere behavior and their turnover intentions. One explanation could be that genuine acting is less emotionally taxing than surface acting since it expresses feelings that employees naturally experience. As a result, workers who genuinely feel and communicate the emotions that their employers expect of them may be less reliant on social support when deciding whether to stay or leave.

Social support has a strong moderating effect, which has significant implications for hotels. Organizations should be aware that the availability and caliber of social support at work may have an impact on the detrimental effects of emotional labor. By offering supportive supervision, promoting teamwork and peer assistance, setting up mentoring programs, keeping lines of communication open, and giving staff members the chance to talk about and handle work-related emotional demands, managers can enhance social support.

Employers should create a welcoming workplace where staff members receive sufficient assistance from managers and the company, especially when deep acting is necessary. Through encouraging leadership, consistent communication, employee support programs, teamwork, mentoring, and channels that let staff members talk about and handle emotional demands at work, managers can improve social support.

For hotels managers, social support plays a crucial moderating role. Organizations should create supportive work environments that assist employees in managing the emotional demands that surface acting can place on them. Supervisors can create peer-support and mentoring programs, foster positive relationships among coworkers, offer supportive supervision, and keep lines of communication open with staff members.

The non-significant moderating effect of social support has significant implications. Social support by itself might not be enough to affect the relationship between genuine acting and turnover intention, even though hotels should keep creating supportive work environments. Therefore, hotels management should concentrate on more general elements that could support employee retention, like job satisfaction, organizational commitment, meaningful work, opportunities for professional growth, recognition, and a positive workplace culture. Hotels can also encourage staff members to be authentic in their interactions with coworkers and guests by encouraging them to express real emotions.

An important gap in the literature on emotional labor is filled by the discovery that social support does not substantially moderate the relationship between genuine acting and turnover intention. The direct effect of emotional labor on employee outcomes have been the main focus of previous research, with relatively little attention paid to the contextual factors that may strengthen or weaken these relationships. Specifically, little empirical research has looked at whether social support moderates various aspects of emotional labor, such as real acting. The study's non-significant moderation indicates that genuine acting's impact on turnover intention might not be dependent on social support, underscoring the need for additional organizational and contextual factors to be further investigated.

Limitations and Future Studies

Such the limitations are apparent in the hospitality studies, minimizing this potential problem, collecting data directly from multiple sources of data cross-national samples may enhance the understanding about the antecedents of this topic. Future topics in the emotional labor behaviors among different contexts and sectors like nursing staff, or teachers with new related possible factors like job burnout and examine the impact of organizational culture, organizational climate, empowerment and other factors addressed in previous research on intentions to leave. A proposed model to reduce the formation of intentions to leave work at the level of employee performance. Emphasizing the management's attention to the issue of employees' intentions to leave work by conducting a periodic survey of employees' opinions regarding the matters that may cause the formation of these intentions, including work pressure, job burnout and perceived organizational justice.

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