

The Effect of Emotional Labour on Turnover Intention: Mediation Effect of Job Satisfaction

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DOI Link: <http://dx.doi.org/10.6007/IJARBSS/v16-i9/28859>

Published Date: 28 September 2026

Abstract

The study aims concerns with examining the effect of the emotional labour on the turnover intention with mediation effect of job satisfaction 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 a significant positive effect between emotional labour and job satisfaction. In addition, the job satisfaction mediates 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, Job Satisfaction, Five-Star Hotels, Jordan

Introduction

In modern organizations, emotional labor has grown in significance, especially for jobs where workers must control, manage, and express their emotions as part of their job duties. Regardless of their true emotions, workers in service-oriented fields are frequently expected to exhibit friendliness, patience, empathy, and enthusiasm. Therefore, it is crucial for organizations to comprehend how emotional labor affects employees' attitudes and behavioral intentions if they want to keep a stable, motivated workforce (Yomi, 2017).

One of the key consequences of emotional labor for employees is the turnover intention. Employees may experience emotional strain, exhaustion, and dissatisfaction when their true feelings and the emotions they are expected to display diverge on a regular basis. This can increase their intention to quit the company (Wu et al., 2017). Nevertheless, there might not be a clear-cut or consistent correlation between emotional labor and turnover intention.

Employee turnover intention may be influenced by emotional labor, and job satisfaction may be a key mediating factor in this relationship (Warrad & Al Omari, 2015).

Therefore, a more thorough understanding of how and why emotional labor may contribute to employee turnover can be obtained by examining this mediating mechanism. Because employee turnover can result in significant organizational costs, such as those related to hiring and selection, training, organizational knowledge loss, decreased productivity, and service quality disruption, this research area is especially crucial (Alzubi, 2018). Organizations can go beyond merely acknowledging the detrimental effects of emotional labor and instead comprehend the processes by which these effects take place by recognizing the role of job satisfaction.

Organizational managers and human resource specialists can use the results of this research to identify emotional labor as a significant workplace problem and create interventions that improve workers' job satisfaction. Increased awareness and improved organizational support for handling emotional demands may be beneficial to employees. Such data can be used by businesses, especially service-oriented businesses, to enhance organizational performance, employee retention, and service quality. Additionally, by filling in the gaps in the literature regarding the mediating role of job satisfaction, researchers and academics can gain a better understanding of the mechanisms connecting emotional labor to turnover intention. Therefore, analyzing how emotional labor affects turnover intention through job satisfaction has theoretical and practical implications for comprehending employee behavior and creating long-term HR strategies.

The concept of emotional labour was formulated by sociologist Hochschild Russell Arlie in the context of her interest in the Emotions of Sociology, in her popular book, *The Heart Managed* in 1983, which provided the basis for academic research on "Service with a Smile." According to Hochschild, the workers receive a salary in exchange for showing pleasant feelings, and according to what is acceptable, this work is described as paid work (Badolamenti et al., 2017). Performing the work requires the use of the body and mind of workers to perform it appropriately, but there are some service professions that also require the control and management of emotions.

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.

In this regard, the current research aims to extend the previous literature findings and offer new research implications and insights relating to the influence of emotional labour with several dimensions (deep acting, surface acting, and genuine acting) on turnover intention. In addition, it investigates the job satisfaction as a potential mediator among this relation, which offer more comprehensive view about the process connecting job requirements into the

employee behaviour. Also, this study would contribute to the existed body of the relevant literature about the antecedents of turnover intentions, beyond the researches that mostly focus on the differences within the individual personality, relations with managers, and job characteristics without acknowledge the effect of the emotional labour.

Literature Review & Hypotheses Development

Employees' turnover intention 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 and job satisfaction (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., 2013). 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.

The literature has shown that the customer service employees with a discrepant experience between the internal and external emotional experiences at their job are more likely to express their intentions to leave the organization (Yomi, 2017). In the same vein within a longitudinal study of the part-time jobs for students, the results of Cote and Morgan (2002) revealed that the emotion regulation in the work has impact on the intention to quit. However, the actual turnover while comes to the associated behavior rather than the report a self-intention to leave the organization the findings supported the factor of the emotional labour in which measure the actual turnover (Yağci & Avcikurt, 2020).

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 like improve the job satisfaction (Asumah et al., 2019). Based on above discussion, the study formulates the following hypotheses.

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.

The literature explained how the factors such as emotional labour persuade the general well-being of the employees. The discussions also presented the models which also assumed the emotional labour in the same way and describes emotional labour as a new factor that includes several factors. Goleman described how these factors affect success in the workplace. He focused on the impact of emotional labour on job performance, and according to him, the emotional competencies are related to outstanding job performance (Singh, 2013). Human resources are the lifeblood and nerve center of any organization, so that the success of any organization depends mainly on its human resources, without which the organization would not exist. Over time, the employee satisfaction evaluation has become an important topic of research for companies and academics. It is defined as a positive emotional state resulting from the evaluation of the job or job experiences (Psilopanagioti et al., 2012). There are two basic components of job satisfaction: the cognitive component, which is the awareness that individual needs must be met, and the emotional component, which is the feeling that accompanies the perception. The study emphasized the need for proper training of employees so that their emotional quotient can be enhanced and also help in developing their emotional labour skills. The investigation of the relationship between these variables, and also studied how job satisfaction was affected by the emotional labour of and the results showed positive relationship between the emotional impact and job satisfaction (Gulsen and Ozmen, 2020). Based on above discussion, the study formulates the following hypotheses.

H2: There is a significant positive effect between emotional labour and job satisfaction in the Jordanian hotel industry.

H2a: There is a significant positive effect between deep acting and job satisfaction in the Jordanian hotel industry.

H2b: There is a significant positive effect between surface acting and job satisfaction in the Jordanian hotel industry.

H2c: There is a significant positive effect between genuine acting and job satisfaction in the Jordanian hotel industry.

The workers assess the work they are in with ratings ranging from very satisfactory work to very unsatisfactory work. Job satisfaction is seen as a positive state of feelings resulting from the positive evaluation of the individual's work or from the reaction as a result of the experience that the workers obtain while doing their work, and the greater the degree of worker satisfaction, the more attached he becomes to their work (Jamil et al., 2022). They are more willing to work, more able to remain within the organization, and more able to perform their work effectively compared to the worker with a low level of job satisfaction, which was confirmed by the literature.

It results from multiple reasons mentioned by many studies and the most important as follow: a) Inadequate compensation; b) Inappropriate organizational culture; c) Job insecurity; d) Lack of positive appreciation for personnel affairs and lack of flexibility in work schedules; e) Emotional exhaustion and job burnout; f) Unfavorable organizational climate. The inverse relationship between job satisfaction and turnover intention within the work has been

documented by many researchers (e.g Reb et al., 2017) that confirmed that the higher the levels of job satisfaction the worker has, the less he thinks about the possibility of leave the work, and in a similar framework, (Ekhsan, 2019) put forward in a study that conducted to examine the job satisfaction as an important indicator of many organizational variables and confirmed that employees who stay at work longer and have higher levels of job satisfaction are less likely to leave work. Based on above discussion, the study formulates the following hypothesis.

H3: There is a significant positive effect between job satisfaction and turnover intention in the Jordanian hotel industry.

In this context, studies have shown that employees' perception of the organization's concern for their well-being and the fairness of its decisions does not necessarily lead directly to positive behavioral outcomes. Rather, it occurs through enhancing their sense of job satisfaction, which acts as a mediating psychological mechanism explaining this relationship. A number of studies have focused on the role of job satisfaction as a mediator between job characteristics for example and outcomes such as and the intention to leave the job. These results indicate that the impact of job characteristics on employee behavior is often not direct, but rather depends on how the employee evaluates these characteristics and their level of job satisfaction (Krishnan et al., 2010).

Job satisfaction acts as a mechanism for absorbing this stress and channeling it into positive attitudes. The studies examining leadership styles have shown that job satisfaction plays a pivotal role in explaining the impact of leadership on outcomes such as service quality, and intention to leave. Positive leadership enhances employee satisfaction, which in turn increases their willingness to exert extra effort and remain with the organization (Ghadi, 2017). Based on above discussion, the study formulates the following hypotheses.

H4: Job satisfaction mediates the relationship between emotional labour and turnover intention in the Jordanian hotel industry.

H4a: Job satisfaction mediates the relationship between deep acting and turnover intention in the Jordanian hotel industry.

H4b: Job satisfaction mediates the relationship between surface acting and turnover intention in the Jordanian hotel industry.

H4c: Job satisfaction mediates the relationship between genuine acting and turnover intention in the Jordanian hotel industry.

Method

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), some research studies in the field of organization behaviour widely used the cross-sectional technique (e.g Minbaeva et al., 2003). Thus, the present study used a survey questionnaire technique for data collection.

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 and Bougie, 2010). 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.

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 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).

The emotional labour variable instruments and items with three dimensions (deep acting, surface acting, and genuine acting) are adopted from the previous literature (e.g Wen et al., 2019; Lee and Madera, 2019) due its suitability to meet the study's research objectives. The literature also indicates the turnover intention measurement items originated from Lee and Chelladurai (2018). The study adopts this factor with six items and focused on work conditions compare with the current situation, and to which extent the respondents plan to leave their job and looking for another one. Thus, the measurement items for job satisfaction in this study are adapted from Lee and Chelladurai, 2018.

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 mediator effect.

Analysis

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 (Wetzels et al., 2009). 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. Among this analysis the study assessed the convergent and discriminant validity the encompass constructs validity. 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 (Chin & Dibbern, 2010) and both of them were used in this study.

Convergent Validity

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 (job satisfaction and deep acting) and the minimum value is 0.798 (genuine acting). Thus, the reliability analysis indicates the instrument is highly reliable, and the questionnaire can be used in the filed study.

Table 1

Study Reliability Results

Construct	AVE	CR	Cronbach's Alpha
Surface acting	0.695	0.901	0.860
Deep acting	0.715	0.909	0.908
Genuine acting	0.507	0.770	0.798
Emotional labour	0.639	0.932	0.894
Turnover intention	0.596	0.898	0.900
Job satisfaction	0.607	0.963	0.908

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., 2012). 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). For Average Variance Extracted (AVE), the values should be more than 0.50 that indicates a sufficient convergent reliability (Hair et al., 2013). The AVE values of 0.70 or more is substantial in the exploratory studies, 0.40 and higher can also acceptable (Hair et al., 2014). 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., 2013). The results in this study indicated that the CR values ranged from 0.770 to 0.963 which more than the recommended value.

Discriminant Validity

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., 2014). 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 2

Discriminant validity

	SA	DA	GA	EL	TI	JS	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		
JS	0.400	0.632	0.634	0.588	0.553	0.779	
SS	0.569	0.480	0.469	0.699	0.464	0.641	0.713

***Note:** Values in the diagonal (in bold) represent the square root of the AVE while the off-diagonals are correlations.

Structural Model and Hypotheses Testing

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., 2014). 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.

Direct Effects

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, $p < 0.05$) confirming 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 confirming H1a; a significant effect between surface acting and turnover intention (SA→TI with $\beta = 0.137$, t -value = 3.728, $p < 0.05$) confirming H1b, a significant effect between genuine acting and turnover intention (GA→TI with $\beta = 0.888$, t -value = 15.711, $p < 0.05$) confirming H1c.

Table 3

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

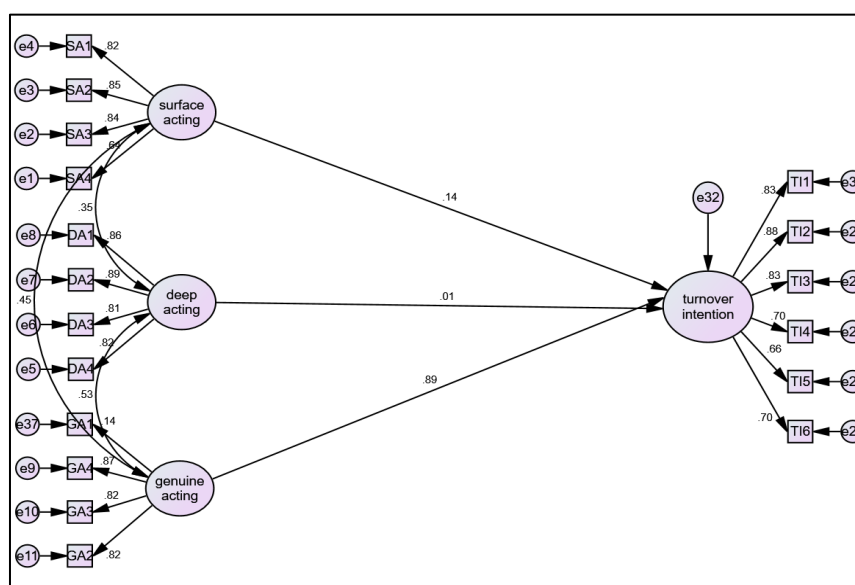


Figure 1 Path Coefficients of emotional labour dimensions and turnover intention

The results show a significant effect between emotional labour and job satisfaction in the Jordanian hotel industry (EL→JS with $\beta = 0.453$, $t\text{-value} = 3.110$, $p < 0.05$) confirming H2; a significant effect between deep acting and job satisfaction (DA→JS with $\beta = 0.120$, $t\text{-value} = 2.369$, $p > 0.05$) confirming H1a; a significant effect between surface acting and job satisfaction (SA→JS with $\beta = 0.411$, $t\text{-value} = 7.281$, $p < 0.05$) confirming H1b, a significant effect between genuine acting and job satisfaction (GA→JS with $\beta = 0.446$, $t\text{-value} = 7.619$, $p < 0.05$) confirming H1c.

Table 4

Results of Direct Effects

Hypothesis	Path	Beta	t-value	p-value	Result
H2	EL→JS	0.453	3.110	0.000	Supported
H2a	DA→JS	0.120	2.369	0.018	Supported
H2b	SA→JS	0.411	7.281	0.000	Supported
H2c	GA→JS	0.446	7.619	0.000	Supported

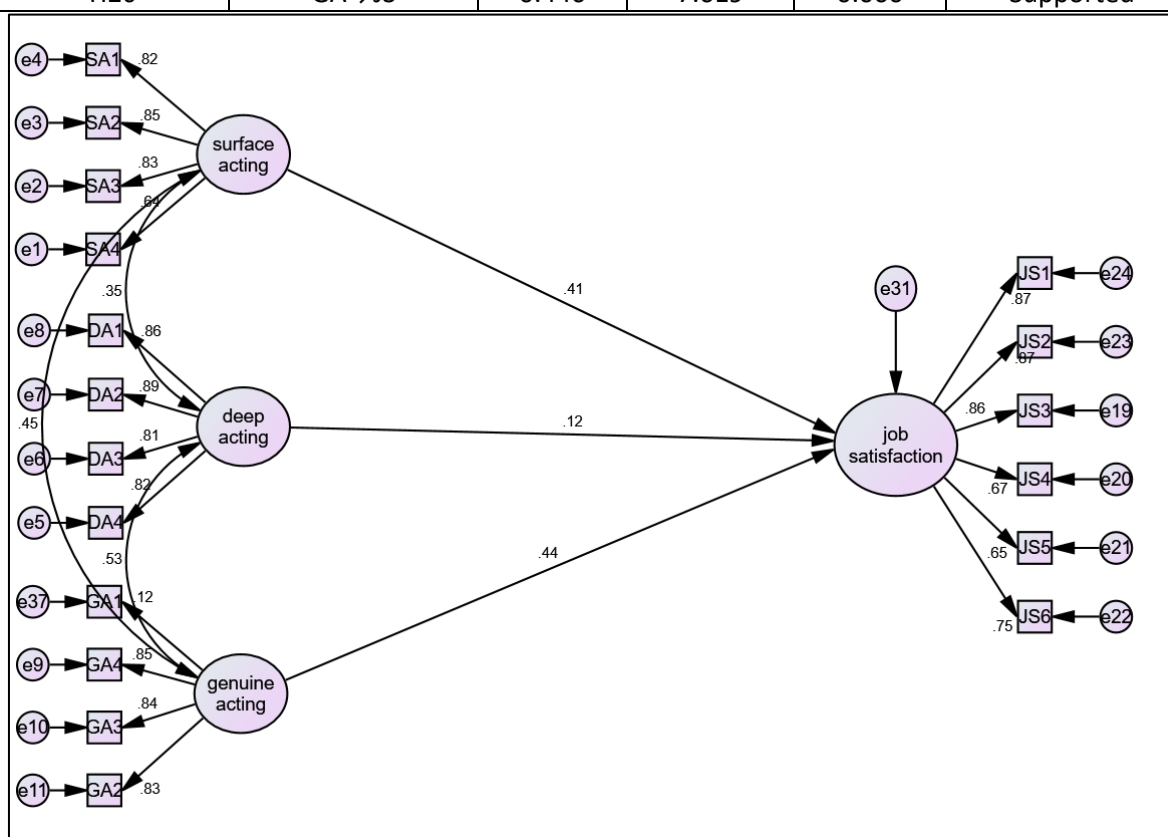


Figure 2 Path Coefficients of emotional labour dimensions and job satisfaction

On other hand, the results show a significant effect between job satisfaction and turnover intention in the Jordanian hotel industry (JS→TI with $\beta = 0.952$, $t\text{-value} = 14.186$, $p < 0.05$) confirming H3.

Table 5

Results of Direct Effects

Hypothesis	Path	Beta	t-value	p-value	Result
H3	JS→TI	0.952	14.186	0.000	Supported

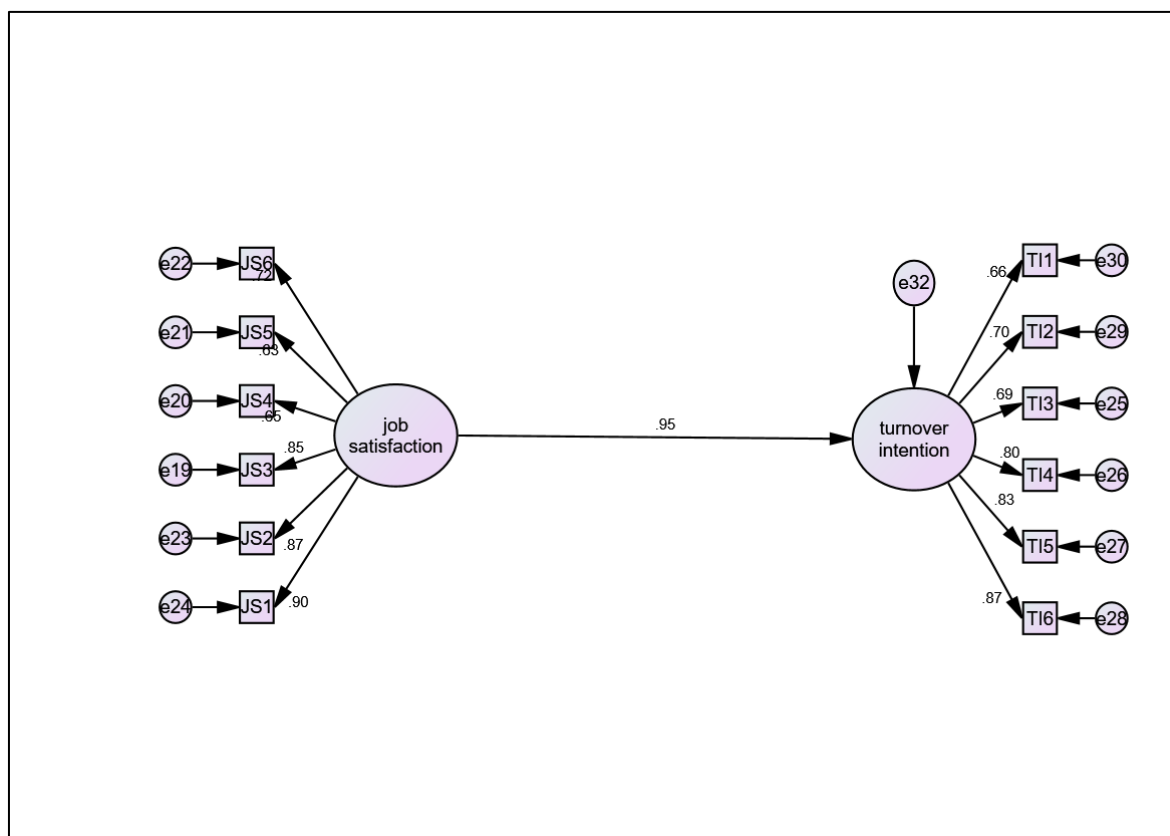


Figure 3 Path Coefficients of job satisfaction and turnover intention

Mediating Effect

Further, the first study to analyze mediation effect of job satisfaction in the relationship between emotional labour and turnover intention. Testing the mediation effect, the further procedure is to determine if the direct 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 mediation terms. As seen, the t-value = 2.209, $p < 0.05$ for the relationship of $EL \rightarrow JS \rightarrow TI$. The results found to be mediating effect of job satisfaction, thus the hypothesis H4 is significantly supported. Additionally, sub-hypotheses of mediation effect of job satisfaction also significantly supported between (deep acting H4a, surface acting H4b, and genuine acting H4c) and turnover intention.

Table 6

Results of Mediation Analysis

Hypothesis	Path	beta	t-value	p-value	Result
H4	EL→JS→TI	0.181	2.209	0.000	Supported
H4a	DA→JS→TI	0.171	3.311	0.000	Supported
H4b	SA→JS→TI	0.233	5.066	0.000	Supported
H4c	GA→JS→TI	0.206	4.835	0.000	Supported

Discussion

The study formulates a hypothesis states a significant effect between emotional labour and job satisfaction among employee in the Jordanian hotel industry. The analysis results found that all dimensions of emotional labour (deep acting, surface acting, and genuine acting) significantly affect the job satisfaction in the selected industry. Thus, the findings confirmed that the emotional labor indicates essentially managing individuals' emotions to meet the emotional demands of their jobs. For example, an employee at a busy daily works and tasks maintains a cheerful demeanor, despite the many tasks, to ensure that the operations on a positive note. The duality of emotional labor as a double-edged sword can enhance employee emotions and experiences, and it can also burn out employees.

From a point of emotional management, the companies that recognize the importance of emotional labor invest in training programs that teach employees how to effectively regulate their emotions. For example, the hotels that train their employees in conflict resolution and stress management not only improve customer satisfaction, but also improves employee well-being. The ripple effect on job satisfaction through master the employees of art of emotional labor, this effect lead to increased employee loyalty. A patient and understanding hotel employee can turn a routine management into a relationship-building moment, turning a customer into a lifelong customer.

On other hand, the results supported the notion that the impact of emotional labor on job satisfaction may seem intangible, but it's reflected in employees retention rates, positive reviews, and ultimately, the bottom line. A hotel with a warm and caring staff is more likely to see greater levels of satisfaction. At its core, the emotional labor isn't just about showing the right emotions, it is about genuinely connecting with employees in a way that leaves a lasting impression, fostering an environment where business thrives and relationships flourish. This result in line with findings of (Lee, 2021) that also indicated a positive significant of deep acting as a dimension of emotional labour on job satisfaction with a partial mediation of emotional intelligence between deep acting and job satisfaction.

The study formulates a hypothesis states a significant effect between job satisfaction and turnover intention. The results indicate that the job satisfaction is one of the most influential factors in reducing turnover rates is job satisfaction. Moreover, the job satisfaction plays a pivotal role in determining whether employees choose to stay or leave their positions, as the high levels of job satisfaction create a positive work environment, enhance employee loyalty, and boost motivation. Generally, the findings also supported the issue of employee retention is a major concern for all organizations that are seeking to maintain continuity, productivity, and morale. When employees are satisfied with their jobs, they are more likely to remain committed to their roles. This reduces turnover rates and the costs associated with recruitment and training.

Based on the above, this study explores the complex relationship between job satisfaction and turnover intention, and aims to demonstrate how job satisfaction influence employees' decisions to stay or leave. It also reviews strategies that organizations can implement to improve job satisfaction and reduce turnover intention. This result in line with findings of (Pinnington et al., 2024) which indicated the job satisfaction has an effect on turnover intention with a mediation presence of perceived organizational support. The relationship

between job satisfaction and turnover significantly asserted among the literature that showed a direct relationship (Quek et al., 2021). Through this result, the study stated that when the employees are satisfied with their jobs, they are less likely to leave their job position, thus the job satisfaction is the primary reason employees stay in their jobs.

The study formulates a hypothesis states a significant role of job satisfaction in the relationship between emotional labour and turnover intention. The results confirmed this effect and indicated that the emotional labor as a process of managing one's emotions in order to perform a particular role or task. It involves expressing, suppressing, or modifying emotions to fit the expectations of a situation. As an inevitable and essential part of their job, the management deal with various challenges, uncertainties, and stakeholders on a daily basis, hence the emotional labor can also have significant costs and benefits for organizations depending on how they handle it and the resources they have available to support them.

Further, the emotional labor is important for and affects individuals health and performance, also can be a source of stress, fatigue, and burnout, especially when they have to show emotions that conflict with their true feelings or when they have to suppress negative emotions for an extended period of time. However, the management may have to act confident and optimistic in front of employees, even when faced with doubts or fears. This can create emotional dissonance and drain their emotional energy, which can impair their mental health and productivity. On the other hand, emotional labor can also be a source of satisfaction, fulfilment, and motivation, especially when they are able to express authentic, positive feelings or when they are able to regulate their emotions effectively. The result consistent with the literature (e.g Lim & Moon, 2023) that showed a positive relationship between surface acting and turnover intention but has no significant relationship between deep acting and turnover intention.

Conclusion and Implications

For theoretical implication, the current study presented hypothetical analyses of the impact of emotional labour on turnover intention. Although many different research works on this topic, this study acts a launching point for other studies that are interested to address and explore the effect of emotional labour and job satisfaction on individual and organizational outcomes, particularly in the hospitality industry. So, the academics may make further research works to look into how emotional labour and job satisfaction could influence the turnover issues in the organizations. Second, it is expected that this study provides the essential insights and facts that can inspire the management of hotels to create numerous emotional labour and job satisfaction related actions that can be seen as pertinent to reducing turnover rates in this sector. However, this study goes beyond these findings by empirically demonstrate the applicability of the factors at the analysis of the primary collective dataset. For managerial implication, this study offers some fascinating insights. However, the hotels management should use supporting the practices to foster a satisfaction that is keeping the role of job satisfaction to support the practices that can improve the level of turnover reduction. Taking into account the relationship between job satisfaction and turnover intention, as well the ties between management practices and desirable outcomes, it is also essential to acknowledge the complexity of this relationship. The management in the hotels should put in place assistance of the workplace positive environment that can enhance the job satisfaction among the employees. As alternatives, the managers might encourage the

influence of emotional labour by launch new training programs through ascertaining positive emotions within the workforce.

Limitations & 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 job satisfaction, 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, job satisfaction, morale, work pressure, job burnout and perceived organizational justice. The formation of emotional labour appears to be linked to job satisfaction that employees receive and the procedures that govern this distribution process, expressed as procedural justice, in addition to emotional labour, by addressing its causes with the aforementioned phenomena to avoid to ultimately translates into an unsatisfactory rate of employee turnover in the organization.

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