

## Job Satisfaction as a Mediator between Emotional Labor and the Intention to Quit

**Nilgün Anafarta, PhD**

Professor of Human Resource Management

Akdeniz University Faculty of Economics and Administrative Sciences

Department of Business Administration

Turkey

### Abstract

*Emotional labor is a significant component of jobs that require either face-to-face or voice-to-voice interactions with clients. The aim of this study was to test the relationship between emotional labor and job satisfaction and the intention to quit. The mediating role of job satisfaction in the relationship between emotional labor and the intention to quit was tested with the Structural Equation Model. The respondents were 348 health workers in Turkey. The findings indicated a negative relation between surface acting and job satisfaction, and a positive relation between surface acting and the intention to quit. While a weak positive relation was found between deep acting and job satisfaction, a weak negative relation was found between deep acting and the intention to quit. No relation was found between the expression of naturally felt emotions and job satisfaction. In addition, job satisfaction significantly mediated the relationship between emotional labor and the intention to quit.*

**Keywords:** emotional labor, job satisfaction, intention to quit, mediation analysis, structural equation modeling

### 1. Introduction

There is a considerable increase in service sector jobs that involve face-to-face interaction between service providers and clients. Recently, the concept of emotional labor has gained importance in shaping the future of institutions in the service sector. Within this context, workers' expressing and controlling their emotions, while at the same time reflecting their natural feelings to their clients helps institutions to increase their loyal clientele. Emotion work is a significant component of jobs that require either face-to-face or voice-to-voice interactions with clients (Zapf, 2002). Emotional labor strategies or type of behavior exhibited by workers is an important factor in understanding how emotional labor affects workers (Nixon, Yang, Spector, & Zhang, 2010). Hochschild mentions two types of emotional labor strategies: surface acting and deep acting (Johnson & Spector, 2007). The writers have shown that these emotional labor behaviors has different and important relations with workers' well-being and stress. Alongside these two dimensions Ashforth and Humphrey (1993) added expression of naturally felt emotions.

Research has shown that emotional labor behavior types can increase workers' psychological stress and that this stress can have negative results such as job dissatisfaction and the intention to quit (Nixon, Yang, Spector, & Zhang, 2010). Workers' intention to quit is a variable used to estimate actual turnover. Examining the intention to quit can help determine whether workers who exhibit emotional labor behavior plan to quit their job or not and why they consider quitting. Previous studies revealed that emotional labor affects the intention to quit (Lv, Xu & Ji, 2012; Brotheridge & Grandey, 2002; Chau, Dahling, Levy, & Diefendorff, 2009; Bartram et al., 2012).

In hospitals, the primary task of workers is to diagnose and treat diseases in patients. Some diagnoses and treatments may cause fear and panic. Sentimental labor needs to turn the patients' emotions in a desirable direction (Zapf, 2002). Lee and Lee (2011), who studied the relations between the emotional labor, burnout, empowerment and intention to quit of clinical nurses, found a positive correlation between emotional labor and the intention to quit. In a study on the effect of emotional labor strategies on turnover and turnover intentions, Chau, Dahling, Levy and Diefendorff (2009), found that deep acting and surface acting affect turnover through turnover intention. Empirical studies in the literature report that the surface acting dimension of emotional labor negatively correlates with job satisfaction (Yang & Chang, 2008), and that deep acting positively correlates with well-being and job satisfaction (Psilopanagiotti, Anagnostopoulos, Mourtou, & Niakas, 2012).

The literature is reviewed to focus on the linear relationships between emotional labor and job satisfaction and intention to quit. However, it is seen that in recent years, few studies have concentrated on the mediating variables in the relation between emotional labor behavior and work results (e.g. Duke, Goodman, Treadway, & Breland, 2009; Nixon, Yang, Spector, & Zhang, 2010). Moreover, most studies on the relation between emotional labor and turnover were conducted with only nurses; other hospital workers were neglected (Parry, 2008; Bartram et al., 2012).

The aim of this study is to determine whether job satisfaction is a mediating factor in the relation between emotional labor behavior that workers exhibit and their intention to quit. The study may help administrators to understand and prevent the potential results of workers' emotional labor behavior. A review of the literature reveals that emotional labor is generally studied in two dimensions, superficial and deep. In the present study, a model was developed by the researchers to examine whether the job satisfaction of workers had a mediating effect on the relation between three emotional labor behavior dimensions (surface acting, deep acting, and expression of naturally felt emotions) and intention to quit.

## 2. Literature Review

The concept of emotional labor was first defined by Aarlie Hochschild (1983) and since then, it has been the focus of attention of many researchers, which has resulted in detailed discussions on the emotional labor concept. Brotheridge and Lee (2003) defines emotional labor as "workers' attempt to regulate their emotions so as to meet the expectations of the organization".

Asforth and Humphrey (1993), who examine emotional labor within the framework of social identity theory, describe emotional labor as the act of showing the appropriate emotion. Sandiford and Seymour (2002) use the term to refer to "expression or direction of the appropriate emotion while masking actual emotions". An important point emphasized with respect to emotional labor is the form of the emotions that workers show to clients. Therefore, emotional labor behavior is described over different dimensions in the literature. One of these dimensions is superficial acting, which is pretending to feel emotions that actually do not exist (Grandey, 2000), in other words, faking emotions. Those who engage in superficial emotional behavior experience a high level of emotional conflict. Therefore, superficial acting is also referred to as the *emotional conflict* dimension in the literature (Zapf & Holz, 2006).

Kruml and Geddes (2000) call the other dimension of emotional labor behavior, deep acting, as the basis of the emotional labor phenomenon. According to Grandey (2000), deep acting refers to workers' empathizing with clients, and approaching them with positive emotions by understanding the conditions that make this difficult. This type of behavior requires the individual to spend more effort. Therefore, both superficial acting, which involves emotional conflicts, and deep acting, which involves the expression of the workers' real emotions can be said to involve different emotional effort. D'Cruz and Noronha (2008) argue that workers can behave in line with the behavioral rules imposed by the employer and institution in both conditions of emotional labor.

Another dimension of emotional labor mentioned is the expression of naturally felt emotions (natural feelings). In addition to the superficial and deep acting dimensions, Ashforth and Humphrey (1993) mention the possibility of instances in which the emotions that workers need to show may actually be really felt by the workers. They refer to this as the expression of naturally felt emotions. According to Diefendorff, Croyle and Gosserand (2005), workers who express their emotions in this manner do not act a role for their clients, and they behave this way because they are sincerely ready to help and have positive emotions. Yet, Moris and Feldman (1996) underline that regardless of whether workers act superficially, deeply, or naturally, a certain degree of effort is required for all emotional labor.

### 2.1. The Mediating Role of Job Satisfaction in the Relation between Emotional Labor and Intention to Quit

Findings on the relation between emotional labor behavior and job satisfaction are not in agreement. There is confusion and conflict with respect to the structure of mutually interacting factors. Many researchers have concluded that emotional labor can lead to job satisfaction (Wong, Wong, & Law, 2005; Lv, Xu & Ji, 2012). While Hochschild (1983) reports that emotional labor negatively correlates with job satisfaction, Warton (1993) points to a positive correlation between the two variables (Zhang & Zhu, 2008). On the other hand, Grandey (2003) argues that there is an inverse relation between deep and surface acting and job satisfaction. However, this relation is not significant (Jonhson & Spector, 2007).

In the surface acting dimension of emotional labor, a decrease in the individual's job satisfaction can appear depending on whether or not any dissonance occurs. However, as deep acting tends to result in positive emotions, it can increase the individual's job satisfaction (Grandey, 2000; Kruml & Geddes, 2000). The literature presents evidence which indicates that there is a strong positive correlation between deep acting and job satisfaction or that this correlation is not significant in some cases (Bono & Vey, 2005; Johnson & Spector, 2007). In a study conducted with 164 English instructors in China, teacher satisfaction was found to correlate negatively with surface acting, while positively with deep acting and authenticity (Zhang & Zhu, 2008). Rutter and Fielding (1998) found a positive correlation between expression of naturally felt emotions and job satisfaction (Zaph, 2002). Based on these findings, the hypotheses below were formulated.

**Hypothesis 1a.** Surface acting is negatively related to job satisfaction.

**Hypothesis 1b.** Deep acting is positively related to job satisfaction.

**Hypothesis 1c.** Expression of naturally felt emotions is positively related to job satisfaction.

The intention to quit refers to workers' thought of leaving the organization (Lv, Xu, & Ji, 2012). Mobley (1977) points out that the intention to quit is the underlying reason for turnover. The intention to quit has been sparsely examined in relation to emotional labor (e.g., Nixon, Yang, Spector, & Zhang, 2010; Walsh & Bartikowski, 2013; Lee & Lee, 2011) and the studies available indicate that emotional labor behavior lead to the intention to quit. Some researchers argue that turnover behavior may be a result of emotional labor (Grandey, 2000; Cote & Morgan, 2002; Chau, Dahling, Levy, & Diefendorff, 2009). Lv, Xu, & Ji (2012) claim that emotional labor is related to the intention to quit. Walsh and Bartikowski (2013), found a positive relation between surface acting and the intention to quit. Based on these findings, the hypotheses below were formed.

**Hypothesis 2a.** Surface acting is positively related to the intention to quit.

**Hypothesis 2b.** Deep acting is negatively related to the intention to quit.

**Hypothesis 2c.** Expression of naturally felt emotions is negatively related to the intention to quit.

Emotional conflict theory and research constitute the theoretical underpinnings of the relation between emotional labor and the intention to quit (Chau, Dahling, Levy, & Diefendorff, 2009; Cote & Morgan, 2002). Emotional conflict is the condition in which the emotions expected by the organization from the worker conflict with the worker's actual emotions (Morris & Feldman, 1996). Emotional conflict is associated with individuals' emotional drain, reduced job satisfaction, reduced organizational loyalty, and many other personal and job-related negative effects (Lewig & Dollard, 2003; Seffrin & Panzano, 2003).

Abraham (1999) states that emotional conflict creates job dissatisfaction and thus increases the intention to quit. In the same study, Abraham (1999) found that in the relation between emotional conflict and the intention to quit, only job dissatisfaction is a mediator, while organizational loyalty is not. As emotional conflict and surface acting are conceptually similar constructs (Grandey, 2003), superficial acting may increase the intention to quit through job dissatisfaction. As in sincere behavior no emotional conflict is experienced, a negative relation can be expected between the expression of naturally felt emotions and the intention to quit. Thus, the hypotheses below were postulated.

**Hypothesis 3a.** Job satisfaction mediates the relationship between surface acting and the intention to quit.

**Hypothesis 3b.** Job satisfaction mediates the relationship between deep acting and the intention to quit.

**Hypothesis 3c.** Job satisfaction mediates the relationship between the expression of naturally felt emotions and the intention to quit.

### **3. Method**

#### **3.1. Data**

The present study was conducted with the health personnel (doctors, nurses, and medical assistants) working in 5 private hospitals operating under the same organization (in a large city in southern Turkey). Valid data was obtained from 348 participants out of a total of 400 participants in the 5 hospitals.

In the sample, 28% of the respondents were in the age group of 25 years and below, 44.8% were in the age range of 26-35 years, 19.2% were in the age range of 36-45 years and the remaining 8% were above 46 years of age. The proportion of female participants was 58.4%. Concerning their marital status, 51.2% respondents were married.

In regard to their education, 42.3% of the respondents were high school and health vocational high school graduates, 25.6% of the respondents were pre-graduate, and the remaining 32.1% were graduates and post-graduates. The occupations of the participants included doctors (20%), nurses (30.5%), and medical officers (49.5%). Of the employees, 21.1% had been working for their organization for less than 1 year, 52.3% for between 1 year and 5 years, 18.6% for between 6 and 10 years, and 8% for more than 10 years.

### 3.2. Measures

*Emotional labor.* Emotional labor was measured by a back-translated Turkish version of the Emotional Labor Strategy Inventory (Diefendorff, Croyle, & Gosserand, 2005) including surface acting, deep acting, and expression of naturally felt emotions. Participants rated each item using a 5-point Likert scale (5 = “Strongly Agree”; 1= “Strongly Disagree”). The alpha coefficients for surface acting, deep acting, and expression of naturally felt emotions were .84, .73, and .66, respectively.

Confirmatory factor analysis in LISREL 8.5 (Jöreskog & Sörbom, 2001) was used to investigate the factor structure and item performance of the three emotional labor strategy scales. To test the structural validity of the three dimensional model, goodness of fit statistics were used: (a) the Goodness of Fit Index (GFI) and Adjusted Goodness of Fit Index (AGFI) (b) Chi-Square, and (c) the root mean square error of approximation (RMSEA). The lower bound of good fit for the GFI and the AGFI is considered to be .90. For the RMSEA, the upper bounds for good fit are considered to be .08 (Hair, Anderson, Tahtam, & Black 1998; Vandenberg & Lance, 2000). According to the goodness of fit criteria, the data was well adjusted to the three dimensional model (Chi-Square=219.64,  $Df=72$ ,  $p=.000$ ; RMSEA=.077; GFI=.93; AGFI=.90).

*Job satisfaction.* Job satisfaction was measured with a 6-item scale developed first by Rusbult and Farrel (1983) and later used by Pasewark and Viator (2006). The internal consistency reliability for this scale was  $\alpha=.89$ .

*Intention to quit.* To measure workers’ intention to quit, the 3-item Intention to Quit Scale developed by Cammann et al. (1983) and translated into Turkish by Mimaroglu (2008) was used. The scale is of five-point Likert type (5 = “Strongly Agree”; 1= “Strongly Disagree”) and the alpha coefficients for the 3 items was .71.

### 3.3. Statistical Design

According to MacKinnon, Lockwood, Hoffman, West and Sheets (2002), hypotheses articulating measurable processes that mediate between the independent and dependent variables have long been proposed in psychology. In simple terms, a mediating effect is created when a third variable/construct intervenes between two other related constructs (Hair, Black, Babin, & Anderson, 2009). To understand how mediating effects are shown in our structural model, let us examine a model in terms of direct and indirect effects. Figure 1 shows both a direct effect ( $X \rightarrow Y$ ) and an indirect effect ( $X \rightarrow M \rightarrow Y$ ). Direct effects are the relationship linking two constructs with a single arrow. Indirect effects are those relationships that involve a sequence of relationships with at least one intervening construct involved. Thus, the indirect effect ( $X \rightarrow M \rightarrow Y$ ) represents the mediating effect of the construct M on the relationship between X and Y.

The use of multiple regression to estimate a mediated model requires the two following assumptions: that there be no measurement error in the mediator and that the dependent variable not cause the mediator (Baron and Keeny, 1986). As an internal and psychological variable, a mediator can be erroneously measured. This error of measurement in the mediator may result in the under- or over-estimation of the effect of the independent variable on the dependent variable. To eliminate this inconvenience, researchers (Judd & Keeny, 1981; Baron & Keeny, 1986; MacKinnon, 2000) recommend the use of the structural equation model approach while modeling mediating effects among multiple constructs. In this study, to test the postulated hypotheses, structural equation modeling (SEM) was utilized.

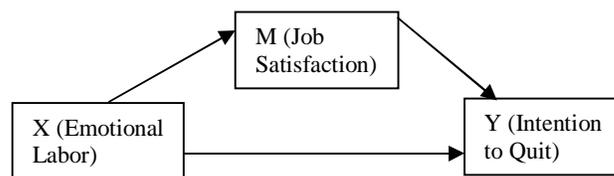


Figure 1

## 4. Results

### 4.1. Means, Standard Deviations, and Intercorrelations Among Variables

Table 1 presents the means, standard deviations, and zero-order correlations among all the study variables. Based on the mean values it can be said that health personnel did not feel the need to act while working, did not spend extraordinary effort to perform their job and empathize with patients, and treated their patients naturally and sincerely. Table 1 shows that surface acting negatively correlates with job satisfaction ( $r=-.22$ ) however, this correlation is weak.

**Table 1: Mean, Standard Deviations, and Zero-Order Correlations among Variables**

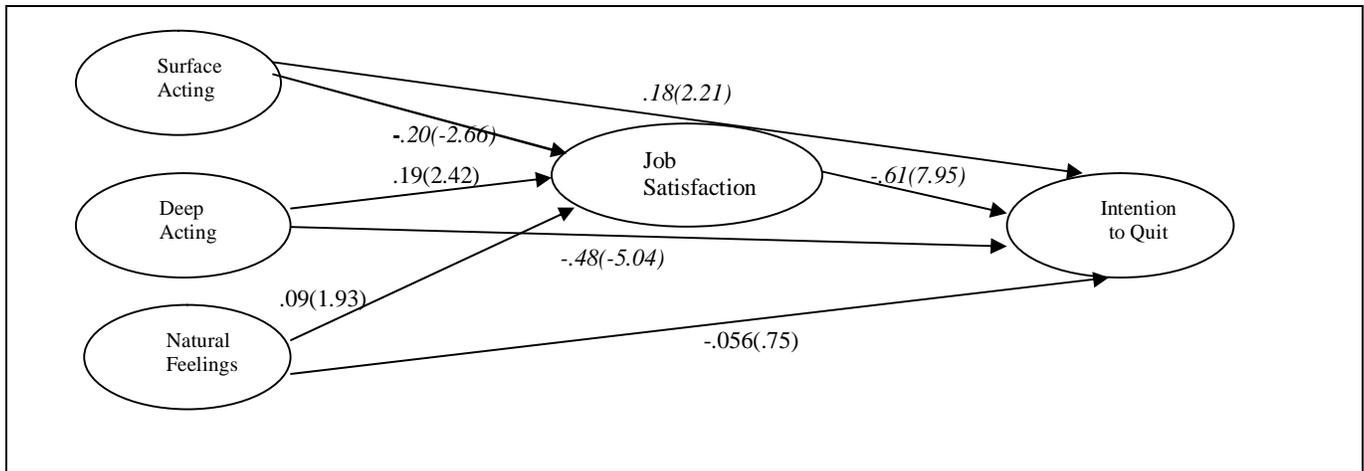
	Mean	Std. Dev.	1	2	3	4
<b>1.Surface acting</b>	2.49	.97	-			
<b>2. Deep acting</b>	3.50	.89	.42**	-		
<b>3.Expression of naturally felt emotions</b>	3.83	.95	-.24**	.11*		
<b>4.Job Satisfaction</b>	3.35	.96	-.22**	.15*	.10	-
<b>5.Intention to quit</b>	3.50	.87	.32**	-.12*	-.04	-.49**

\* $p<.05$  , \*\* $p<.01$

A moderate, positive and significant correlation is observed between surface acting and intention to quit ( $r=.32$ ,  $p<.01$ ). Deep acting correlates with both job satisfaction and the intention to quit ( $r=.15$  and  $r=-.12$ ), but the correlation is weak. Expression of naturally felt emotions does not correlate with job satisfaction and the intention to quit. Moreover, a moderately negative correlation is observed between job satisfaction and the intention to quit.

### 4.2. Testing For Mediation (SEM Results)

The results showed that the research model (Figure 2) has a good fit to the data according to indices which were recommended by the literature on SEM:  $\chi^2=94.16$  ( $Df=41$ ,  $p=.000$ );  $\chi^2/Df=2.3$ ;  $RMSEA=.061$ ;  $CFI=.97$ ;  $TLI=.96$ . The lower bound of good fit for the TLI and the CFI is considered to be .95 (Bollen, 1987; Hair et al., 1998; Vandenberg & Lance, 2000). Figure 2 shows that the surface acting dimension of emotional labor has a negative effect on job satisfaction, and a direct and positive effect on the intention to quit ( $\beta$  values of  $-.20$  and  $.18$  respectively;  $p<.05$ ). Therefore, H1a and H2a are supported. While deep acting had a direct positive effect on job satisfaction ( $\beta=.19$ ), it had a direct negative effect on the intention to quit ( $\beta=-.48$ ,  $p<.05$ ). Thus, H1b and H2b were verified. As the expression of naturally felt emotions, did not directly affect job satisfaction and the intention to quit, hypotheses H1c and H2c were rejected. The results of the SEM model which tests the mediating effect of job satisfaction in the relation between emotional labor and the intention to quit (Figure 2) and the Sobel test results (Table 2) show that while job satisfaction had a mediating effect on the relation between the deep and surface acting dimensions of emotional labor and the intention to quit (verification of H3a and H3b), it had no mediating effect on the relation between the expression of naturally felt emotions and the intention to quit (rejection of H3c).



**Figure 2: Research Model**

The Sobel test statistic carried out to determine the mediating effect of surface acting in the relation between job satisfaction and the intention to quit was 2.45. The significance value of this figure in the Z table (two-tailed) is 0.01. Thus, the effect of surface acting on the intention to quit is shaped by the significant mediating effect of job satisfaction variable.

**Table 2: Sobel Test Table**

Moderating Path	Sobel test	p value
Surface Acting → Job satisfaction → Intention to quit	2.45	.01
Deep Acting → Job satisfaction → Intention to quit	2.31	.02
Expression of naturally felt emotions → Job satisfaction → Intention to quit	1.87	.06

When the mediating effect of job satisfaction on the relation between deep acting and the intention to quit is analyzed, the Sobel test value was found 2.31 and  $p=.02$ . The Sobel test result for the mediating effect of job satisfaction on the relation between expression of naturally felt emotions and the intention to quit was not found to be statistically significant. Hence, job satisfaction can be said to mediate between surface acting and the intention to quit, as well as between deep acting and the intention to quit.

**5. Discussion**

In the present study, the mediating role of job satisfaction in the relation between emotional labor and the intention to quit was examined. To this purpose, a field study was conducted on the health personnel working in a private health organization in Turkey.

As stated before, while most studies on emotional behavior focus on superficial acting and deep acting, workers’ expression of naturally felt emotions has been ignored. Yet, Diefendorff, Croyle and Gosserand (2005) state that workers’ expression of naturally felt emotions in the workplace may be very common. This study contributes to the literature in that emotional behavior was examined along the surface acting, deep acting, and expression of naturally felt emotion dimensions of emotional labor.

In fact, an evaluation of the means obtained in this study reveals that health sector workers express their naturally felt emotions in the workplace, behave naturally while working, and do not spend extra effort to exhibit required work behavior and to empathize with patients.

The results of the correlation analysis indicate that job satisfaction negatively correlates with surface acting and positively with deep acting, but weakly. The correlation among surface acting and job satisfaction and the intention to quit is stronger than the correlation among deep acting and job satisfaction and the intention to quit.

These findings correspond with the findings obtained from empirical studies in the literature (Holman, Chissick, & Totterdell, 2002; Cheung, Tang, & Tang, 2011). In the study, no statistically significant correlation was found to exist among the expression of naturally felt emotions dimension and job satisfaction and the intention to quit. Rutter and Fielding (1998) found a positive correlation between the expression of naturally felt emotions and job satisfaction (Zaph, 2002), which may be attributed to the fact that the study was conducted with a culturally different sample.

According to the SEM results, surface acting has a direct negative effect on job satisfaction, while deep acting has a direct positive effect on job satisfaction. When workers attempt to liken their naturally felt emotions to their expressed emotions, their job satisfaction increases. That is, deep acting leads to positive outcomes for health workers. However, contrary to expectation, workers' expression of their naturally felt emotions does not directly affect their job satisfaction. Further empirical research is required to explain this relation. Qualitative research argues that when person-job compatibility is achieved, higher emotional adjustment and job satisfaction can occur (Chu, Baker, & Murrmann, 2012). Hence, the increase in emotional conflict of workers acting superficially may lead to a decrease in their job satisfaction.

Little empirical evidence is available on the relation between deep acting and job satisfaction. Lee and Lee (2011) emphasize that individuals with higher job satisfaction are more likely to have a positive job situation in their minds and to exhibit organizational citizenship behavior such as display rules. Furthermore, when workers are aware of the discrepancy between their naturally felt emotions and the emotions they wish to feel, they try to bridge the gap through deep acting. This makes them feel less/phony, rewards them through the resulting successful social interaction, and consequently, leads to a positive work outcome, just as in genuine acting (Walsh & Bartikowski, 2013). Therefore, health sector workers exhibiting deep acting behavior are likely to experience an increase in their job satisfaction.

In a study that Judge, Woof and Hurst (2009) conducted on customer services workers, analyses revealed that superficial acting negatively correlated with job satisfaction, while no correlation was found between deep acting and job satisfaction. On the other hand, Grandey (2003) found that both superficial acting and deep acting correlated negatively with job satisfaction. Walsh and Bartikowski (2013) conducted a study on 237 service sector workers and found that surface acting decreased job satisfaction, while deep acting had no effect on job satisfaction.

Another important expected finding in this study is that the dimensions of emotional labor had different effects on the intention to quit. A positive correlation was found between the intention to quit and surface acting, while a negative correlation was found between the intention to quit and deep acting. The study reveals that workers' naturally experiencing job required emotions does not affect their intention to quit. As surface acting requires workers to spend effort and can cause emotional conflict, their intention to quit may be expected to decrease. Similarly, the intention to quit of workers engaging in deep acting may decrease because of the positive emotions resulting from deep acting. On the other hand, when work frequently forces workers to act superficially, they may start to think that their job is not appropriate for them, consider leaving their organization and finding a position in an alternative employment area. The research findings partially correspond to empirical findings in the literature (Chau, Dahling, Levy, & Diefendorff, 2009; Bartram et al., 2012). The reason for the differences may be the fact that the studies were conducted in another field and country.

The relevant literature generally focuses on the direct relations between emotional labor and job satisfaction and/or emotional labor and the intention to quit (Lee & Lee, 2011). In the present study, job satisfaction was analyzed as a mediating variable in the relation between the three dimensions of emotional labor and the intention to quit, and as such the study contributes to the expansion of the limited literature in this field. The findings indicate that job satisfaction only mediates in the relation between the surface and deep acting dimensions of emotional labor and the intention to quit. Judge, Woof and Hurst (2009), underline the fact that engaging in only superficial acting leads to negative emotions that, in turn, negatively affect job satisfaction. Thus, as health sector workers are likely to experience emotional conflict, it is probable that their job satisfaction decreases more due to this conflict, resulting in greater intentions to quit. Conversely, deep acting creates more positive emotions compared to surface acting (Yürür & Ünlü, 2011). It is likely that the job satisfactions of individuals experiencing positive emotions increase, and their intentions to quit decrease.

### 5.1. Managerial Implications and Future Research

Research has shown that individuals who have a greater job satisfaction also tend to have higher life satisfaction and work performance, and not to display undesirable work behavior such as being late or absent for work, or intending to quit (Judge, Woolf, & Hurst, 2008). Therefore, especially health workers' surface acting and emotional conflict experiences lead to job dissatisfaction and thus to the intention to quit and turnover, which should be prevented. Therefore, surface acting is important especially from a managerial standpoint. In order to increase workers' job satisfaction and prevent their turnover, measures should be taken to reduce the negative effects of surface acting.

The increased freedom in decision making of workers in the services sector, and provision of social support from colleagues and organizational support from the institution, can reduce the negative effects of surface acting. Zaph (2002) argues that workers' control over work and social support from colleagues reduces emotional conflict.

Indifference, uncertainty, and job insecurity occurring due to the lack or absence of organizational support can cause workers to feel unimportant, which can increase their intention to quit (Demir, 2012). Lew (2009) argues that organizational support decreases the intention to quit. Hence, adding perceived organizational support and social support by colleagues as mediating variables to the present variables will be useful in further research.

The structures, work conditions, work times, and work types of organizations in the health sector are all different. The characteristics of health work can be used as mediating variables in the relation between emotional labor and job satisfaction and the intention to quit. In addition, the limited number of studies in the health and travel sectors should be increased so as to form a source for researchers and practitioners to compare findings and results. Another suggestion for further study would be examining the role of social support in the relation between emotional labor and well-being from a comparative perspective over different sectors.

Furthermore, the study of emotional labor, which is a popular research topic in the international literature, is fairly new in Turkey, and therefore, studies on emotional labor with different samples and in different sectors in Turkey are required.

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