

# CULTIVATING ORGANIZATIONAL COMMITMENT: THE IMPACT OF EMOTIONAL LABOR AND THE MEDIATING ROLE OF EMOTIONAL EXHAUSTION

Abigail Yolanda<sup>1</sup>

Bina Nusantara University,  
[abigail.yolanda@binus.ac.id](mailto:abigail.yolanda@binus.ac.id)

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**Abstract** - The study aims to understand better the connections between emotional labor and emotional exhaustion and the relationship between affective organizational commitment and emotional exhaustion. Also, this study examines the mediating role of emotional exhaustion between emotional labor and affective organizational commitment. Researching how emotional laborers deal with their day-to-day difficulties in managing their emotions and understanding strategies and factors impacting their stress levels will help organizations create policies and practices that support employees in managing their emotions and well-being. This study examines the mediating effect of emotional exhaustion on emotional labor and affective organization commitment. The respondents are heterogeneous and come from a range of industries. The design of this investigation was based on a quantitative methodology. Structural Equation Modelling-Partial Least Squares (SEM-PLS) examined the causal link among variables. The data was collected through Google Forms, and 136 responses were collected. This study revealed that emotional labor positively affects emotional exhaustion, showing that employees who use a surface-acting strategy typically experience higher levels of emotional exhaustion. The relationship between emotional exhaustion and organizational commitment is mediated by emotional exhaustion. Emotional exhaustion negatively affects affective organizational commitment. The researcher learned that surface acting in emotional labor significantly contributes to emotional exhaustion. It is also important for leaders to understand the factors leading to emotional exhaustion and how leaders can mitigate the risk of employees getting emotionally exhausted.

**Keywords:** Affective Organizational Commitment; Emotional Exhaustion; Emotional Labor; Organizational; Commitment

## 1. INTRODUCTION

### 1.1 Research Background

In this fast-changing world, many jobs will be replaced by AI or robots (Vorobeve et al., 2022). Digital culture has affected professional engagement since the COVID-19 pandemic, according to research by Saputra et al., (2021). However, robots or AI cannot replace human touch, empathy, and personal connection between human beings. This research focuses on emotional laborers and how they deal with their day-to-day difficulties in managing their emotions. According to Zhan et al. (2016) and Grandey (2000), emotional labor is the control of one's emotions and expressions to conform to the display standards that an organization promotes and its objectives. Understanding strategies and factors impacting their stress levels will help organizations create policies and practices that support employees in managing their emotions and well-being.

Researching the effect of emotional labor on emotional exhaustion as a mediation role and how this will affect affective organizational commitment is an interesting topic because researchers can better understand how to support employees in managing their emotions and maintaining a positive attitude towards their organization. According to certain studies on emotional labor among college professors, those factors should be given significant thought to lessen and prevent job burnout among these educators (Yin, 2023). On one hand, knowing how to handle emotional labor can improve job performance, customer satisfaction, and organizational outcomes. On the other hand, when an organization cannot manage it well, it can lead to emotional exhaustion, burnout, and decreased job satisfaction, as well as be counterproductive and lead to poor organizational performance. Additionally, research on emotional labor has implications for various industries and occupations where managing emotions is critical, such as healthcare, education, and customer service.

Research on affective organizational commitment examined employees' emotional attachment toward their organization. It is defined as the degree to which employees identify with and feel a sense of belonging to their organization (Allen & Meyer, 1990). It consequently results in favorable work attitudes, actions, and output. Studies of social psychology and affective organizational commitment have long been conducted in Western nations. Affective organizational commitment research has revealed various workplace outcomes, such as job performance, employment satisfaction, and intentions to leave. (Cohen, 2000); (Golden & Veiga, 2008); (Leroy et al., 2012). According to several studies, workers who exhibit high levels of affective organizational commitment are more likely to act advantageous to their employers, such as lending a hand to coworkers or going above and beyond the call of duty. They may also experience higher job satisfaction and lower turnover intentions (Tang & Vandenberghe, 2020). Organizations can build a supportive work environment that encourages employee commitment and well-being by better understanding the causes and impact of affective organizational commitment. This understanding is also supported by the research from Veronika (2019). Turnover intention is strongly negatively impacted by perceived organizational support.

Emotional exhaustion can reflect a wide range of issues, as emotional exhaustion is the core feature of burnout (Schaufeli & Taris, 2005). Emotional exhaustion is the most common experience mentioned by those who identify as burned out. (Schaufeli et al., 2009). The most frequently mentioned negative effect of emotional labor strategies in terms of psychological and behavioral results is emotional exhaustion. (Brotheridge & Grandey, 2002). Therefore, only emotional exhaustion will be used in the present research when exploring affective organization commitment and emotional labor strategies.

Some research has found that emotional exhaustion could have negative consequences for both employees and organizations, such as decreased job satisfaction, lower productivity, increased absenteeism, lower organizational commitment, and turnover intentions (X. Li et al., 2020). Understanding the antecedents and consequences of emotional exhaustion can help organizations develop strategies to mitigate its impact and promote employee well-being, provide social support, promote work-life balance, and address job demands and resources. By doing so, organizations can have the ammunition to retain and engage their employees to perform better, leading to sustainable and well-performing organizations.

From the above, researchers find it important to understand the causal relationship between emotional labor, emotional exhaustion, and affective organization. Though much research has stated the significant impact of emotional labor and emotional exhaustion, not much has focused on the mediating effect of emotional exhaustion on emotional labor and affective organizational commitment. From this, the researcher finds a research gap and wants

to investigate the role of the mediating role of emotional exhaustion to emotional labor and affective organization commitment. Also, most studies of emotional labor usually focus on one specific industry / homogenous population; this research has novelty by having respondents from various industries.

## 1.2 Literature Review

### 1.2.1 Emotional Labor

According to Zhan et al. (2016) and Grandey (2000), emotional labor is the control of one's emotions and expressions to conform to the display standards that an organization promotes and its objectives. The effort and energy workers put forth to control their emotions at work are examined by research on emotional labor.

However, over time, emotional labor and its causes and effects have been defined and clarified by three major schools of thought in emotional labor theory. First, Hochschild (1983) contended that since service-related jobs involve regular client interactions, workers must control their emotions and have management enforce and monitor them. These circumstances make it easier for workers to perform emotional labor. Hochschild (1983) went on to suggest that there are two ways in which emotional work is expressed: deep acting and surface acting. Workers who surface act repress their negative emotions while displaying emotional dissonance between their feelings and expected positive displays.

On the other hand, employees engage in deep acting by controlling their emotions to elicit true expressions of joy. Employees use surface and deep actions as a technique to control their emotions to comply with organizational display requirements. (Brotheridge & Grandey 2002)

Secondly, Ashforth & Humphrey (1993) extended Hochschild's (1983) concept by incorporating authentic, unprompted emotion and the potential negative impacts of emotional labor on task efficacy. While emotional labor tactics such as deep and surface acting are employed to adhere to display guidelines, employees might also naturally experience emotions that align with the norms without feeling compelled to modify them. When a front desk employee interacts with a customer, for instance, their emotional expression may already be by hotel policies because they feel upbeat and content. Natural displays of employee emotion are thus included in the definition of emotional labor (Ashforth & Humphrey, 1993).

Third, the concept of emotional work was further developed by Morris & Feldman (1996), who proposed that an important aspect of emotional labor is the organization's expectations for interactions between employees and customers. The frequency, duration, and intensity of each employee-customer interaction substantially impact employee emotional labor. Organizational display guidelines also heavily control how employees are supposed to express themselves and have an impact on emotional labor. In addition to contributing to the definition of emotional work, these early studies of the subject also greatly expanded the corpus of literature Hu'lsheger (2011).

The two most common hypotheses in the reviewed literature on emotional labor research from the hospitality and tourism industries are the conservation of resources theory and the affective event theory. Researchers have been investigating emotional labor for many years. Personality and emotional intelligence are the most studied predictors of emotional labor; the most studied effects of emotional labor are burnout and job satisfaction. Most research has focused on stress and burnout as mediators between emotional labor and outcomes like commitment, intentions to leave, and overall well-being. According to Lee & Madera (2019), moderators include gender, work status, leader-member exchange, and the atmosphere of authenticity.

Yin's (2023) research indicated that surface acting was positively connected with job burnout in college professors, while deep acting and the presentation of natural emotion were adversely correlated.

From the previous study, researchers understand that emotional labor strategy consists of deep-acting and surface-acting strategies. This research will focus more on the surface-acting strategy and find a causal relationship between the surface-acting strategy and emotional exhaustion and affective organization commitment. Understanding the impact of emotional labor on staff, customers, and businesses requires examining the surface-acting technique. It gives organizations and researchers insights into the dynamics of emotional labor, enabling them to create plans for enhancing employee well-being, customer satisfaction, and overall organizational success.

### **1.2.2 Emotional Exhaustion**

Emotional exhaustion is the overuse of one's power, energy, or resources to the point where one fails, wears out, or experiences burnout Freudenberger & York (1974). According to Maslach & Jackson (1981), burnout is a condition of both mental and physical exhaustion.

Maslach's theory separates the three dimensions of burnout. The first dimension, "emotional exhaustion," is when an organization places interpersonal connections and enormous emotional expectations on a person that person is unable to cope with, which causes emotional resources to be exhausted. The second is the "depersonalization" dimension, in which people stop caring about their customers. This results in indifference or emotional detachment from customers since the employees ignore or treat them like objects. The last dimension is "reduced personal accomplishment," which refers to people losing interest in their work and thus feeling much less competent or accomplished in their careers (Maslach & Jackson, 1981). Psychologists typically talk about mental exhaustion in academic contexts. When employees exhibit emotional exhaustion, their psychological resources are depleted, and they cannot contribute independently. (Ambrose et al., 2014).

Research on emotional exhaustion examines feeling emotionally drained or depleted because of prolonged exposure to job stressors, including emotional labor. Emotional exhaustion is a key component of burnout and is often characterized by feelings of fatigue, cynicism, and reduced professional efficacy.

According to research from Singla et al. (2021), the stress brought on by highly demanding jobs further contributes to job burnout in the form of exhaustion, and emotional exhaustion acts as a mediator in the relationship between demanding jobs and early retirement.

Research from Lavelle et al. (2021) suggests that though surface acting strategy in emotional labor does not cause emotional exhaustion, emotional exhaustion does contribute to surface acting strategy.

Addressing emotional exhaustion is essential for establishing happier, more productive work environments because it has broad ramifications for individuals, businesses, and society.

### **1.2.3 Affective Organizational Commitment.**

The level of emotional attachment to an organization that allows one to identify with, participate in, and enjoy being a member is called affective organizational commitment (Allen & Meyer, 1990).

Since the early 1990s, literature investigating the impact and influence of emotional labor has drawn attention because of customer-employee interactions and increased study interest in

organizations' attempts to monitor and direct employee emotional displays (Morris & Feldman, 1996).

This dedication is closely tied to certain outcomes important to the organization, such as employee happiness and retention (Meyer et al., 2002). Drawing on social exchange theory (Wiley, 1964), The literature has presented strong evidence that when workers perceive that their employers value and acknowledge them, they will reciprocate the favor by engaging in social exchange. (Van De Voorde & Beijer, 2015).

Affective commitment shows a strong emotional bond between the individual and the company. (Allen & Meyer, 1990) Instead of continuing out of obligation or working only for observable reasons (such as monetary reward).

It is dependent on the objectives of the organization and its circumstances. Promoting employee engagement, job happiness, and desire to go above and beyond job requirements may be more successful with affective organizational commitment, which entails an emotional link and identification with the organization. However, if the organization wants to lower turnover and encourage adherence to organizational norms and principles, continuity, and normative commitment—based on perceived costs and obligations to stay with the organization—might work better. Combining all three forms of dedication may work best to foster total organizational performance.

Certain research looked at job happiness or emotional intelligence and focused on surface-level or deep-level acting techniques (Wen et al., 2019). Another study on the topic was conducted to understand better how emotional labor tactics influence frontline employees' emotional exhaustion and passion. In contrast to frontline employees with obsessive passion, who are more likely to use a surface-acting strategy and ultimately burn out emotionally when faced with emotional labor and the need to protect themselves from emotional exhaustion, harmoniously enthusiastic frontline workers are likelier to use a deep-acting method (Chen et al., 2019).

Another research from Li et al. (2019) discovered that a leader's deep emotional acting (one facet of servant leadership) reinforces the positive association between team members' job happiness and their opinion of the leader's capacity to add value to the community. On the other hand, this relationship is weakened when a leader acts superficially and expresses inherently felt feelings.

Research from (Widhy et al., 2021) concludes that organizational commitment has no relation to job happiness. The results of this study are highly intriguing and appear to defy both empirical evidence and scientific studies that suggest that organizational commitment is influenced by job satisfaction. It has yet to be demonstrated that the job satisfaction component directly impacts organizational commitment or can mediate the interaction between organizational culture and compensation in determining workers' organizational commitment in the mining industry.

Understanding the effects of affective organizational commitment on retention, performance, employee well-being, and organizational culture requires research on this topic. It offers useful advice to help businesses create an environment where people want to work, which ultimately helps both the workers and the business.

Along with the current research on emotional labor, previous studies of emotional labor majorly focus on one specific industry. However, this research is not focusing on only one specific industry. The respondent of this research comes from various kinds of service industry while still maintaining the respondent's significant role as an emotional laborer.

In addition, there is a gap in earlier research since it has yet to be examined how emotional exhaustion mediates the relationship between emotional work and affective

organizational commitment. The current study aims to understand how emotional exhaustion mediates the relationship between emotional labor and affective organizational commitment in distinct service industries.

#### 1.2.4 Hypothesis & Research Model

The research was surveyed by Chen et al. (2019) using 260 restaurant industry samples, and the Structural Equation Model was used for testing and analysis. The findings demonstrate that frontline employees who are harmoniously passionate tend to use a deep-acting strategy to avoid emotional exhaustion when faced with emotional labor. In contrast, frontline employees who are obsessively passionate tend to use a surface-acting strategy and are, therefore, more likely to run out of emotional energy. Another study by Rafiq et al. (2020) discovered a positive correlation between emotional exhaustion and surface acting. The study found a negative correlation between emotional exhaustion and deep acting. The study's findings confirmed that cultural intelligence moderates the association between emotional labor and emotional exhaustion. Lin & Lin (2011) argue that because surface acting, and emotional exhaustion are positively correlated, front-line staff members concentrating on surface acting will experience greater emotional exhaustion.

Based on the above previous research, we proposed that:

*H1: Emotional labor is positively affecting emotional exhaustion.*

Numerous studies have confirmed the links between affective organization commitment, exhaustion, and worker performance. When workers are emotionally invested in the company, they put more effort into work and are consequently more likely to deliver quality work. (Meyer et al., 2002). On the contrary, when employees feel exhausted, they typically perform less well (Cropanzano et al., 2003).

Another research from X. Li et al. (2020) demonstrate that emotional exhaustion detrimentally affects organizational commitment. A convenience sample technique was used to select 410 staff from 10 four- and five-star hotels in China for the study.

Van Waeyenberg et al. (2022), according to research on 458 Flemish teachers, the perceived effectiveness of the performance management process influences teachers' performance. However, this effect is mostly indirect and is mostly brought about by affective organizational commitment. In other words, it strengthens educators' dedication to the company, improving their output. Exhaustion was not associated with teacher performance, although affective organizational commitment might be.

Galltta et al. (2019) research, including 647 nurses from 66 working units in 4 hospitals in Italy, revealed that affective commitment as a collective might be viewed as providing safety for nurses. Furthermore, the findings indicate that nurses who exhibit strong affective commitment should not take high work-family conflict seriously. Individual and group interventions are considered to minimize emotional weariness, foster collective affective commitment, and lower work-family conflict.

Along with the reasoning underlying the prior research, this gives rise to the following hypotheses:

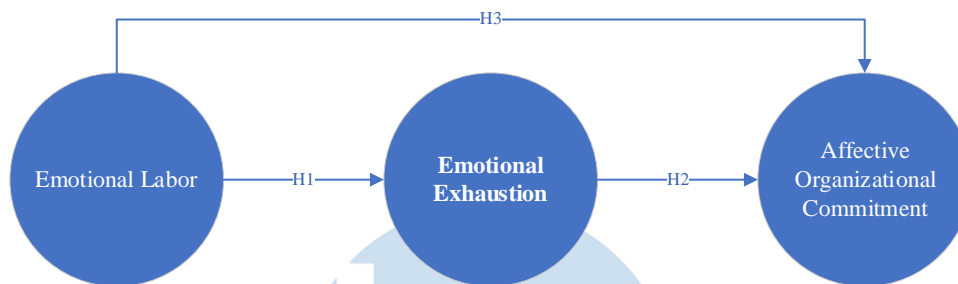
*H2: Emotional exhaustion is negatively affecting affective organizational commitment.*

According to previous research, there is a link between emotional exhaustion, emotional labor, and the commitment of affective organizations, there is a gap in earlier research since it has yet to be examined how emotional exhaustion mediates the relationship between emotional

work and affective organizational commitment. From this, we conclude with the following last hypotheses:

*H3: Emotional exhaustion mediates emotional labor and affective organizational commitment.*

From all the hypotheses above, this study aims to investigate the relationship between emotional labor and emotional exhaustion, the relationship between emotional exhaustion and affective organization commitment, and the mediating role of emotional exhaustion between emotional labor and affective organization commitment.



**Figure 1: Research Model**

**2. RESEARCH METHODOLOGY**

**2.1 Research Design**

A quantitative approach is taken in this investigation. Here, two different research methodologies are employed: (1) descriptive research, which describes the respondents' attributes and the rating scale derived from the survey results, and (2) associative research, which describes causal linkages. Sought to examine the relationship between affective organization commitment and emotional labor and the association between emotional exhaustion and affective labor. Additionally, the mediating effect of emotional exhaustion was to be investigated concerning these relationships.

For the data collection, first-hand information was gathered for this study via a questionnaire survey. Workers classified as emotional laborers were asked to complete the survey; responses were gathered from various industries using a 5-point Likert scale, with 1 denoting "strongly disagree" and 5 denoting "strongly agree."

Emotional Labor (EL) dimensions were captured by 13 questionnaire questions focusing on surface-acting strategy, Affective Organization Commitment (AC) was captured by 5 questionnaire questions items, and Emotional Exhaustion (EE) was captured by 10 questionnaire questions. The questionnaire was designed in Bahasa Indonesia and was derived from the researcher's theoretical understanding of each variable.

**Table 1. Operationalized Variable**

Variable	Indicator	Question	Source
Affective Organizational Commitment (KA)	Intention to stay	[KA1] <i>Saya berpikir untuk menghabiskan sisa karir di perusahaan tempat saya bekerja saat ini</i>	(Modified from theory Allen & Meyer, 1990)
	Proud with employer	[KA2] <i>Saya membanggakan perusahaan tempat saya bekerja saat ini kepada orang lain</i>	
	Sense of belonging	[KA3] <i>Saya menganggap permasalahan perusahaan adalah permasalahan yang harus saya selesaikan</i>	
	Engagement with work		
	Responsibility to work		

Variable	Indicator	Question	Source
		<i>[KA4] Saya berpikir pekerjaan lain tidak akan membuat keterikatan seperti yang saya rasakan pada pekerjaan saya saat ini</i>	
Variable	Indicator	Question	Source
Affective Organizational Commitment (KA)		<i>[KA5] Saya merasa harus memiliki tanggung jawab atas pekerjaan karena merupakan hal penting bagi organisasi</i>	
Emotional Labor (EL)	Surface Acting Deep Acting	<i>[EL1] Saya berusaha melakukan menghadapi pihak-pihak dengan sebaik mungkin</i> <i>[EL2] Saya hanya berpura-pura saat harus menampilkan emosi yang dianggap relevan dengan pekerjaan</i> <i>[EL3] Saya memakai topeng untuk menunjukkan emosi yang dianggap relevan dengan pekerjaan</i> <i>[EL4] Saya mencoba untuk benar-benar menampilkan emosi yang relevan pada saat menghadapi semua pihak</i> <i>[EL5] Saya berusaha untuk benar-benar merasakan emosi yang perlu saya tunjukkan kepada orang lain</i> <i>[EL6] Untuk memuaskan pelanggan, saya akan mencoba memahami perasaan semua pihak</i> <i>[EL7] Emosi yang saya ungkapkan kepada semua pihak adalah asli</i> <i>[EL8] Emosi yang saya tunjukkan kepada semua pihak datang secara alami</i> <i>[EL9] Emosi yang saya tunjukkan kepada semua pihak sesuai dengan apa yang saya rasakan secara spontan</i> <i>[EL10] Ketika ada ketidaksepakatan dengan pihak lain, saya akan melayani sesuai dengan kebutuhan pihak-pihak tersebut tanpa perubahan emosi apapun</i> <i>[EL11] Ketika ada pihak yang tidak setuju dengan saya, saya akan memilih diam</i> <i>[EL12] Saya merasa tidak berdaya ketika ada pihak yang meminta terlalu banyak</i> <i>[EL13] Saya merasa tidak berdaya bila tidak dapat bertemu dengan pihak tertentu untuk sementara waktu</i>	(Modified from Theory Grandey, 2000)
Emotional Exhaustion (EE)	Emotional tiredness Physical tiredness Work tiredness & disappointment	<i>[EE1] Saya merasa lelah secara mental ketika berkaitan dengan pekerjaan</i> <i>[EE2] Saya merasa lelah ketika bangun di pagi hari</i> <i>[EE3] Sangat melelahkan bagi saya untuk bekerja dengan orang-orang sepanjang hari</i> <i>[EE4] Saya merasa lelah dengan pekerjaan saya</i> <i>[EE5] Saya merasa kecewa dengan pekerjaan saya</i> <i>[EE6] Saya mengalami kesulitan ketika berada di tempat Kerja</i>	(Modified from theory Ambrose et al, 2014)
Variable	Indicator	Question	Source
		<i>[EE7] Saya sangat stres untuk bekerja sama dengan atasan di tempat Kerja</i> <i>[EE8] Saya merasa</i>	



Variable	Indicator	Question	Source
		<i>bahwa saya berada dalam batas daya tahan yang saya sanggupi</i>	
		<i>[EE9] Saya merasa kosong di penghujung hari kegiatan di tempat Kerja</i>	
		<i>[EE10] Saya merasa lelah ketika menyadari harus menghadapi hari kerja lagi</i>	

## 2.2 Data Collection

The researchers randomly distributed the questionnaire to her networks and most respondents came from the education industry or had a role as emotional labor. The survey was distributed from 1 March 2023 to 18 April 2023. The data was collected through Google Forms for 49 days, and 136 responses were collected. The survey was done with probability sampling and unit of analysis was employees who had role as emotional labor from various industries.

The design of this investigation was based on quantitative methodology. Structural Equation Modeling-Partial Least Squares (SEM-PLS) examined the causal link among variables. Latent (construct) variables, also called unobserved variables, and indicator variables, often observed variables of each latent variable, were the two categories of variables involved. Exogenous and endogenous latent variables are the two categories of latent variables. In this study, emotional labor is the external latent variable, emotional exhaustion is the mediating variable, and affective organization commitment is the endogenous latent variable. Figure 1 depicts the research model that will be assessed through 2 steps analysis: the measurement model and the structural model.

To investigate the given hypothesis, the relationship model or influence model utilized in this work is followed by the analysis method of structural equation modeling, or SEM. In social sciences, SEM is a multivariate analysis technique primarily using qualitative analysis to test causal links (Cho et al., 2009). Researchers employ software, such as SmartPLS, to analyze SEM models because the process cannot be completed manually. Partial Least Squares (PLS) do not rely on the requirement that data have a specific distribution, measurement scale, or sample size, they are considered soft modeling techniques (Anuraga et al., 2017).

This research is carried out in multiple stages: (1) developing a questionnaire instrument according to the research framework; (2) selecting a sample of respondents; (3) administering the online survey; (4) utilizing SEM-PLS software to process the data; and (5) interpreting and evaluating the findings.

## 3. RESULTS

This section explains the analysis's findings and how the data processing was interpreted. The causal link between emotional labor, emotional exhaustion, and affective organizational commitment is investigated using structural equation modeling least squares (SEM-PLS).

### 3.1 Respondents' Profile

According to the results of the online survey, 136 people from a variety of industries especially targeted the group of emotional labor employees. The profile of the respondent is displayed in the following table according to multiple attributes:

**Table 1. Respondents Profile**

Demographic	Category	N	%
Gender	Male	60	44.12%
	Female	76	55.88%

Age	> 55 years	2	1.47%
	20 - 25 years	14	10.29%
	26 - 30 years	13	9.56%
	31 - 35 years	30	22.06%
	36 - 40 years	41	30.15%
	41 - 45 years	23	16.91%
	46 - 50 years	10	7.35%
	51 - 55 years	3	2.21%
Service Period	< 2 years	15	11.03%
	> 10 years	67	49.26%
	> 2 years- 5 years	25	18.38%
	> 5 years - 10 years	29	21.32%
Industry	Service	115	84.56%
	Manufacture	21	15.44%
Employment Status	Contract Employees	22	16.18%
	Permanent Employees	107	78.68%
	Daily Freelancer	4	2.94%
	Freelancer	3	2.21%
Marital Status	Single	46	33.82%
	Married	90	66.18%
Current Status	Work in NGO	2	1.47%
	Work in a Private Company	126	92.65%
	Entrepreneur	4	2.94%
	Others	4	2.94%
	Total	136	100%

*Source: Data Processing (2023)*

The measuring model assessment is covered in this section. Composite reliability, discriminant validity, and convergent validity analyses were performed for the measurement model. The idea is that a construct's metrics should establish convergent validity.

### 3.2 Evaluation of Measurement Model (Outer Model)

This section discusses measuring model assessment. Composite reliability, discriminant validity, and convergent validity analyses were performed for the measurement model. The foundation for determining convergent validity is that a construct's metrics need a strong correlation. It should be completed based on the loading factor and AVE values.  $> 0.7$  for the outer loading factor (Hair et al., 2014), and Average Variance Extracted (AVE)  $> 0.705$  (Hair et al., 2014)).

Table 2 shows the convergent validity values. Discriminant validity tests if a reflective indicator is a good measure of its construct, based on the assumption that each indication need only have a strong association with its concept. Measures of different constructs should not have a high correlation between them. (Ghozali and Latan, 2015). The discriminant validity test in the SmartPLS program makes use of the Fornell-Larcker Criterion and cross-loading values. (Henseler et al., 2015). Suppose the square root value of the AVE for each construct is larger than the correlation value between the constructions and other constructs in the model. In that case, the model is said to have good discriminant validity (Fornell & Larcker, 1981). Cross-loading relies on the requirement that the factor loading of every indication in one latent

variable be higher than the factor loading of every other latent variable. Fornell-Lacker and cross-loading values are displayed in Tables 3 and 4. Composite Reliability evaluated the reflective constructions' dependability. A > 0.6 Composite Reliability and a > 0.7 Cronbach's Alpha are required. (Ghozali and Latan, 2015). The Cronbach's Alpha and Composite Reliability values are displayed in Table 2.

**Table 2. Outer Loading Factors, AVE, Cronbach's Alpha, and Composite Reliability**

Latent Variable	Indicators	Outer Loading Factors	Average Variance Extracted (AVE)	Cronbach's Alpha	Composite Reliability
Emotional Labor	EL2	0.691	0.526	0.702	0.711
	EL3	0.704			
	EL12	0.781			
	EL13	0.722			
Emotional Exhaustion	EE1	0.738	0.554	0.908	0.924
	EE2	0.737			
	EE3	0.751			
	EE4	0.898			
	EE5	0.764			
	EE6	0.672			
	EE7	0.746			
	EE8	0.476			
	EE9	0.728			
	EE10	0.859			
Affective Org Commitment	KA1	0.728	0.584	0.666	0.819
	KA2	0.901			
	KA3	0.640			

Source: Data Processing (2023)

**Table 3. Fornel Lacker**

Latent Variable	Affective Org Commitment	Emotional Exhaustion	Emotional Labor
Affective Org Commitment	0.764		
Emotional Exhaustion	-0.391	0.745	
Emotional Labor	-0.188	0.550	0.725

Source: Data Processing (2023)

**Table 4. Cross Loading**

Latent Variable	Affective Org Commitment	Emotional Exhaustion	Emotional Labor
EE1	-0.231	0.738	0.429

EE10	-0.292	0.859	0.459
EE2	-0.276	0.737	0.403
<b>Latent Variable</b>	<b>Affective Org Commitment</b>	<b>Emotional Exhaustion</b>	<b>Emotional Labor</b>
EE3	-0.330	0.751	0.550
EE4	-0.409	0.898	0.448
EE5	-0.413	0.764	0.428
EE6	-0.195	0.672	0.329
EE7	-0.288	0.746	0.273
EE8	-0.058	0.476	0.277
EE9	-0.272	0.728	0.399
EL12	-0.171	0.468	0.781
EL13	-0.089	0.405	0.722
EL2	-0.180	0.335	0.691
EL3	-0.107	0.371	0.704
KA1	0.728	-0.243	-0.030
KA2	0.901	-0.413	-0.241
KA3	0.640	-0.153	-0.097

*Source: Data Processing (2023)*

From the above, we can conclude that all indicators from above are valid and reliable.

### 3.3 Evaluation of Structural Model (Inner Model)

Based on the premise, the structural model's evaluation forecasts the causal relationship between latent variables. (Ghozali & Latan, 2015). The structural model evaluation process tests the R-square (R<sup>2</sup>), Q-square (Q<sup>2</sup>) test, and NFI values. The structural model evaluation process and its criteria are described here, along with each step taken.

#### 3.4 R-Square

The percentage of changes in external variables to endogenous variables is what the R-square (R<sup>2</sup>) test is meant to quantify.

The requirement is that an R-square (R<sup>2</sup>) value of 0.67 indicates a strong model, 0.33 indicates a moderate model, and 0.19 indicates a weak model. (Chin, 1998 in Ghazali & Latan, 2014).

**Table 7. R Square**

<b>Latent Variables</b>	<b>R-square</b>	<b>R-square adjusted</b>
Affective Org Commitment	0.153	0.147
Emotional Exhaustion	0.303	0.298

*Source: Data Processing (2023)*

The R Square value of the Emotional Labor toward Emotional Exhaustion is 0.303 with an adjusted R Square value of 0.298 (Table 7), while the R Square value of the Emotional Exhaustion to Affective Org Commitment is 0.153 with an adjusted R square value of 0.147. It can be explained that Emotional Labor simultaneously affects Emotional Exhaustion by 0.303 or 30.3%. Because Adjusted R Square 29.8% <50%, the effect of Emotional Labor toward Emotional Exhaustion is moderate. As for Emotional Exhaustion simultaneously

affects Affective Organizational Commitment by 0.153 or 15.3% and adjusted R Square 14.7% < 50%, the effect of Emotional Exhaustion on Affective Organization Commitment is moderate.

### 3.5 Structural Model

The following findings of the PLS-SEM direct effects bootstrapping analysis are shown in Table 8 and will be discussed further below.

**Table 8. Bootstrapping**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Emotional Exhaustion -> Affective Org Commitment (H2)	-0.391	-0.412	0.089	4.399	0.000
Emotional labor -> Emotional Exhaustion (H1)	0.550	0.558	0.074	7.457	0.000

*Source: Data Processing (2023)*

## 4. DISCUSSIONS

### 4.1 Direct Effects of Emotional Labor on Emotional Exhaustion

Based on bootstrap calculations, where the standard deviation is 0.000, and the T Statistics value is 7.457, the test results of the estimated coefficient of emotional labor against emotional exhaustion bootstrap results are 0.550. Accept H1 since the p-value is  $0.00 < 0.05$ . it means that the direct effects of surface acting are positively affecting emotional exhaustion. This is consistent with earlier research showing that frontline employees with obsessive passion are more likely to use a surface-acting strategy, ultimately exhausting their emotional energy. (Chen et al., 2019).

Additionally, other studies have demonstrated surface acting to connect with emotional exhaustion positively. However, additional study indicates that front-line staff prioritizing surface acting will experience greater emotional exhaustion because of a strong correlation between surface acting and emotional exhaustion. (Lin & Lin, 2011). This finding also aligns with a study from Rafiq et al. (2020), who discovered a positive correlation between emotional exhaustion and surface acting

### 4.2 Direct Effects of Emotional Exhaustion on Affective Organization Commitment

According to bootstrap calculations, the estimated coefficient of emotional exhaustion versus affective organization commitment is -0.391, with a standard deviation of 0.000 and a T Statistics value of 4.399. The p-value is  $0.000 < 0.05$ , so accepting indicates that affective organizational commitment is negatively impacted by emotional exhaustion. This is consistent with other research showing that affectively committed individuals are more inclined to put in extra effort on behalf of the company and, hence, perform better (Meyer et al., 2002). However, workers usually perform worse when they are worn out (Cropanzano et al., 2003). A different study also discovered that emotional exhaustion significantly lowers organizational commitment, according to findings by X. Li et al. (2020). High work–family conflict should not be a major issue for employees with high emotional commitment, even though additional study indicates that it might be viewed as a protective resource. Individual and group interventions are considered to minimize emotional exhaustion, foster collective affective commitment, and lower work–family conflict.(Galletta et al., 2019).

### 4.3 Indirect Effects of Emotional Labor on Affective Organization Commitment

The following are the outcomes of the PLS SEM indirect effects bootstrapping analysis (Table 9). According to bootstrap calculations, the estimated coefficient of emotional labor versus affective organization commitment is -0.215, with a standard deviation of 0.000 and a T Statistics value of 4.490. Accepting H3 is necessary since the p-value is  $0.000 < 0.05$ , indicating that emotional exhaustion mediates affective organizational commitment and emotional labor.

There is no previous research to study the mediating effect of emotional exhaustion on Emotional labor and affective organizational commitment. This result will give insight for future reference, and we can learn that emotional exhaustion mediates emotional labor and affective organizational commitment.

**Table 9. Total Indirect Effects**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
Emotional Labor -> Affective Org Commitment (H3)	-0.215	-0.227	0.048	4.490	0.000

*Source: Data Processing (2023)*

From this research, this mediating effect applies to non-homogenous industries. To conclude, the hypotheses test result of this research is as pictured in Table 10.

**Table 10. Hypotheses Test Result**

Hypotheses	Variable	Original Sample	Standard Deviation	T-Statistic	P-Value	Hasil
H1	EL → EE	0.550	0.074	7.457	0.000	Accepted
H2	EE → KA	-0.391	0.089	4.399	0.000	Accepted
H3	EL → KA	-0.215	0.048	4.490	0.000	Accepted

*Source: Data Processing (2023)*

### 4.4 Model Fit

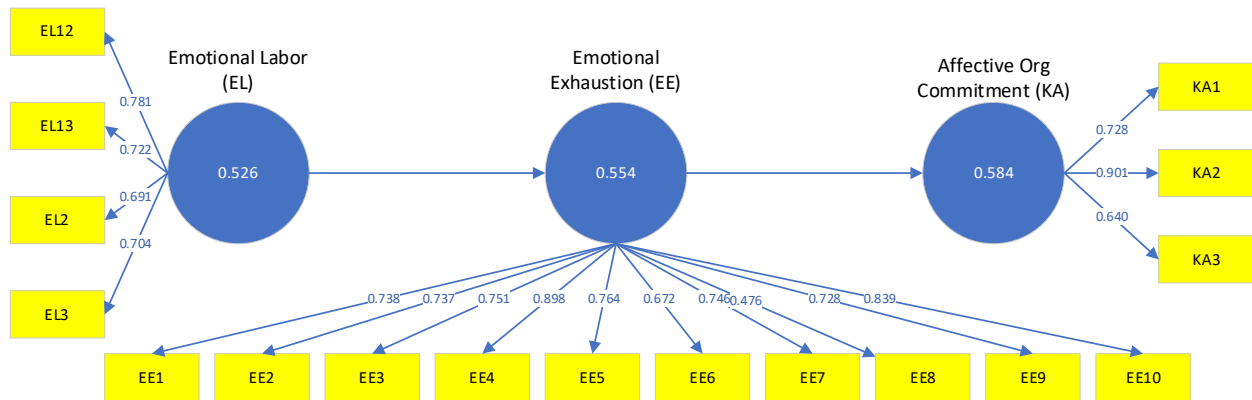
NFI value to assess the research model's quality. A good NFI value must be a value that is near to value one if the NFI value yields a value between 0 and 1. According to NFI estimates, the value is 0.697, which is near to 1. Therefore, this research paradigm is useful for estimating how emotional work and emotional exhaustion compare to affective organizational commitment.

**Table 11. Model Fit**

	Saturated model	Estimated model
SRMR	0.091	0.092
d_ULS	1.278	1.284
d_G	0.483	0.483
Chi-square	368.576	368.615
NFI	0.697	0.697

*Source: Data Processing (2023)*

This finding leads the author to believe that the research model is appropriate and may be applied to testing hypotheses (Figure 2).



**Figure 2. Hypothesis Model Result**

*Source: Data Processing (2023)*

## 5. CONCLUSION, LIMITATION, AND IMPLICATION

This study investigates the relationship between emotional labor practices and affective organizational commitment and the underlying factors. While a large body of research documents the important effects of emotional labor and emotional exhaustion, relatively little examines emotional exhaustion's role as a mediator between emotional labor and affective organization commitment. Furthermore, this study is unique in that it includes respondents from various businesses, whereas most studies on emotional labor concentrate on just one area.

First, we can learn that emotional exhaustion is significantly impacted by emotional labor, indicating that employees with surface-acting strategies tend to have higher emotional exhaustion. In comparison, employees with deep-acting strategies tend to have lower emotional exhaustion. From this, we can learn that it is important for employees to master deep acting strategies, build empathy, and alter their feelings to evoke genuine positive emotions.

Second, we can discover that affective organizational commitment is significantly impacted by emotional exhaustion, suggesting that workers who experience greater levels of emotional exhaustion might also have lower levels of organizational commitment. Consequently, we can learn vital information by carefully examining how emotional exhaustion-related factors can result in a decline in staff members' organizational commitment.

Thirdly, a significant finding of this study is that the association between emotional exhaustion and organizational commitment is mediated by emotional exhaustion. This study's findings have never been investigated previously, and it helps us to understand how emotional labor leads to emotional exhaustion and how emotional exhaustion affects affective organization commitment. Therefore, leaders must comprehend the causes of emotional exhaustion and the steps they may take to reduce the likelihood that their staff members will experience it.

There are still issues with the study. We recommend adding more respondents or concentrating on a single industry for future research. Additional organizational consequences may be explored in future studies. In conclusion, other factors must be incorporated into the research instruments to investigate the impact of emotional exhaustion or affective organization

commitment in alternative contexts. Additionally, studies about the comparison of employee generations should be added, as they would also hold great significance.

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