

# Effect of Service Employees' Job Stresses on the Employees' Attitudes Through Emotional Labor Behavior

Do-Eui Kim<sup>1</sup>, Sin-Bok Lee<sup>2\*</sup>

<sup>1</sup>*Business Administration, Sogang University, Korea*

<sup>2</sup>*Business Administration, Nazarene University, Korea.*

E-mail: [sblee@kornu.ac.kr](mailto:sblee@kornu.ac.kr)

**Abstracts:** Employee management is crucial in the service industry, and efficient human resource management is essential because the competence and competitiveness of employees directly impact service quality. This study analyzes the impact of emotional labor and job stress faced by workers in the service industry on their intention to leave and be hired, and proposes strategies for employee retention. As a result of a study conducted on 200 service industry workers, it was confirmed that job autonomy and job culture have a quantitative interaction with emotional labor factors and a positive correlation with the intention to leave. Additionally, this study suggests that Employment the intention to hire and the intention to turnover as separate concepts, rather than conflicting, requires a separate study.

**Keywords:** Service Industry, Job Stress, Emotional Labor Behavior, Turnover Intention, Employment Intention.

## 1. INTRODUCTION

The service industry occupies a large proportion in the modern industrial society, and the importance of the service industry is also clear as the value-added creation effect and job creation effect greatly exceed the influence of the manufacturing and construction industries. According to the [Service Industry Corona 19 Response and Development Strategy] announced by the Emergency Economy Central Countermeasure Headquarters in March 2021, In the domestic economy, the service industry accounts for 60% of the added value and 70% of the job creation effect, but compared to major countries, its share lags from as little as 10% to as much as 20%, so growth through continuous research and support is required. In particular due to the non-separability, the proportion of face-to-face is large due to the characteristics of services accompanied by customer participation, and it has been greatly damaged by the influence of social distancing due to COVID-19. In addition, due to heterogeneity, service quality can vary greatly depending on the provider of each service, and service quality is the basis for successful business performance, so management of employees who provide services is considered an important strategy [1].

Since the service industry has a form of labor-intensive industry, employee management is very important [2], and the efficient and systematic management of employees who provide services can improve the service quality and business performance of the workplace [3]. Compared to other industries, these service industries directly face customers, so employees are placed in a highly demanding job situation where they must satisfy both customer and organizational needs at the same time, and they may be more likely to experience greater stress [4]. In addition, service workers are required to express the emotions customers want rather than expressing their emotions as they are. They experience the stress of having to express their emotions according to the prescribed emotion rules while controlling their emotions according to the corresponding needs and providing services [4]. Hochschild [5] conducted a study with airline flight attendants, defined efforts to express specific emotions according to the emotion rules required by service workers as emotional labor. In this way, research on emotional labor began in the service industry, and emotional labor was later defined through various follow-up studies based on Hochschild's research. Ashforth & Humphrey [6] defined emotional labor as employees expressing their emotions in accordance with the emotional rules required by the organization. Morris & Feldman [7] defined the effort to express the normative desirable emotions in the process of providing services as emotional labor and suggested the definition of emotional labor based on professional situations. Grandey [8] defined emotional labor as an employee's effort to control and express emotions or to express desirable emotions while providing services to satisfy customers. As a result of such emotional labor, emotional dissonance occurs as employees hide their emotions and express the emotions demanded by customers and organizations [9], and if the employee's emotional disharmony continues, emotional and psychological exhaustion will occur, resulting in difficulties in performing the job [10].

Since the competence and competitiveness of service industry employees directly leads to the competence and competitiveness of service industry organizations, flexible and efficient human resource management is a key strategy for creating successful business results [1]. Service companies that have been directly affected by the social distancing policy caused by COVID-19 due to the high proportion of face-to-face contact are required to have a flexible human resource management policy. Nevertheless, previous research on human resource management in the service industry have not been sufficiently performed. Previous studies have been conducted on the topics such as personality characteristics of employees [11], job characteristics [12], communication characteristics [13], and organizational commitment of employees [14-15] and job skills of employees and job performance employees [16]. Studies on the effect of mental and emotional factors such as emotional labor on organizational effectiveness or turnover intention have been conducted relatively recently [9]. In particular, because of the service industry directly faces customers compared to other manufacturing and construction industries, it will have relatively much emotional labor and higher job stress, so in this study we have focused on the emotional and emotional factors of organizational members.

Therefore, in this study, by empirically analyzing the effect of job stress of service industry workers on turnover intention and continuity intention through emotional labor behavior, we are going to present strategies for using human resources and provide directions for development to companies to improve the job environment of service industry workers and to provide employees with service.

## **2. THEORETICAL BACKGROUND**

### **2.1. Job Stresses of Service Workers**

Stress refers to an inconvenience or a disruption of an individual in life due to stimuli or conflicts applied from the outside and inside [17]. Job stress began by separately naming the stress experienced by individuals in the industrial field and the workplace, and active research has been conducted since the 1960s. Job stress can be defined as anxiety, pressure, or worry that members of an organization perceive in relation to their jobs [18]. In addition, Beehr & Newman [19] defined it as a psychological and physical response to an imbalance that occurs when a worker's job demands are incongruent with the individual's ability. Cooper & Marshall [20] defined job stress as stress caused by negative environmental factors related to a specific job by members of an organization, and Kahn & Quinn [21] defined job stress as a personal reaction of members of an organization to job roles and job characteristics, and Parker & DeCotiis [22] defined job stress as an individual's uncomfortable feelings caused by the job or organization characteristics assigned to them by members of the organization. Based on these previous studies, job stress can be defined as mental, psychological, physiological, physical, and behavioral discomfort caused by the individual perception of members of the organization who are thought to be incapable of performing various tasks required by their job and organization or caused by a psychological and emotional discomfort resulting from not being in harmony with the given environment.

Job stress is defined in three main ways, namely, the stimulus model perspective, the response model perspective, and the stimulus-response model perspective, and research have been conducted based on various theoretical models. The stimulus model is a view that factors that stress members of the organization exist outside the members and focuses on identifying external stressors [23-24]. The response model examines how members of the organization respond to external stressors and focuses on the characteristics of each individual who shows such a response [23-24]. Stimulus-response model is the viewpoint that job stress is formed due to the interaction between external environmental factors and personal characteristics, and subsequent researches on job stress have been mainly conducted from the viewpoint of interaction.

The theoretical models developed from the point of view of stimulus-response model can be largely classified into the following four categories. The Person-Environment fit (PE fit) model, which states that employees experience stress when their personal characteristics do not match the environmental characteristics of their job. Effort-reward imbalance (ERI) model, which states that individuals experience stress when the rewards received for the cost of his or her efforts do not match their efforts. The Job Demand-Control (JD-C) Model, which states that members experience stress when the job demands are excessive or when the control authority to smoothly perform

the job is low because the job demands are beyond an individual's ability. Conservation of resource model, which states that job demands from members interact with job resources necessary to effectively perform jobs, resulting in job stress or job exhaustion. In subsequent studies, based on the Job demand-control model (JD-C), various types of theories were developed through extended studies such as the Job demand-resource model, Effort-distress model, and Demand-support-constraint model.

In order to overcome the limitations of overseas job stress measurement tools that is not suitable for Korea, such as JCQ [25-26], ERI [27], and OSI [28], Chang Se-jin et al. [29] developed a tool to measure job stress by reflecting the culture characteristics of organizations in Korea. To this end, he classified job stress into eight areas, and suggested that eight areas may not be commonly applied to all industries and all jobs due to the problem of universality and specificity of stress factors [29, 58, 59, 60, 61]. In this study, we selected and used four factors applicable to service workers by considering the characteristics of the service industry, and these factors are job demand, job autonomy, organizational system, and workplace culture, respectively.

Job demand refers to the degree of burden that members of an organization feel about their job, specifically mean time pressure, increased workload, interruptions in the middle of work, responsibility, and heavy-duty burden. Job autonomy refers to the level of decision-making authority that organizational members have about their jobs and the level of discretion that can be utilized for their jobs. It specifically means technical discretion, autonomy, work predictability, or authority to perform a task. The organizational system refers to the environment within the organization surrounding the members of the organization, such as the organizational system and operating method, for the organizational operating system, organizational resources, conflicts within the organization, and rational communication. Unlike the formal rationalistic organizational culture of the West., workplace culture refers to an organizational culture formed by Korea's collectivist culture. Specifically, Korean work culture refers to the Korean culture of collectivism, an irrational communication system, and the characteristics of informal work culture [29].

## **2.2. Emotional Labor of Service Workers**

Emotion is a physical and behavioral response to stimuli applied from the external environment and is a means of interacting with others. However, for the efficient operation of organizations and their high performance, emotions, which are psychological products of individuals, were regarded as objects of simple control and suppression [6, 30]. Emotions were seen as simply human instinctive reactions or elements for social interaction, but Hochschild [5] argued in his study that emotions can be controlled by human will and effort and suggested that emotional labor is to express emotions according to the feeling rules required by organizations and society. In other words, emotional labor can be seen as an effort by service workers to control and regulate the emotions they feel and experience while performing their duties, and to exaggerate, suppress, or modify the emotions required by the organization [5, 31].

Emotional labor can be divided into deep acting and surface acting [5, 10]. Deep acting is the act of inducing the service workers to the emotions desired and required by the organization and the customer in the process of interacting with the customer on their own. Surface acting refers to the act of interacting with customers through expressions through controlled or modified gestures, voices, and facial expressions, not emotions that the service worker actually feels [8, 32]. In other words, While deep acting is an active attempt by members of an organization to induce emotions indirectly by using their memories, thoughts, and images, and to actually experience emotions in order to express their desired emotions [6], Surface acting is an act that shows an emotional discrepancy between the feelings that a member of an organization actually experiences and the feelings that are considered desirable [8].

As a preceding domestic study on emotional labor in the service industry, Kim and Kim [33] conducted on secretarial positions that are perceived to perform high-intensity emotional labor, they found that surface acting has a positive (+) relationship with turnover intention, and deep acting has a negative (-) relationship with turnover intention. Park et al. [32] conducted a study on hotel employees, and as a result, it was suggested that surface acting had a negative (-) relationship with organizational commitment, and deep acting had a positive (+) relationship with job satisfaction and organizational commitment. Baek and Lee [34] conducted a study on call

center counselors, and as a result, it was confirmed that emotional labor had a positive (+) relationship with job stress, and emotional labor had a negative (-) relationship with self-efficacy and organizational commitment. Jeong et al. [35] conducted a study on call center counselors, and as a result, suggested that surface acting was more effective in emotional rules and suggested the effect of each element of emotional labor on emotional exhaustion.

### **2.3. Turnover Intention**

Turnover intention is a compound word of turnover and intention. Turnover refers to the concept of leaving the current workplace, such as changing place or changing jobs, and intention refers to a plan or idea to do something. In other words, turnover intention can be seen as a plan or idea to leave the current job or change jobs.

Turnover intention can be explained in three dimensions such as spontaneity, avoidability, and functionality [36]. The first dimension is to distinguish between voluntary turnover, and involuntary turnover that arises from business closure, dismissal. The second dimension is to divide avoidable turnover, which can be prevented by removing turnover triggers, and unavoidable turnover, which cannot be removed, such as moving or marriage. The third dimension is to distinguish between negative and positive consequences of turnover. The turnover of competent and high-performing members of an organization has negative consequences for the organization, but the turnover of organizational members who show low performance and harm the organizational culture has positive results for the organization. Although organizational member turnover has both negative and positive impacts on the organization, time and cost may be incurred in training new employees in the process of recruiting, and productivity and quality of service may deteriorate until the member adapts to the organization and job, so negative consequences are more likely to occur [37-38].

### **2.4. Employment Intention**

Employment intention is the opposite concept to turnover intention, and Ryoo and Park [39] regarded it as a concept related to attachment in the labor market, as workers continue to work for the same company. Choi [40] defined employment intention as the intention of the members of the organization to gain satisfaction in their duties and actively improve the quality of life while performing a amicable organizational life, and expanded it to the concept of employment maintenance.

Members in organization with high employment intention may want to continue their employment in their current workplace. In the case of long-term employees, they are familiar with and proficient in work and organization, maintain a stable organizational life, and save energy for their own development, which is beneficial to both workers and companies [41]. Long-term workers with high employment intention can personally maintain a stable living foundation, gain rewards and self-esteem through jobs, create a healthy society socially, and contribute to social development such as strengthening solidarity among members. And they contribute to economic growth and the construction of welfare country [40].

Once a turnover occurs, competent human resources leave, and time and money are invested in hiring and training new members, so the productivity of the organization decreases. Therefore, it is very important to establish a personnel management strategy so that employees' turnover intention can be converted to continuous employment intention, and continuously manage their continuous employment intention to become long-term employees [42].

## **3. RESEARCH METHOD**

### **3.1. Sample Design and Measurement Tools**

In this study, we have conducted a survey from service workers in order to investigate the correlation between the effect of job stress on service workers' attitudes through emotional labor behavior. During the period from December 1, 2022 to December 30, 2022, the researcher explained the purpose and contents of the study to the subjects through an online questionnaire, obtained consent, and received a questionnaire from 200 users. The final 200 questionnaires were collected, and we used a total of 200 questionnaires for the final analysis.

As reviewed earlier, in this study, we summarized the measurement items based on previous studies related to job stress, emotional labor behavior, and employee attitude. In order to meet the purpose of our study, the evaluation items were constructed by modifying the items presented in the previous studies according to the situation, and the items using a 5-point Likert scale were constructed as follows.

**Table 1.** List of Measurement.

| Variables             | Measurement Items   | References   |
|-----------------------|---|--------------|
| Job demands           | I tend to have a lot of work to do, so I am always pressed for time.  | [19, 21, 34] |
|                       | Recently, my workload tends to have increased significantly.  |              |
|                       | Recently, I tend not to have enough rest during my work.  |              |
|                       | I tend to have to do many things at the same time.  |              |
| Job autonomy          | My job tends not to require creativity.   | [19, 21, 34] |
|                       | I tend not to need a high level of skill or knowledge to do my job.   |              |
|                       | I tend to be unable to exert influence by being given the authority to make decisions in the work hours and work performance process. |              |
|                       | I tend not to be able to control my workload and work schedule by myself.   |              |
| Organizational system | In my workplace, the performance evaluation and personnel system tend to be not fair and reasonable.                                  | [19, 21, 34] |
|                       | Support for personnel, space, facilities, equipment, training, etc. necessary for job performance tend not to be not well provided.   |              |
|                       | There is a lot of friction between our department and other departments, and work cooperation tend to be not well established.        |              |
|                       | I tend to have no opportunities or methods to reflect my thoughts on work.  |              |
| Workplace culture     | I tend not to be comfortable with company dinners.  | [19, 21, 34] |
|                       | I tend to be given work instructions with no standards or consistency.  |              |
|                       | My work environment tends to be authoritative and vertical.   |              |
|                       | There is a tendency to be disadvantaged because of the gender difference between male and female.                                     |              |
| Deep acting           | I tend to try to actually experience the positive emotions I have to show to my co-workers and seniors.                               | [43, 44]     |
|                       | I tend to try to feel the positive emotions I must show to my co-workers and seniors.   |              |
|                       | I tend to try to draw positive emotions from my heart that I must show to my colleagues and seniors.                                  |              |
| Surface acting        | I tend to act like I am in a good mood to my colleagues and seniors in an appropriate way.  | [43, 44]     |
|                       | I tend to act like I am happy even if something bad happens to me because of my co-workers and seniors.                               |              |
|                       | I tend to show off to my co-workers and seniors or act like I'm having fun for the sake of performance.                               |              |
| Turnover intention    | I often tend to think that I want to quit my job.   | [35, 45]     |
|                       | If I were to choose my job again, I would not choose my current job.  |              |
|                       | I would like to quit my current job even if I take on another job at my current workplace.  |              |
| Employment intention  | I tend not to feel like quitting my current job.  | [41]         |
|                       | I tend not to want to work at any other job than my current one.  |              |
|                       | I tend to want to continue working at my current job.   |              |

### 3.2. Analysis Method

In order to verify the hypothesis presented in this study, we have performed an analysis by using covariance structure analysis. Covariance structure analysis can simultaneously analyze the complex causal relationship between latent variables including measured values without individually approaching to analyze the causal relationship between the variables suggested by each hypothesis. Therefore, we judged that this analysis was suitable for this study. SPSS and AMOS were used as tools for our analysis.

### 3.3 Hypotheses Establishment

*Relationship Between Job Stresses and Emotional Labors of Service*

In the work environment of service workers, job stresses and emotional labors are closely related. Job stress is a physical and psychological response that service workers experience when they perceive that the job demands given to them exceed their abilities or capabilities. In this study, we are going to explain job stress based on the job demand control model (JD-C model) and the personal environment fit model (PE fit). The job demand control model explains that job stress is determined by the relationship between the job demands that organizations demand from employees in the job environment, the employee's own capabilities, and job control. Here, job demand is a concept that includes what the organization requires of individual employees in the overall job environment, and it means workload, working hours, and insufficient break time. Job control is a concept in which an organization gives individual employees the authority to make decisions related to job performance in the process of performing their duties or includes autonomy in job performance, which we define as job autonomy in this study. In other words, when the job demand for individual employees is high and the autonomy in the job is low, job stress occurs a lot for the employee.

The personal environmental suitability model explains that job stress is determined when various personal factors such as needs, abilities, competencies, and personality of members do not match environmental factors such as organizational system, workplace culture, and job role. Organizational system refers to operating system of the organization, policy, personnel system, conflict within the organization, and lack of communication. Workplace culture refers to a group dinner culture that reflects a collectivist culture, job conflicts related to jobs, vertical culture of the workplace, and a culture of gender discrimination.

Because job stress and emotional labor interact with each other, they are intertwined in a complex relationship. In the case of a high level of job stress, individual members of the organization may experience difficulties due to high stress in a situation where they have to control their emotions and increase the level of emotional labor required. High levels of emotional labor also require individuals to continuously express emotions that fit norms and emotional rules, which can lead to stress by experiencing psychological tension and exhaustion due to continuous effort and control and discomfort due to emotional inconsistency.

The relationship between job stress and emotional labor is not a unilateral influence of one side, but a relationship in which each affects the other. Since many previous studies focus on the relationship between emotional labor and job stress, there is a lack of evidence on the relationship between job stress and emotional labor.

Because the stress interferes with a person's ability to regulate their emotions, it hinders the emotional control of service workers who have to express emotions according to the emotion rules toward customers, so they may experience difficulties in performing emotional labor. For example, when a service worker experiences frustration due to high job stress, the employee may be asked to express positive attitudes and behaviors by suppressing their negative emotions as much as possible. However, if the level of job stress is high, it becomes increasingly difficult to express desirable emotions, such as facial expressions and voices, and emotional control decreases, which can reduce the performance of emotional labor.

In addition, job stress can lead to a decrease in the ability to provide mental and emotional support, resulting in emotional burnout. Emotional burnout of service workers can have a negative impact on the ability of individual to effectively perform emotional labor and overall job satisfaction. In addition, when service workers exhaust their emotions, they reduce their ability to overcome stress and are accompanied by negative emotions, making it more difficult to express emotions that meet the emotional rules required by their jobs.

Therefore, in order to confirm the effect of job stress of service workers on emotional labor, we established the following hypotheses based on the above discussion.

Hypothesis 1-1: Among the job stresses of service workers, job demand will have a positive (+) effect on deep acting among emotional labors.

Hypothesis 1-2: Among the job stresses of service workers, job autonomy will have a positive (+) effect on deep acting among emotional labors.

Hypothesis 1-3: Among the job stresses of service workers, the organizational system will have a positive (+) effect on deep acting among emotional labors.

Hypothesis 1-4: Among the job stresses of service workers, workplace culture will have a positive (+) effect on deep acting among emotional labors.

Hypothesis 2-1: Among the job stresses of service workers, job demand will have a positive (+) effect on surface acting among emotional labors.

Hypothesis 2-2: Among the job stresses of service workers, job autonomy will have a positive (+) effect on surface acting among emotional labors.

Hypothesis 2-3: Among the job stresses of service workers, the organizational system will have a positive (+) effect on surface acting among emotional labors.

Hypothesis 2-4: Among the job stresses of service workers, workplace culture will have a positive (+) effect on surface acting among emotional labors.

#### *Relationship Between Emotional Labor and Turnover Intention or Retention Intention*

Studies examining the relationship between turnover intention and employment intention due to emotional labor were mainly conducted for service workers., and the Emotional labor is mainly suggested as a prerequisite for turnover intention [9]. Basically, previous studies demonstrating the effect of deep acting and surface acting as a result of emotional labor on turnover intention do not show perfectly consistent results. First of all, there are preceding studies that show, among emotional labors, deep acting lowers turnover intention and surface acting induces turnover intention [33, 43-48].

Kwon and Jeon [48] suggested that there is a positive (+) relationship between surface acting and turnover intention, while deep acting has a negative (-) relationship with turnover intention. Kang and Rhee [43] conducted a study on workers at beauty service, and as a result of the study, it was confirmed that deep acting defined as sincere behavior had a negative (-) relationship with turnover intention, and surface acting defined as emotional dissonance had a positive (+) relationship with turnover intention. Kim [45] conducted a study on social workers, and as a result of the study, it was confirmed that there was a positive (+) relationship between surface acting and turnover intention, and it was confirmed that there was a negative (-) relationship between deep acting and turnover intention.

On the other hand, emotional labor has an inconsistent positive or negative effect on turnover intention [49], and among emotional labor, there are mixed research results showing that only surface acting shows a positive relationship with turnover intention, and deep acting does not have a significant effect on turnover intention [50-52]. Furthermore, Yang and Song [53] conducted a study targeting local public officials, and as a result of the study, they suggested that deep acting reduces turnover intention, but surface acting has no significant relationship with turnover intention.

In this way, it is confirmed in previous studies that the two types of emotional labor do not show different effects depending on the research subject or research environment, but positive and negative effects appear in a mixture pattern. In this study, therefore, in order to overcome inconsistent previous studies, we want to more clearly demonstrate the relationship between emotional labor and turnover intention, by dividing emotional labor into two aspects of deep acting and surface acting.

Based on the discussions above, we have established the following hypotheses.

Hypothesis 3-1: The deep acting of emotional labor will have a positive (+) effect on turnover intention.

Hypothesis 3-2: The surface acting of emotional labor will have a positive (+) effect on turnover intention.

Hypothesis 4-1: The deep acting of emotional labor will have a negative (-) effect on employment intention.

Hypothesis 4-2: The surface acting of emotional labor will have a negative (-) effect on employment intention.

### 3.4. Research Model

Based on the above hypotheses, we have established a research model as shown in Figure 1 in order to empirically analyze the effect of job stress of service workers on turnover intention and employment intention through emotional labor behavior.

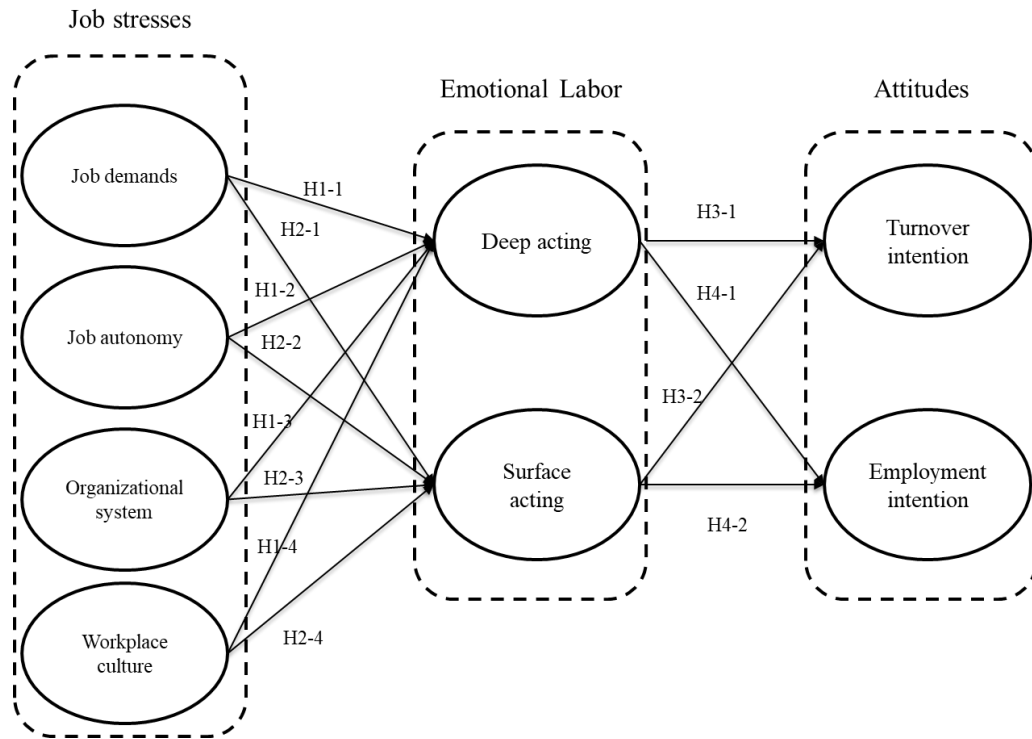


Figure 1. Research model.

## 4. ANALYSIS RESULTS

### 4.1. Sample Characteristics

The demographic characteristics of the samples used for the analysis in this study are as follows. First of all, 56 people (28.0%) were male and 144 people (72.0%) were female; and 81 people (40.5%) were in their 20s, 96 people (48.0%) were in their 30s, and 23 people (11.5%) were in their 40s. And in terms of working days out of the week, 7 people (3.5%) worked for one day, 36 people (18.0%) worked for two days, 33 people (16.5%) worked for three days, 34 people (17.0%) worked for four days, and 90 people (45.0%) worked for five days or more. And in terms of working experience related to the service industry, it was found that 84 people (42.0%) had more than 1 year to less than 3 years of experience, 61 people (30.5%) had more than 3 years to less than 5 years, and 55 people (27.5%) had more than 5 years of experience. Finally, based on the types of service works, 141 people (70.5%) were employed in service and sales, 21 people (10.5%) in office and management, 29 people (14.5%) in professions, and 9 people (4.5%) in other types of service works.

### 4.2. Reliability and Validity of Measurement Items

We conducted a validation test of the measurement model using the data (n=200), finally collected. Tests commonly used to verify the validity of a measurement model include a reliability test and a validity test of measurement items. Among them, the validity of the measurement items was tested using convergent validity and discriminant validity. For reliability verification, Cronbach's  $\alpha$  coefficient (0.7 or higher), which is most commonly used in social science research, was used [54]. In addition, among the results of confirmatory factor analysis using AMOS, the factor loading value was used for intensive validity verification, and in general, it is considered significant



if the factor loading is  $\pm 0.4$  or higher [55].

Discriminant validity is used to verify the degree to which two similar concepts are clearly distinguished, and for this purpose, the average variance extracted (AVE) proposed by Fornell and Larcker [56] and Pearson correlation analysis methods were used. In each constituent concept, if the square root value of AVE exceeds the correlation coefficient value between the constituent concept and other constituent concepts, discriminant validity is considered to exist [57].

**Table 2.** Reliability and Validity of Measurement Items.

| Variables             | Measurement Items | Factor Loadings | Measurement Errors | Cronbach's $\alpha$ | C.R   | AVE   |
|-----------------------|-------------------|-----------------|--------------------|---------------------|-------|-------|
| Job demands           | Dem4              | 0.852           | 0.361              | 0.933               | 0.912 | 0.723 |
|                       | Dem3              | 0.905           | 0.249              |                     |       |       |
|                       | Dem2              | 0.917           | 0.209              |                     |       |       |
|                       | Dem1              | 0.850           | 0.374              |                     |       |       |
| Job autonomy          | Auto4             | 0.786           | 0.259              | 0.899               | 0.935 | 0.783 |
|                       | Auto3             | 0.817           | 0.214              |                     |       |       |
|                       | Auto2             | 0.898           | 0.108              |                     |       |       |
|                       | Auto1             | 0.824           | 0.185              |                     |       |       |
| Organizational system | Sys4              | 0.881           | 0.118              | 0.858               | 0.914 | 0.728 |
|                       | Sys3              | 0.822           | 0.194              |                     |       |       |
|                       | Sys2              | 0.66            | 0.332              |                     |       |       |
|                       | Sys1              | 0.756           | 0.274              |                     |       |       |
| Workplace culture     | Cul4              | 0.753           | 0.245              | 0.854               | 0.908 | 0.712 |
|                       | Cul3              | 0.836           | 0.182              |                     |       |       |
|                       | Cul2              | 0.776           | 0.255              |                     |       |       |
|                       | Cul1              | 0.717           | 0.282              |                     |       |       |
| Deep acting           | DA3               | 0.943           | 0.063              | 0.875               | 0.929 | 0.815 |
|                       | DA2               | 0.866           | 0.139              |                     |       |       |
|                       | DA1               | 0.721           | 0.289              |                     |       |       |
| Surface acting        | SA3               | 0.686           | 0.34               | 0.805               | 0.878 | 0.708 |
|                       | SA2               | 0.774           | 0.216              |                     |       |       |
|                       | SA1               | 0.835           | 0.174              |                     |       |       |
| Turnover intention    | TI3               | 0.867           | 0.173              | 0.809               | 0.848 | 0.652 |
|                       | TI2               | 0.697           | 0.488              |                     |       |       |
|                       | TI1               | 0.765           | 0.311              |                     |       |       |
| Employment intention  | EI3               | 0.626           | 0.402              | 0.788               | 0.843 | 0.645 |
|                       | EI2               | 0.861           | 0.166              |                     |       |       |
|                       | EI1               | 0.752           | 0.368              |                     |       |       |

Table 2 shows the results of the reliability and validity tests of the variables used in this study. As a result of measuring reliability, there were no items that hinder reliability, and the Cronbach's  $\alpha$  value used for reliability verification was distributed from 0.788 to 0.933 and was above the recommended value (0.7 or more), so it was judged that the reliability of the measurement item was secured [54]. In addition, the factor loading value that verifies the validity was also found to be more than the standard value suggested in previous studies, so there was no problem in the validity of the measurement items. Finally, it is judged that the validity of discrimination using the average variance extraction value was secured because it appeared that there was no problem [55]. These results statistically prove the internal consistency and validity of the survey questions. Table 2 shows the results of verifying the reliability and validity of the measurement model. In addition, as shown in Table 3, the square root value of the variance extraction value indicated on the diagonal line was larger than the correlation coefficient of each factor. As a result, discriminant validity between construct concepts was secured.

**Table 3.** Correlations among Constructs.

| Variables     | Correlation coefficients between variables |              |              |              |              |              |              |              |
|---------------|--|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
|               | 1  | 2            | 3            | 4            | 5            | 6            | 7            | 8            |
| 1) Job D      | <b>0.850</b>                               |              |              |              |              |              |              |              |
| 2) Job A      | 0.331**                                    | <b>0.885</b> |              |              |              |              |              |              |
| 3) Org. S     | 0.055                                      | 0.074        | <b>0.853</b> |              |              |              |              |              |
| 4) Work. C    | 0.425**                                    | 0.213**      | 0.111        | <b>0.844</b> |              |              |              |              |
| 5) Deep A     | 0.285**                                    | 0.464**      | -0.018       | 0.313**      | <b>0.903</b> |              |              |              |
| 6) Surface A  | 0.404**                                    | 0.458**      | 0.041        | 0.424**      | 0.436**      | <b>0.841</b> |              |              |
| 7) Turnover I | 0.379**                                    | 0.468**      | 0.099        | 0.401**      | 0.413**      | 0.443**      | <b>0.807</b> |              |
| 8) Emp. I     | -0.093                                     | -0.083       | 0.135        | 0.026        | -0.081       | -0.050       | 0.036        | <b>0.803</b> |
| Average       | 3.005                                      | 4.018        | 3.86         | 3.334        | 4.028        | 3.872        | 3.625        | 3.887        |
| Std. dev      | 1.057                                      | 0.688        | 0.644        | 0.646        | 0.679        | 0.650        | 0.761        | 0.711        |

**Note:** \*\* p<0.01, number at the diagonal line is average variance extracted (AVE)

### 4.3. Verification of Goodness-of-Fit of Measurement Model

After verifying the reliability and validity of the measurement model, a goodness-of-fit test was conducted using AMOS in order to verify whether the collected data fit the research model. A total of 28 measurement items were used in order to verify the goodness-of-fit of the initial measurement model. In order to verify the goodness-of-fit for the values commonly used in previous studies, values for GFI (Goodness-of-fit Index) 0.9 or higher, NFI (Normed Fit Index) 0.9 or higher, RMR (Root Mean Square Residual) 0.05 or lower, and CFI (Comparative Fit Index) 0.9 or higher were used. According to the result of verifying the goodness-of-fit of the measurement model, the goodness-of-fit was  $\chi^2=439.035$  (df=322), p=0.000, CMIN/DF=1.363, RMR=0.033, NFI=0.877, CFI=0.963, GFI=0.873, AGFI=0.840, TLI=0.957, IFI(Delta2)=0.964, and all indices were above the recommended values, so there were no problems with the goodness-of-fit. This result can be interpreted that the data collected to verify this research model is suitable for the research model [54].

### 4.4. Verification Results of Research Hypotheses

After verifying the validity of the measurement model using a total of 200 data, a structural equation model (SEM) was conducted using AMOS in order to verify the effect between the variables presented in the research model. By conducting structural equation analysis, two important results can be derived. The first result is the degree of goodness-of-fit for the structural model. Looking at the goodness-of-fit for the research model, the values  $\chi^2=474.437$  (df=332), p=0.000, CMIN/DF=1.429, RMR=0.044, NFI=0.867, CFI=0.955, GFI=0.864, AGFI=0.834, TLI=0.949, IFI(Delta2)=0.956 were found. Therefore, when examining the fitness indices centered on CFI, TLI, and RMR presented by Hong (2000) as model fitness indices, it was confirmed that the fitness of the research model was generally good.

The results of verifying the hypotheses are as follows. First, among the job stresses of service workers, job demand was found to have no effect on inner behavior among emotional labor, with  $\beta=0.013$ . Therefore, Hypothesis 1-1 was rejected. And job autonomy was found to have a positive (+) effect on deep acting, with  $\beta = 0.377$ , and hypothesis 1-2 were supported. Next, hypothesis 1-3 was rejected because the organizational system was found to have no effect on deep acting with  $\beta = -0.08$ . In addition, workplace culture was found to have a positive (+) effect on deep acting with  $\beta = 0.254$ , so hypothesis 1-4 were supported. Second, among the job stresses of service workers, job demand was shown to have a positive (+) effect on surface acting among emotional labor, with  $\beta=0.114$ , so hypothesis 2-1 was supported. And job autonomy was found to have a positive (+) effect on surface acting with  $\beta = 0.386$ , so hypothesis 2-2 was supported. However, the organization system appeared to have no effect on the surface acting with  $\beta=-0.004$ . Therefore, hypothesis 2-3 were rejected. And workplace culture was found to have a positive (+) effect on surface acting with  $\beta=0.392$ , so hypothesis 2-4 were supported. Third, among emotional labors, the deep acting had a positive (+) effect on turnover intention with  $\beta=0.282$ , so hypothesis 3-1 was

supported, and the surface acting was found to have a positive (+) effect on turnover intention with  $\beta=0.498$ , so hypothesis 3-2 was supported. Fourth, among the emotional labors, the deep acting did not have any effect on the employment intention with  $\beta = -0.062$ . Therefore, hypothesis 4-1 was rejected. Similarly, surface acting was found to have no effect on employment intention with  $\beta=-0.045$ . Therefore, Hypothesis 4-2 was also rejected.

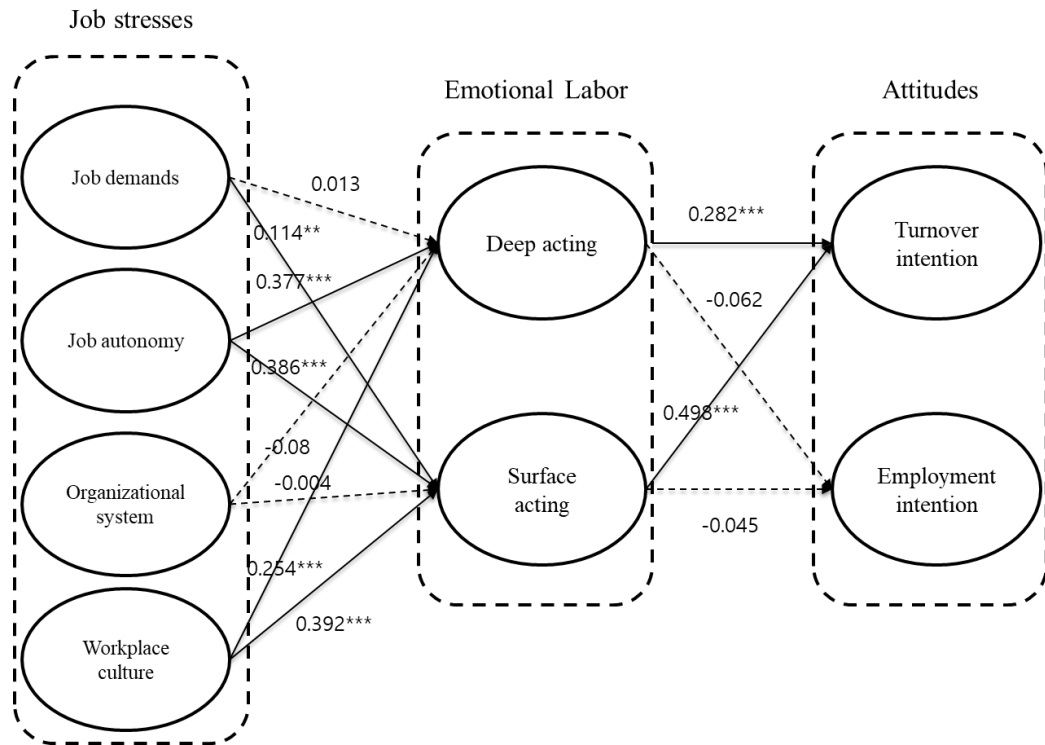


Figure 2. Results of research hypotheses.

Table 4. The Result of Research Model.

| Hypothesis | Path                                    | Path coefficients | Results   |
|------------|---|-------------------|-----------|
| H1-1       | Job demands -> Deep acting              | 0.013             | Rejection |
| H1-2       | Job autonomy -> Deep acting             | 0.377***          | Adoption  |
| H1-3       | Organizational system -> Deep acting    | -0.080            | Rejection |
| H1-4       | Workplace culture -> Deep acting        | 0.254***          | Adoption  |
| H2-1       | Job demands -> Surface acting           | 0.114**           | Adoption  |
| H2-2       | Job autonomy -> Surface acting          | 0.386***          | Adoption  |
| H2-3       | Organizational system -> Surface acting | -0.004            | Rejection |
| H2-4       | Workplace culture -> Surface acting     | 0.392***          | Adoption  |
| H3-1       | Deep acting -> Turnover intention       | 0.282***          | Adoption  |
| H3-2       | Surface acting -> Turnover intention    | 0.498***          | Adoption  |
| H4-1       | Deep acting -> Employment intention     | -0.062            | Rejection |
| H4-2       | Surface acting -> Employment intention  | -0.045            | Rejection |

Note: \*\*\* p<0.01, \*\* p<0.05

## 5. CONCLUSION

In terms of non-separability and heterogeneity, which are characteristics of the service industry, the quality and competence of employees are expressed as service quality and competence. For this reason, systematic management of service industry employees is required to improve service quality and management performance. However, the service industry based on face-to-face service has suffered greatly due to the recent social distancing

caused by COVID-19, and despite the need for efficient and systematic personnel management in the service industry, the environment for carrying out personnel policies is not supported. In particular, this study focused on the influence of job stress and emotional labor on the turnover intention of service workers. In order to overcome the limitations of previous studies that did not produce consistent results, we looked at the employment intention together. Based on this, we identified the influence of job stress experienced by employees in the service industry and turnover intention resulting from emotional labor. And by encouraging service industry workers to work for a long time, we provide basic data to service industry related companies and government agencies in the future; we want to find improvements by identifying the cause of the high turnover rate, which has been a long-standing problem in the service industry.

The analysis results of this study are summarized as follows. First, among the four factors of job stress, job autonomy and workplace culture had a positive (+) effect on both deep acting and surface acting, which are two forms of emotional labors, and the organizational system was confirmed to have no significant relationship between both acting and surface acting. In this study, since the survey was manipulated to respond to higher values as autonomy and control were lower, it was confirmed that emotional labor was greatly burdened when autonomy was low and control was low in the process of performing the job; employees experience a high level of emotional labor by feeling a greater burden on their ability to perform emotional labor through vertical organizational culture and collectivist dining culture. In the case of the organizational system, the organizational system is not significant to both deep acting and surface acting; because the personnel policies of organization, interdepartmental work cooperation, and organizational operations, experienced by service workers, are recognized as largely unrelated to individual members; or because the organizational system does not affect the emotions and psychology of the members and therefore the organizational system does not affect emotional control of the members. In the case of job demands, it can be confirmed that job demands have no relationship with deep acting, but have a positive (+) relationship with surface acting. This can be interpreted due to the stress experienced when many things are required compared to their ability, such as high workload or short time, organizational members can correct their superficial emotions according to the given emotion rules, but they do not voluntarily try to feel the emotions.

In the relationship between turnover intention and employment intention by emotional labors of employees, both factors of emotional labors were positive (+) with turnover intention, but both factors were found to have no significant relationship with employment intention. This means that as the current level of emotional labor increases and more emotional modification is required, there is no motivation to leave the current job, but there is no motivation to maintain the current job just because the level of emotional labor is low. What we can clearly see from this is that the turnover intention and the employment intention are not exactly opposite concepts. In other words, even if an employee does not leave, it does not mean that there is an intention to continue working, and even if it is seen that the employee continues to work, there may be an intention to leave. This is a result of denying the relationship between traditional turnover intention and employment intention in the past, and the result suggests that the attitudes of young employees today toward turnover intention and employment intention are different from those of the existing older generation. In particular, if we consider that about 90% of the research subjects are in their 20s and 30s, this study can be seen as suggesting that the factors and logics explaining the frequent job turnover of the current younger generation may be different from traditional antecedent factors and logics. Based on the analysis results of this study, we can suggest the following implications. Because the service industry employee's competency ultimately represents the service industry's organizational capability, despite the necessity of efficient and flexible human resource management for employees, there are not enough previous studies on human resource management in the service industry. In particular research on psychological and emotional factors such as emotional labor and job stress has been actively conducted only recently. Therefore, in this study, we also contributed to the expansion of related literature by identifying the relationship between job stress and emotional labor that will be encountered more than other manufacturing and construction industries, focusing on emotional and emotional factors. In addition, it was confirmed that today's younger generation is accepting concepts different from or opposite to the concepts of turnover intention and employment intention traditionally presented in previous studies. In other words, the reason why the younger generation of service workers continue to work at a current company may be not because they have an intention to stay at the company, but because the time to change jobs is not right or there are no suitable companies to change jobs for, despite their intention to change jobs. In other words, turnover intention and employment intention are not the opposites, and turnover intention and employment intention are independent of each other, so both may be high or both may be low. This suggests two things; first, it is

necessary to re-derive the definition of turnover intention and employment intention for today's generation, and that strategies for minimizing turnover intention and maximizing employment intention should be established independently. In other words, so far, few previous studies have been performed for the opposite concept of turnover intention, but in this paper, we have conducted an independent and separate research on employment intention in order to confirm the need for expansion of related literature. From a practical point of view, we realized that research on human resource management in the service industry for young workers was not sufficiently conducted in the current situation of COVID-19, and we conducted empirical research that reflects what needs to be considered in today's Korean society. Therefore, companies that will actually hire younger generation employees in the service industry need to minimize the job stress of their employees to the maximum extent possible. Since the organizational system does not have a great influence, it is suggested that it is more effective for companies to focus and invest in the management of other factors. In addition, as the level of emotional labor of employees increases, the turnover intention increases, suggesting that companies need to set appropriate level of emotional rules as manuals or provide various emotional supports to replenish the emotional resources of exhausted employees.

In addition, since cultivating long-term workers by promoting the employment intention is an economical and efficient strategy for companies, it is necessary for companies to consider ways to increase the employment intention. However, as suggested in the results of this study, it is necessary to establish a separate strategy by regarding the minimization of turnover intention and maximization of employment intention as completely separated and independent concepts, not opposite concepts. Despite these implications, some of the limitations of this research are as follows. First, the service industry may have differences by business type, but there is a lack of consideration for the characteristics of each business type. Since the service industry varies greatly by business type, the results of this study may show differences depending on the industry, and even if not, it is necessary to conduct an integrated analysis considering the characteristics of each industry in order to generalize according to each industry. Next, in order to more clearly present the concept that the turnover intention and employment intention in the younger generation are not opposed to each other, there is a need for comparative research with the older generation in their 40s to late 60s. However, since the current generation is likely to experience retirement or to be in a high class among the incumbent, there may be a deviation in comparative analysis due to exogenous factors such as differences in job positions. Therefore, by conducting an empirical study related to turnover intention and employment intention in the past 20 to 30 years ago as similarly as possible, it will be possible to conduct a study comparing the responses of the current older generation with those of the younger generation. Of course, in the case of Korea, attitudes of employees toward their organizations have changed significantly before and after the IMF, so it is necessary to consider exogenous factors resulting from changes in these times and economic growth in order to compare with past studies.

## REFERENCES

- [1] Hwang, S.W., *The Relationship between Emotional Labor Behavior and Job Burnout among Service Worker's: Moderating Effect of Leader's Emotional Leadership and Trust*, Ph.D. Thesis. Yeungnam University, Gyeongsan, Korea, 2012.
- [2] Kwak, J. and Moon, J., "The Relationship Between Human Resource Management Activities and Financial Performance in Service Industry," *Korean Journal of Human Resource Development*, Vol. 24, No. 2, pp. 63-89, June 2021.  
<https://doi.org/10.24991/KJHRD.2021.06.24.2.63>
- [3] Schneider, B. and Bowen, D. E., "Employee and customer perceptions of service in banks: Replication and extension," *Journal of applied Psychology*, Vol. 70, No. 3, pp. 423-433, 1985.
- [4] Jin, Y. and Song, K.C., "Mediating Role of Job Burnout and Moderating Role of Social Support in the relationships among Job Stressors, Emotional Labor, and Job Satisfaction," *Korean Journal of Human Resource Development*, Vol. 15, No. 2, pp. 1-36, December 2021.
- [5] Hochschild, A. R., *The Managed Heart: Commercialization of Human Feeling*, Berkeley: University of California Press., 1983.
- [6] Ashforth, B. E. and Humphrey, R. H., "Emotional labor in service roles: The influence of identity," *Academy of management review*, Vol. 18, No. 1, pp. 88-115, 1993.  
<https://doi.org/10.5465/amr.1993.3997508>
- [7] Morris, J. A. and Feldman, D. C., "The dimensions, antecedents, and consequences of emotional labor," *Academy of management review*, Vol. 21, No. 4, pp. 986-1010, October 1996.  
<https://doi.org/10.5465/amr.1996.9704071861>
- [8] Grandey, A. A., "When "the show must go on": Surface acting and deep acting as determinants of emotional exhaustion and peer-rated service delivery," *Academy of management Journal*, Vol. 46, No. 1, pp. 86-96, November 2003.  
<https://doi.org/10.5465/30040678>
- [9] Lee, S.W., "The Effect of the determinants of Job Satisfaction Factor and Emotional Labor Factor on Turnover Intention: Focusing on Moderating Effect of Resilience," *Korean Management Consulting Review (KMCR)*, Vol. 21, No. 2, pp. 119-136, May 2021.
- [10] Grandey, A. A., "Emotional regulation in the workplace: A new way to conceptualize emotional labor," *Journal of occupational health psychology*, Vol. 5, No. 1, pp. 95-110, 2000.
- [11] Lee, H.J. and Choi, G.B., "The Influence of Hotel Service Employee's Personality Trait on Job Performance: Focused on The Mediating

- Role of Job Resourcefulness and Employee's Service Orientation," *Korean Journal of Marketing*, Vol. 23, No. 3, pp. 117-140, September 2008.
- [12] Choi, S.B. and Moon, J.S., "The Effects of Sub-constructs of Job Characteristics on Job Strain and Turnover Intention from Korean Human Care Service Workers," *Journal of Human Resource Management Research (JHRMR)*, Vol. 20, No. 4, pp. 137-156, 2013. <http://dx.doi.org/10.14396/jhrmr.2013.20.4.137>
- [13] Jeon, J.M., "The Effect of Employee's Communication Characteristics on Rapport Formation and Relationship Quality," *Journal of the Korea Academia-Industrial cooperation Society*, Vol. 23, No. 5, pp. 279-289, 2022. <https://doi.org/10.5762/KAIS.2022.23.5.279>
- [14] Kim, J.H., Seo, H.S., and Lee, E.H., "The Effect of Human Resource Management on the Organizational Commitment of the Beauty Industry Professionals," *Journal of the Korean Society of Design Culture*, Vol. 23, No. 4, pp. 223-234, December 2017. <http://dx.doi.org/10.18208/ksdc.2017.23.4.223>
- [15] Park, M.S. and Ji, J.H., "The Relationship Effect of the Organizational Management System of a Beauty Salon on Customer Orientation and Management Performance," *The Korean Society Of Beauty And Art (J.kor.Soc.B&A)*, Vol. 20, No. 4, pp. 181-201, 2019. <http://doi.org/10.18693/jksba.2019.20.4.181>
- [16] Cho, J.E., "The Relationship between Human Resource Management, Job Ability and Job Performance in Airlines- Focus in Flight Attendant," *International Journal of Tourism Management and Sciences*, Vol. 34, No. 7, pp. 39-57, October 2019. <http://dx.doi.org/10.21719/IJTMS.34.7.3>
- [17] Lazarus, R. S. and Folkman, S., *Stress, Appraisal and Coping*, New York: Springer, 1984.
- [18] Anthony, J. D., Janet. F. C. and Joanne, K., "Values in relation to career orientation, gender, and each other," *Counselling and Values*, Vol. 28, No. 4, pp. 202-206, 1984.
- [19] Beehr, T. A. and Newman, J. E., "Job stress, employee health, and organizational effectiveness: A facet analysis, model, and literature review," *Personnel Psychology*, Vol. 31, No. 4, pp. 665-699, December 1978. <https://doi.org/10.1111/j.1744-6570.1978.tb02118.x>
- [20] Cooper, C. L. and Marshall, J., "Occupational sources of stress: A review of the literature relating to coronary heart disease and mental ill health," *Journal of occupational psychology*, Vol. 49, No. 1, pp. 11-28, 1976. <https://doi.org/10.1111/j.2044-8325.1976.tb00325.x>
- [21] Kahn, R. L. and Quinn, R. P., *Role stress: A framework for analysis*. Occupational mental health, Rand McNally, Chicago, pp. 50-115, 1970.
- [22] Parker, D. F. and DeCotiis, T. A., "Organizational determinants of job stress," *Organizational behavior and human performance*, Vol. 32, No. 2, pp. 160-177, 1983. [https://doi.org/10.1016/0030-5073\(83\)90145-9](https://doi.org/10.1016/0030-5073(83)90145-9)
- [23] Cranwell-Ward, J., *Managing stress*, Gower Publishing Company, 1987.
- [24] Hendrix, W. H., Ovalle, N. K., and Troxler, R. G., "Behavioral and physiological consequences of stress and its antecedent factors," *Journal of applied psychology*, Vol. 70, No. 1, pp. 188-201, 1985. <https://doi.org/10.1037/0021-9010.70.1.188>
- [25] Karasek Jr, R. A., "Job demands, job decision latitude, and mental strain: Implications for job redesign," *Administrative science quarterly*, Vol. 24, No. 2, pp. 285-308, June 1979. <https://doi.org/10.2307/2392498>
- [26] Karasek, R. A., Theorell, T., Schwartz, J. E., Schnall, P. L., Pieper, C. F., and Michela, J. L., "Job characteristics in relation to the prevalence of myocardial infarction in the US Health Examination Survey (HES) and the Health and Nutrition Examination Survey (HANES)," *American journal of public health*, Vol. 78, No. 8, pp. 910-918, August 1988. <https://doi.org/10.2105/AJPH.78.8.910>
- [27] Siegrist, J., "Adverse health effects of high-effort/low-reward conditions," *Journal of occupational health psychology*, Vol. 1, No. 1, pp. 27-41, 1996. <https://doi.org/10.1037/1076-8998.1.1.27>
- [28] Belkić, K. (2003). *The occupational stress index: an approach derived from cognitive ergonomics and brain research for clinical practice*, bridge International Science Pub.
- [29] Chang, S.J., Koh, S.B., Kang, D., Kim, S.A., Kang, M.G., Lee, C.G., ..., and Son, D.K., "Developing an Occupational Stress Scale for Korean Employees," *Annals of Occupational and Environmental Medicine (Ann Occup Environ Med)*, Vol. 17, No. 4, pp. 297-317, 2005.
- [30] Putnam, L. L. and D. K. Mumby, "Organizations, emotion and the myth of rationality," *Emotion in organizations*, pp. 36-57, 1993.
- [31] Kruml, S. M. and Geddes, D., "Exploring the dimensions of emotional labor: The heart of Hochschild's work," *Management communication quarterly*, Vol. 14, No. 1, pp. 8-49, 2000. <https://doi.org/10.1177/0893318900141002>
- [32] Park, T.J., Kim, J.K., and Chung, K.Y., "Effect of hotel service encounter employees' emotional labor on job satisfaction and organizational commitment: Moderating role of perceived organizational support," *Korean Journal of Hospitality and Tourism (KJHA)*, Vol. 27, No. 8, pp. 21-39, December 2018. <http://dx.doi.org/10.24992/KJHT.2018.12.27.08.21>
- [33] Kim, S.E. and Kim, C.H., "The Study on the Relationships of Emotional Labor, Job Satisfaction, Turnover Intention, and Resilience," *Management Information Systems review*, Vol. 33, No. 5, pp. 261-283, December 2014.
- [34] Baek, J.T. and Lee, H.Y., "The Mediating Effects of Self-Efficacy and Organizational Commitment in the Relationship between Emotional Labor, Occupational Stress and Depression in a Call Center Counselor," *Journal of the Korea Academia-Industrial cooperation Society*, Vol. 19, No. 10, pp. 290-299, 2018. <https://doi.org/10.5762/KAIS.2018.19.10.290>
- [35] Jeong, K.S., Choi, S.J., Par,k M.O., and Li, Y., "The Effects of Customer Service Representatives' Emotional Labor by Emotional Display Rules on Emotional Dissonance, Emotional exhaustion and Turnover Intention in the Context of Call Centers," *Korean Journal of Business Administration (KJBA)*, Vol. 28, No. 2, pp. 529-551, 2015.
- [36] Hom, P. W., Mitchell, T. R., Lee, T. W., and Griffeth, R. W., "Reviewing employee turnover: focusing on proximal withdrawal states and an expanded criterion," *Psychological bulletin*, Vol. 138, No. 5, pp. 831-858, 2012.
- [37] Hom, P. W., Lee, T. W., Shaw, J. D., and Hausknecht, J. P., "One hundred years of employee turnover theory and research," *Journal of applied psychology*, Vol. 102 No. 3, pp. 530-545, 2017.
- [38] Lee, I.G., "A Study on the Effects of Leader's Opening Behavior on Abusive Supervision, Turnover Intention, and Sales Performance: Focusing on the Mediating Effects of Abusive Supervision," *Korean Management Consulting Review (KMCR)*, Vol. 20, No. 1, pp. 307-317, February 2020.
- [39] Ryoo, J. and Park, S.J., *Return to Job Seniority and Job Separation*, KERI, Seoul, July 2002.

- [40] Choi, M.S., Three leaf clovers which bring happiness: exploration of the factors that support job tenure of those who have mental retardation, Master.D. Thesis. Yong-in University, Yong-in, Korea, 2009.
- [41] Kim, B.G., Effects of luxury hotel cooks' physical work environment upon job satisfaction, organizational commitment and long term service intention: focused on moderating effect depending upon emotional labor, PH.D. Thesis. Dong-Eui University, Busan, Korea, 2016.
- [42] Dalton, D. R. and Todor, W. D., "Turnover, transfer, absenteeism: An interdependent perspective," *Journal of Management*, Vol. 19, No.2, pp. 193-219, 1993.  
[https://doi.org/10.1016/0149-2063\(93\)90052-O](https://doi.org/10.1016/0149-2063(93)90052-O)
- [43] Kang, J.A. and Rhee, Y.J., "A study on the relationships among emotional labor, job satisfaction and turnover intention of beauty industry professionals," *The Research Journal of the Costume Culture*, Vol. 20, No. 5, pp.664~678, October 2012.  
<http://dx.doi.org/10.7741/rjcc.2012.20.5.664>
- [44] Kang, Y. M., The effect of workers' emotional labor in childcare facilities on turnover intention: focused on the mediating effect of organizational commitment and the moderating effect of social support, Ph.D. Thesis. Hansei University, Gunpo, Korea., 2015.
- [45] Kim, O.H., A Study on the Influence of Emotional Expression Request on Turnover Intention of Workers in Social Welfare Facilities, Ph.D. Thesis. Graduate School of Seoul Hanyoung University, Seoul, Korea, 2012.
- [46] Brotheridge, C. M. and Grandey, A. A., "Emotional labor and burnout: Comparing two perspectives of "people work"," *Journal of vocational behavior*, Vol. 60, No. 1, pp. 17-39, 2002.  
<https://doi.org/10.1006/jvbe.2001.1815>
- [47] Brotheridge, C. M. and Lee, R. T., "Testing a conservation of resources model of the dynamics of emotional labor," *Journal of occupational health psychology*, Vol. 7, No. 1, pp. 57-67, 2002.  
<https://doi.org/10.1037/1076-8998.7.1.57>
- [48] Kwon, K.N. and Jeon, B.D., "The Effect of the Emotional Labor of Recreation Leaders on Job Burnout and Turnover Intention," *Journal of Sport and Leisure Studies*, Vol. 46, No. 1, pp. 667-678, 2011.  
<https://doi.org/10.51979/KSSLS.2011.11.46.667>
- [49] Wharton, A. S., "The affective consequences of service work: Managing emotions on the job," *Work and occupations*, Vol. 20, No. 2, pp. 205-232, 1993.  
<https://doi.org/10.1177/07308884930200020>
- [50] Oh, C.T., "The Effects of Social Workers' Emotional Labor Performance Strategies on Turnover Intention and Customer Orientation: Focusing on the Mediating Effect of Emotional Depletion," *Korean Public Administration Review*, Vol. 46, No. 4, pp. 53-78, 2012.
- [51] Rathi, N., Bhatnagar, D., and Mishra, S. K., "Effect of emotional labor on emotional exhaustion and work attitudes among hospitality employees in India," *Journal of Human Resources in Hospitality & Tourism*, Vol. 12, No. 3, pp. 273-290, 2013.  
<https://doi.org/10.1080/15332845.2013.769142>
- [52] Song, H.J. and Cho, Y.J., "The Influence of smotional Labor on Attitudes and Behaviors of Social Workers," *Korean Journal of Public Administration*, Vol. 54, No. 3, pp. 137-173, September 2016.
- [53] Yang, S.B. and Song, M.H., "A Study on Emotional Labor among Korean Local Government Employees," *Journal of Local Government Studies (JLGS)*, Vol. 22, No. 3, pp. 219-236, 2010.
- [54] Hong, S.H., "The Criteria for Selecting Appropriate Fit Indices in Structural Equation Modeling and Their Rationales," *Korean Journal of Clinical Psychology*, Vol. 19, No. 1, pp. 161-177, 2000.
- [55] Kang, H., "A Guide on the Use of Factor Analysis in the Assessment of Construct Validity," *Journal of Korean Academy of Nursing (J Korean Acad Nurs)*, Vol.43, No.5, pp. 587-594, October 2013.  
<http://dx.doi.org/10.4040/jkan.2013.43.5.587>
- [56] Fornell, C. and Larcker, D. F., "Structural equation models with unobservable variables and measurement error: Algebra and statistics," *Journal of Marketing Research*, Vol. 18, No. 3, pp. 382-388, August 1981.  
<https://doi.org/10.1177/002224378101800313>
- [57] Kim, G.S., "The Model Development of 6 Sigma and Understanding of Process Quality in the Service Industry: Using the Structural Equation Modeling," *Journal of Korean Society for Quality Management (JKSQM)*, Vol. 35, No. 2, pp. 84-99, 2007.
- [58] Pandzic, L., & Hadziahmetovic, N. "The impact of intrinsic rewards on employee engagement in The food industry in Bosnia and Herzegovina". *International Journal of Business and Administrative Studies*, Vol. 8 No. 2, pp. 48. 2022.
- [59] Hassnain, A. M. "Impact of autocratic and democratic leadership styles on employees' performance and motivation". *Journal of Administrative and Business Studies*, 8(3), 19-26, 2022.
- [60] Anil, A., & un Nisa, N. "Understanding the Need of Regular Staff Training: A Study of Private Hospitals in India". *Journal of Advanced Research in Social Sciences and Humanities*, 8(1), 32-49, 2023.
- [61] Ahmad, A. (2022). Antecedents of technological innovation and further impact on organizational performance. *Journal of Digitovation and information system*, 2(1), 1-16.

DOI: <https://doi.org/10.15379/ijmst.v10i1.1441>

This is an open access article licensed under the terms of the Creative Commons Attribution Non-Commercial License (<http://creativecommons.org/licenses/by-nc/3.0/>), which permits unrestricted, non-commercial use, distribution and reproduction in any medium, provided the work is properly cited.