

Emotional Labor and Perceived Organizational Support as a Predictor of Restaurant Employee Satisfaction

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Abstract

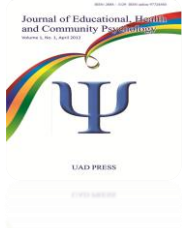
Many factors affect employee job satisfaction. However, research in the service sector is still rarely found, especially those relating to emotional labor and perceived organizational support. Therefore, this study aims to examine whether emotional labor and perceived organizational support are predictors of job satisfaction for restaurant employees. The method used in this research is a cross-sectional study. Participants in this study were 63 employees at a restaurant in Yogyakarta. The instruments used in data collection in this study were the Job Descriptive Index (JDI) scale, the emotional labor scale, and the perceived organizational support scale. The analysis method used in this research is multiple linear regression analysis. The research results and conclusions indicate that emotional profit and perceived organizational support are predictors of job satisfaction for restaurant employees.

Keywords: emotional labor, job satisfaction, perceived organizational support.

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Introduction

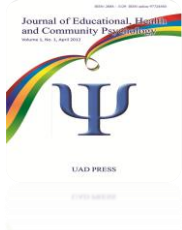
One of the parts which have a crucial role within an organization is human resources (Febriantoro & Juariyah, 2018). Organizational success depends on the ability of human resources owned by the organization (Agustyna & Prasetio, 2020). The resources owned by the organization, such as capital, methods, and machines, will not provide optimal results if they are not supported by employees who have optimum performance (Brahmasari & Suprayetno, 2008). Therefore, organizations also need to consider employee job satisfaction to obtain the desired performance (Suwardi & Utomo, 2011; Mursidta, 2017).



Employee job satisfaction is generally characterized by high work passion, high productivity in the workplace, and high employee commitment to their work (Suwardi & Utomo, 2011; Bufquin et al., 2017). Also, employee job satisfaction can be seen from good work quality; employees can work together as a team or as part of it, the employee's attendance rate is controlled, and work targets can be achieved (Yang, 2010; Cheng & O-Yang, 2018). In addition, the high initiative and creativity in conveying practical ideas or inputs for the company or organization is also a sign of employee satisfaction with their work (Robbins & Judge, 2016). Usually, employees with high job satisfaction will do work in a structured manner or follow applicable procedures to avoid mistakes at work (human error) (Rhoades & Eisenberger, 2002; Robbins & Judge, 2016; Wijono, 2014).

Spector (1997) defines job satisfaction as an attitude that describes one's feelings towards his job both as a whole and towards various aspects in his job, regarding how far a person likes (satisfied) and dislikes (dissatisfied) at his job. Luthans (2006) defines job satisfaction as the result of employees' perceptions of how well their jobs deliver things that are considered necessary. According to Riggio (2018), there are two approaches to conceptualizing job satisfaction; the first is a global approach, namely, considering overall job satisfaction. The second is the aspect approach, which considers job satisfaction consisting of feelings and attitudes about many different elements or aspects of work. According to Smith (1974), the aspects of job satisfaction include work, superiors, co-workers, salaries, and promotions. It can be said that employees are satisfied if there is a match between what employees want at work and what they have (Meier & Spector, 2015). In addition, such satisfaction can be observed by looking at the superior's ability to provide behavioral support and technical assistance; good relations between co-workers and the wages received are considered appropriate (Luthans, 2006).

According to Kreitner and Kinicki (2005), the factors affecting job satisfaction are need fulfillment, discrepancies, value attainment, equity, and genetic components. Meanwhile, Mangkunegara (2013) states that job satisfaction can come from within the employee, such as intelligence, education, work experience, tenure, personality, emotions, perceptions. Furthermore, Mangkunegara (2013) also states that other factors come from the work itself, such as type of work, organizational

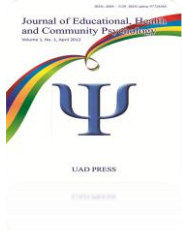


structure, rank (class), position, quality of supervision, financial security, promotion opportunities, social interaction, and work relations.

Research related to job satisfaction has been widely carried out since the 1930s (Rogelberg, 2007). In 2010, McNall, Masuda, and Nicklin (2010) conducted a study on the effect of flexible work arrangements and work-family enrichment on job satisfaction and turnover intention. The results of this study indicate that work arrangements and work-family enrichment significantly affect job satisfaction. Furthermore, research conducted by Agbozo, Owusu, Hoedoafia, and Atakorah (2017) convey that the work environment influences employee's job satisfaction. Subsequently, research conducted by Türkoğlu, Cansoy, and Parlar (2017) shows a relationship between self-efficacy and job satisfaction. Then research conducted by Pohl and Galletta (2016) reveals that emotional support from superior influences job satisfaction. Research conducted by Tarcan, Hikmet, Schooley, Top, and Tarcan (2017) shows that burnout, annual income, and economic well-being influence job satisfaction. Based on previous research, it can be seen that many factors affect employee job satisfaction, but research in the service sector is still rarely found, especially those relating to employee emotions.

According to Duke et al. (2009), competition in the service world has pushed to determine how and when an employee should express his emotions. Like the opinion of Hofmann and Stokburger-Sauer (2017) that all employees who work in the service sector must be able to display positive emotions and cover up negative emotions. Therefore, employees must manage the emotions they feel correctly, and one way to manage emotions is to do emotional labor.

Emotional labor was first proposed by Hochschild in 1983 and is defined as the emotional expression expected by organizations to the employees during interacting with customers (Hwa, 2012). Morris and Feldman (1996) define emotional labor as all the effort, planning, and control needed to express all emotions desired by the organization during interpersonal transactions in the workplace. According to this perspective, emotional labor is primarily determined by the social environment. Another perspective from Ashforth and Humphrey (1993) views emotional labor as a behavior showing the emotional expression corresponding to the specific goals as a management

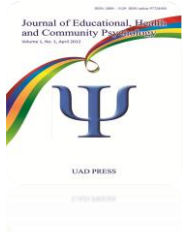


impression in the organization. The statement more emphasizes observable behavior rather than the management of feelings. It means that the emotions felt at work are not crucial for the company, but what is emphasized is the gestures issuing emotional expressions that consumers can see.

According to Morris and Feldman (1997), in emotional labor, there are three dimensions: frequency of interaction, duration of interaction, duration of interaction, and emotional dissonance. The longer and more employees interact with others, the more likely they are to become less scripted; as a result, they require more attention, effort, and stamina to regulate emotions. In addition, prolonged interaction with customers will make it difficult for employees to avoid showing personal feelings, making employees violate organizational norms. Furthermore, there will be a conflict if the personal emotions felt by the employee are different from the emotional expressions requested by the company.

Kreitner and Kinicki (2014) argue that emotional labor can be dangerous and cause emotional exhaustion syndrome. Thus, employees always have to show positive emotions and hide inappropriate feelings such as frustration, annoyance, and anger. If this is not given a healthy solution, then emotional repression can lead to emotional exhaustion. Based on research conducted by Yulistini and Putra (2015), it was revealed that emotional exhaustion influence negatively on job satisfaction; this shows that emotional labor needs to be appropriately controlled because it can affect whether or not employees are satisfied with their work.

Another factor that can affect employee job satisfaction, according to Mangkunegara (2013), is perception. So far, the individual's perception of how much the organization values contributions, supports, and concerns for the employee's welfare is referred to as perceived organizational support (Rhoades & Eisenberger, 2002). According to Rhoades and Eisenberger (2002), the perception of organizational support is a global belief formed by each employee regarding their judgment for the organizational policies and procedures. Meanwhile, Robbins and Judge (2016) explain the perception of organizational support as the level where employees believe that the organization values their contribution and cares about their welfare.



There are several dimensions of perceived organizational support described by Rhoades and Eisenberger (2002), that is, procedural justice, such as the ways to which organizations determine to distribute human resources within the organization. Furthermore, the support from superiors in evaluating employee contributions by superiors and the superiors' concern to employees led to the development of the employee's general view towards superiors. Then the organizational rewards and working conditions, there are many kinds of rewards and working conditions in organizations such as salary, recognition, promotion, job security, independence, role stressor, and training.

Han et al. (2012) stated that the perception of organizational support might significantly and positively influence employee job satisfaction. The more optimal the support provided by the company to employees, the more the employee's acceptance of such support potentially produces positive attitudes. These positive attitudes are then interpreted as a sign of the job satisfaction of an employee. It explains that the perception of organizational support can affect whether or not employees are satisfied with their work. In conjunction with the previous explanation, this study aims to empirically test whether emotional labor and perceived organizational support can be a predictor of employee job satisfaction in the service sector.

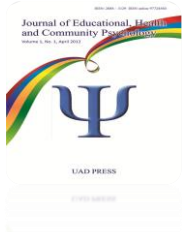
Method

Participants

The participants in this study consisted of 63 employees at a restaurant in Yogyakarta, and its characteristics were active employees with more than one year tenure; their last education was High School (SMA) or the equivalent. When collecting research data, the researchers asked the participants' willingness to participate by providing informed consent at the beginning of the form. Thus, 63 participants in this study can be ascertained that they are willing and agreed to participate.

Design

This study uses quantitative research methods with a cross-sectional study design.



Questionnaire

The data collection instrument in this study used the Job Descriptive Index (JDI) revised by Bowling Green State University (2009), which the researcher adopted and consisted of 72 items. The reliability coefficient in this study was tested using the Cronbach Alpha formula. The reliability coefficient (r_{tt}) in the JDI shows a value of $r_{tt} = 0.920$. The following is an example of a JDI item related to work, item no.2 "routine"; JDI item relates to co-workers, item no.7 "fun"; JDI item relates to salary, item no. 8 "enough to live."

The researcher prepared the emotional labor scale based on the dimensions proposed by Morris and Feldman (1997). This scale consists of 12 items. Furthermore, the reliability coefficient (r_{tt}) of the emotional labor scale in this study is $r_{tt} = 0.910$. The following is an example of an Emotional Labor item: item no. 2 "When the mood is not good, I will show it to the customer," item no. 5 "Even though I am in a bad mood, I can act as if everything is fine in front of customers," and item no. 11 "I cannot smile at a customer when I am angry."

The perceived organizational support scale compiled by Aulia, Sutanto, and Hidayat (2019) consists of 12 items. The reliability coefficient (r_{tt}) on the perceived organizational support scale in this study was $r_{tt}=0.923$. The following are examples of perceived organizational support items; item no. 1 "the organization has the right reason for giving me a raise," item no. 6 "Awards will be given to anyone who excels here," item no. 12 "My potential is acknowledged by being allowed to be further involved in the organization."

Data analysis

The research data that has been obtained are then analyzed using multiple linear regression analysis techniques. Before the researcher analyzes the data, the assumption test is carried out first, including the normality test, linearity test, and multicollinearity test. Data processing in this study was carried out with the help of the Statistical Product and Service Solution (SPSS) 20.0 for Windows computer program.

Results

Based on the analysis results carried out, it shows the R-value of .692. It means that emotional labor and perceived organizational support are predictors of job satisfaction for restaurant employees. Furthermore, the Adjusted R Square value of emotional labor and perceived organizational support is .461 with a significant level of .000 ($p < .01$). The two independent variables, namely emotional labor and perceived organizational support, can simultaneously predict job satisfaction of 46.1%. The results also show that based on the categorization results, it is known that 77.78% of restaurant employees have job satisfaction in the high category, and only 22.22% of employees have job satisfaction in the medium category.

Table 1
Regression analysis results

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df 2	Sig. F Change
1	.692 ^a	.478	.461	15.413	.478	27.511	2	60	.000

a. Predictors: (Constant), perceived of organizational support, emotional labor

b. Dependent Variable: Job satisfaction

Partially, the results showed that the emotional labor variable was a very significant predictor for restaurant employee job satisfaction, which was $\beta = .379$, $t = 3.511$ ($p < .01$) (can be seen in Table 2). The research results explain that restaurant employees with good emotional labor will have higher job satisfaction than restaurant employees with poor emotional labor.

Furthermore, partially the perceived organizational support variable is also a very significant predictor of job satisfaction of restaurant employees, which is $\beta = .418$, $t = 3.870$ ($p < .01$). This study explains that restaurant employees who have a positive perception of organizational support will have higher job satisfaction than restaurant employees who have a negative perception of organizational support.

Table 2
Coefficients

	β	t	Sig.
<i>Emotional labor</i>	.379	3.511	.001
<i>Perceived of organizational support</i>	.418	3.870	.000

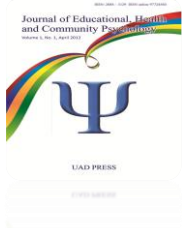
DependentVariable: Job Satisfaction

Discussion

The research results explain that emotional labor and perceived organizational support are predictors of job satisfaction for restaurant employees. Likewise, partially emotional labor is a predictor of employee job satisfaction in the service sector. This result corresponds to Mangkunegara's (2013) opinion that one of the factors that can affect one's job satisfaction is emotion. Previous research that examined the relationship between emotional labor and job satisfaction was conducted by Herlina and Rachmawati (2014). Research conducted on flight attendants at the Garuda Indonesia Airline (GIA) company explains that emotional labor has a significant positive effect on job satisfaction, with an effective contribution of 7.03%. Wibowo (2014) also conducted research on the relationship between emotional labor and job satisfaction for office employees at CV. Sugiyama Mighty Surya. This study explains a significant and positive effect between emotional labor on job satisfaction by 67%.

Furthermore, it is known that 39.68% of restaurant employees have good emotional labor, and 60.32% of restaurant employees have good emotional labor. This result proves that although the expression of emotions requested by the company is different from the feelings that employees actually feel, restaurant employees can still manage their feelings appropriately. Thus, social relations with co-workers or related to work duties and obligations are also not disturbed.

According to Ashforth and Humphrey (1993), emotional labor owned by employees can make interactions predictable, so employees can avoid doing things that can embarrass themselves, which can reduce stress and increase job satisfaction. The study results also show that when doing work, sometimes employees have to display emotions that are different from the feelings they feel, so managing these emotions is essential, especially for employees in the service sector. However,

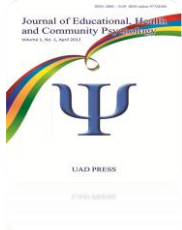


individuals who carry out the process of regulating feelings and expressions according to company rules are doing emotional labor (Grandey, 2000; 2003).

Furthermore, the results of this study (table 2) also show that perceived organizational support has a relationship with the job satisfaction of restaurant employees. This study result aligns with Han et al.'s (2012) research on hotel employees in Surabaya. The study explains that the perception of organizational support has a positive and significant effect on job satisfaction by looking at the standardized coefficient beta (β) of 0.1961 and the t-value of 2.0991, more significant than 1.96. Research examining the relationship between perceived organizational support and job satisfaction has also been conducted by Maula and Afrianty (2017) on employees of East Java Park I. The results show that the perceived organizational support variable directly influences job satisfaction, with a significance value of $p < 0.001$. Additionally, it is also proven by the β value of 0.411 with $t_{\text{count}} = 5.917$, and it is also known that the Adjusted R2 value is 0.164.

As for the perceived organizational support variable, it is known that 28.57% of employees have a neutral perception of organizational support, and 71.43% of employees have a positive perception of organizational support. Based on these results, it can be concluded that most employees have a positive perception of organizational support. This indication means that employees feel that their well-being is cared for by the organization. Employees also feel that their supervisors or superiors can provide direction and evaluate the performance of their subordinates fairly without favoritism. Furthermore, employees also feel that the wages received are considered appropriate and well paid by the company. Moreover, the presence of opportunities or chances for employees to have a career in the organization makes them feel that the organization respects them so that employees can display a positive attitude towards the company.

Based on the explanation above, it can be assumed that 53.9% of other factors other than emotional labor and perceived organizational support can affect job satisfaction. Other factors that affect job satisfaction can come from within the individual, such as intelligence, personality, work attitudes, et cetera. It can also be in other factors outside the individual, such as work relationships, social interactions, quality of supervision, et cetera. According to Mullins (2016), the factors that



can affect a person's job satisfaction include cultural, personal, social, organizational, and environmental factors.

This research is still far from perfect; the weakness in this study is related to the limited number of participants, so the generalization of such results in this research is limited to the research sample and cannot be generalized to a broader population. In addition, the research design is not experimental research, so that the relationship that occurs cannot be concluded as a causal relationship. Thus, considering some of the limitations of this study, further researchers who will conduct research related to job satisfaction can relate it to independent variables and other approaches so that it will enrich the results of research on job satisfaction.

Conclusion

Based on the results of data analysis carried out on employees, it can be concluded that emotional labor and perceived organizational support can simultaneously predict the job satisfaction of restaurant employees. Emotional labor variables and perceived organizational support provide an effective contribution to job satisfaction by 46.1%. Furthermore, partially it indicates that emotional labor is a predictor of job satisfaction of restaurant employees. Likewise, perceived organizational support is also a predictor of the job satisfaction of restaurant employees.

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