

**EMOTIONAL LABOUR, BURNOUT AND TURNOVER  
INTENTIONS AMONG BANKING SECTOR EMPLOYEES: ROLE  
OF PERCEIVED ORGANIZATIONAL SUPPORT**



**By  
Rida Rehan**

**DEPARTMENT OF APPLIED PSYCHOLOGY**

**NATIONAL UNIVERSITY OF MODERN LANGUAGES**

**ISLAMABAD-PAKISTAN**

**May 2025**

**Emotional Labour, Burnout and Turnover Intentions among Banking  
Sector Employees: Role of Perceived Organizational Support**

**BY**

**Rida Rehan**

A THESIS SUBMITTED IN  
PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE  
DEGREE OF

**MASTER OF PHILOSOPHY**

**In PSYCHOLOGY**

**To**

**DEPARTMENT OF PSYCHOLOGY**

**FACULTY OF SOCIAL SCIENCES**



**NATIONAL UNIVERSITY OF MODERN LANGUAGES**

**Islamabad-Pakistan**



## THESIS AND DEFENSE APPROVAL FORM

The undersigned certify that they have read the following thesis, examined the defense, are satisfied with the overall exam performance, and recommend the thesis to the Faculty of Social sciences for acceptance.

**Thesis Title: Emotional Labour, Burnout and Turnover Intentions among Banking Sector Employees: Role of Perceived Organizational Support**

Submitted by: Rida Rehan

Registration #NUML-S22-13285

Masters of philosophy

Degree Name in Full

Applied Psychology

Name of Discipline

Dr Zafar Ahmad

Name of Research Supervisor

Signature: \_\_\_\_\_

Prof. Dr. Muhammad Riaz Shad

Name of Dean (FSS)

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

#### **AUTHOR'S DECLARATION**

I, Rida Rehan, D/O Muhammad Rehan, Registration# NUML-S22-13285,

Discipline: Psychology, Candidate of Masters of Philosophy at the National University

Of Modern Languages, Islamabad hereby declare that the thesis: **Emotional Labour, Burnout**

**and Turnover Intentions among Banking Sector Employees: Role of Perceived**

**Organizational Support**

submitted by me in partial fulfillment of MPhil degree, is my original work, and has not been submitted or published earlier. I also solemnly declare that it shall not, in future, be submitted by me for obtaining any other degree from this or any other university or institution.

I also understand that if evidence of plagiarism is found in my thesis/dissertation at any stage, even after the award of a degree, the work may be cancelled, and the degree revoked.

Signature of student

---

Name of Candidate

Rida Rehan

Date: \_\_\_\_\_

# **Emotional Labour, Burnout, and Turnover Intentions among Banking Sector Employees: Role of Perceived Organizational Support**

## **ABSTRACT**

This study integrates the Conservation of Resources theory and the Job Demands Resources theory to explore the effects of emotional labour strategies, specifically surface acting and deep acting, on turnover intentions among frontline banking sector employees. Additionally, it examines the mediating role of burnout (emotional exhaustion and depersonalization) and the moderating role of perceived organizational support. The research draws on survey data collected from 300 frontline employees in the banking sectors of Islamabad and Rawalpindi. The findings indicate that surface acting is positively correlated with burnout and turnover intentions, while deep acting exhibits a negative relationship with these outcomes. Burnout (emotional exhaustion and depersonalization) was found to partially mediate the impact of both surface and deep acting on turnover intentions. Although perceived organizational support was positively associated with deep acting and inversely related to surface acting and turnover intentions, it did not moderate the emotional labour strategies' effects on turnover intentions. The study underscores the importance of implementing organizational support programs tailored to address the emotional labour challenges faced by frontline employees. It also highlights demographic factors, such as age, marital status and family system, as significant considerations in designing interventions. By fostering a more supportive work environment, banks can mitigate burnout, enhance employee well-being, and reduce turnover intentions, ultimately contributing to organizational stability and success.

**Keywords:** Emotional labour, burnout, turnover intentions, perceived organizational support, surface acting, deep acting, depersonalization, emotional exhaustion, banking sector employees.

## **TABLE OF CONTENTS**

<b>Chapter</b>	<b>Page</b>
<b>ABSTRACT .....</b>	<b>i</b>
<b>TABLE OF CONTENTS .....</b>	<b>ii</b>
<b>LIST OF TABLES.....</b>	<b>v</b>
<b>LIST OF FIGURES.....</b>	<b>vi</b>
<b>LIST OF ABBREVIATION .....</b>	<b>vii</b>
<b>ACKNOWLEDGEMENTS .....</b>	<b>viii</b>
<b>DEDICATION .....</b>	<b>ix</b>

<b>Chapter 1</b>	<b>1</b>
<b>Introduction</b>	<b>1</b>
<b>Chapter 2</b>	<b>6</b>
<b>2.1 Literature Review</b>	<b>6</b>
<b>2.2 Theoretical Framework</b>	<b>17</b>
<b>Conservation of Resources Theory (COR)</b>	<b>17</b>
<b>Job Demands-Resources (JD-R) Model</b>	<b>19</b>
<b>2.3 Rationale</b>	<b>22</b>
<b>2.4 Conceptual Framework</b>	<b>24</b>
<b>Chapter 3: Methodology</b>	<b>25</b>
<b>3.1 Objectives</b>	<b>25</b>
<b>3.2 Hypothesis</b>	<b>25</b>
<b>3.3 Significance of Study</b>	<b>26</b>
<b>3.4 Operational Definitions</b>	<b>27</b>
<b>3.5 Population and Sample</b>	<b>29</b>
<b>3.6 Sampling Technique</b>	<b>29</b>
<b>3.7 Procedure</b>	<b>30</b>
<b>3.8 Research Instruments</b>	<b>30</b>
<b>3.9 Research Design</b>	<b>32</b>
<b>3.10 Data Analysis</b>	<b>33</b>

<b>Chapter 4: Analysis and Interpretation of Data</b>	<b>42</b>
<b>Chapter 5: Discussion</b>	<b>69</b>
<b>5.1 Practical Implications</b>	<b>79</b>
<b>5.2 Limitations</b>	<b>81</b>
<b>5.3 Future Research Direction</b>	<b>82</b>
<b>5.4 Conclusion</b>	<b>83</b>
<b>References</b>	<b>84</b>
<b>Informed Consent</b>	<b>91</b>
<b>Questionnaires</b>	<b>92</b>



## **LIST OF TABLES**

<b>List of Tables</b>	<b>Page no.</b>
Table 1: Demographic Characteristics of Pilot Study -----	35
Table 2: Psychometric Properties for Pilot Study -----	37
Table 3: Correlation of Pilot Study -----	38
Table 4: Demographic Characteristics of Main Study -----	40
Table 5: Psychometric Properties for Main Study -----	42
Table 6: Correlation of Main Study -----	43
Table 7: Regression Analysis -----	45
Table 8: Mediation Analysis -----	46
Table 9: Mediation Analysis -----	47
Table 10: Mediation Analysis -----	49
Table 11: Mediation Analysis -----	50
Table 12: T-Test Results -----	53
Table 13: T-Test Results -----	54
Table 14: T-Test Results -----	55
Table 15: ANOVA Results -----	57
Table 16: Post Hoc Analysis -----	59

## **List of Figures**

Figure 1: Conceptual Framework of the Study .....	24
---	----

### **List of Abbreviations**

**COR:** Conversion of Resources

**JD-R:** Job Demand Resources

**MBI:** Maslach Burnout Inventory

**SA:** Surface Acting

**DA:** Deep Acting

**TI:** Turnover Intentions

**EE:** Emotional Exhaustion

**DP:** Depersonalization

**EL:** Emotional Labour

**POS:** Perceived Organization Support

## **Acknowledgement**

I would like to thank Allah Almighty, the most Merciful the most Beneficent, for all of his blessings on me.

I would like to express my deepest gratitude to my supervisor, Dr. Zafar Ahmad, whose expertise, guidance, and support have been invaluable throughout this research journey. Their insightful feedback and encouragement have significantly shaped this work. I would like to extend my heartfelt thanks to the faculty and staff of Psychology Department at Numl University Islamabad, who have provided me with the necessary resources and support to complete this thesis.

My appreciation goes to my friends, who offered their unwavering support, shared their ideas, and provided a sounding board for my thoughts. Their friendship and encouragement have been a source of strength throughout this process. I am also deeply grateful to the frontline employees in the banking sector who participated in this study. Without their willingness to share their experiences and insights, this research would not have been possible.

Finally, I would like to thank my family, whose love, patience, and understanding have been my constant source of motivation. Their belief in me has been the cornerstone of my perseverance in completing this thesis.

Rida Rehan

## **DEDICATION**

This work is dedicated to my family, friends, and mentors, whose unwavering support and encouragement have been my constant source of strength. Your faith in my abilities has inspired me to persevere through every challenge, and your guidance has been my anchor throughout this journey. To each of you, I am deeply grateful for your kindness, patience, and belief in my potential.

## CHAPTER 1

### Introduction

The primary goal of a company is to attain and retain its competitive edge. Devotion and peak performance by talented employees of the company plays a vital role in the process of achieving this goal. Since human resources are the secret behind a company's success, a company owning a skillful team is likely to stay ahead. A company must comply with a couple of things to acquire peak performance from its employees. Being well aware of the rules pertaining psychological mechanisms is one of them. A country's prosperity is immensely affected by its banking sectors. Banking sector is a commercial division comprising a large and competitive business in Pakistan. Cutthroat competition obliges the banking sector to continually originate and improve their products and services for the public. Banks rely on competent employees to help streamline the process. With the engagement of the company in the service sector, maintaining customer privilege becomes the top priority for the bank. Human resources in the banking sector highly depend on the frontline staff. They're the first point of contact for the customers. The significant role of the frontline employees in a bank encourages its administration department to educate the frontline employees the art of customer handling.

An organization's outcomes are negatively impacted by turnover of the employee, this concept fostered research into the possible results. It has been observed that service quality, sales per employee, and profitability are all negatively impacted by employee turnover (Jackson & Sirianni, 2009). Moreover, lack of information, reduced output, advertising charges for job openings, testing candidates and training starters acquires significant replacement amount as a result of uplifted employee turnover rates causing inconvenience for service sectors (Wright & Bonett, 2007). Turnover cost is borne by organizations secretly. The causes of turnover may impact the process of assigning individuals to take over the unfilled positions. The focus of human resource planners during HR strategy is more towards acquiring the skill set of candidates instead of figuring out their willingness to be a part of the organization in the long run. However the procedure of hiring an ideal individual for a relevant position remains controversial and challenging (Saraih, 2017). Research shows that turnover can be influenced by various factors such as job dissatisfaction and looking for better career possibilities elsewhere. Frequent research

is being carried out on the possibilities that influence such intentions. This study would thus emphasize on various factors of employees' psychological factors for example emotional labour as a forecaster of turnover intention (TI) inside a company.

One of the major hidden costs in the banks is the drop in morale among staff who choose to stay with the company. This can result in poor customer service. According to Mahdi et, al., (2012), it is critical for a company to realize what makes an employee quit or consider quitting it. The company is affected both financially and in terms of productivity since all the effort put into that worker is lost forever. Turnover costs include examples like training costs, hiring costs, and lower morale among remaining employees. (Cho, Johanson & Guchait, 2009). Particularly in terms of service sectors, Emotional labour is an important factor contributing to employee turnover in an organization, influencing both actual turnover and intentions to quit a job (Chau et, al., 2009). Emotional labour has been a vastly studied area in service industries for years because service jobs mostly expect employees to constantly interact with customers with a smile. Researchers have examined emotional labour in various places such as hotels, travel and aviation companies.

Emotional labour is important in jobs where employees interact with the public, coworkers, and the customers because it involves managing their feelings at jobs (Hochschild, 1983). In service jobs, organizations often set some emotional display rules and employees are expected to control their emotions and how they express them according to the organization's rules. Since Hochschild's (1983) influential work on managing emotions at work, many researchers have worked on this idea. They've shown through research that emotional labour is a critical aspect of daily work life for workers. (Morris & Feldman, 1996). The importance of handling emotions in the company will continue to rise with the growth in service economy and competition between companies. (Morris & Feldman, 1996). As per the Hochschild's (1983) theatrical perspective towards emotional labour, methods like surface acting and deep acting are used to consciously adjust emotions according to display norms (Grandey, 2000). The act of ignoring one's personal emotions and portraying the expected emotional behavior is known as surface acting. Therefore surface acting is considered deceptive since it involves pretentious emotional display regardless of what one actually feels (Grandey, 2003). On the contrary, deep acting is considered genuine since it demands changing how one feels internally to align with the organization's requirement (Grandey, 2003).

The difference between surface and deep acting has been explicitly used by researchers to explain how emotional labour can derive both destructive & positive outcomes. Since Surface acting focuses on changing outward display regardless of what a person actually feels, it is usually linked with negative consequences, such as feeling inauthentic, dissatisfaction, receiving bad ratings for emotional expression, and burnout. (Brotheridge & Grandey, 2002; Brotheridge & Lee, 2002). On the contrary, deep acting due to its authentic nature has higher chances of deriving positive results such as reduced chances of showing negative emotions, personal achievements, improved performance/job satisfaction and an authentic feel. Brotheridge & Grandey, 2002; Brotheridge & Lee, 2002). Many researchers have suggested that emotional labour might result in withdrawal behaviors. (Abraham, 1999; Brotheridge & Lee, 2002; Coˆte' & Morgan, 2002) For instance, according to Grandey (2000), managing emotions can elevate physiological arousal, encouraging individuals to adopt withdrawal behaviors and, eventually, leave their jobs. Emotional labour triggers turnover intentions has been proven in previous studies. (e.g., Abraham, 1999). As formerly theorized (e.g., Brotheridge & Grandey, 2002; Brotheridge & Lee, 2002), we anticipated that turnover intentions would differ in relation to surface acting and deep acting. Particularly, surface acting is likely to contribute to increased turnover intentions due to its demanding nature, creation of emotional conflict, and associated emotional exhaustion, whereas deep acting might reduce turnover intentions by promoting genuine, positive emotions.

Inside the banking sector, turnover intentions are defined as an employee's intention to depart from their present workspace or to quit their current job. This tendency is often triggered by factors like extreme stress levels, extended working hours, and restricted scope for career growth. Turnover intentions are likely to be influenced by emotional labour, as staff might feel drained from continuously handling their emotions. Turnover intention is equivalent to yearn to transfer employees from one organization to another. It also seeks the attention of organization's management as it disrupts business operations, reduces morale of remaining employees, and carries various costs such as recruitment, interviews, background checks, and additional expenses for training new employees. Mobley et al. (Long et al., 2012) highlighted three signs of turnover intention: 1) Thinking of leaving, 2) Intent to search other work opportunities, and 3) decision to finally quit working.



A commonly stated result of emotional labour is job burnout, identified as a decrease in employee interest and enthusiasm. Initially significant, interesting, and challenging tasks can turn into something displeasing, unsatisfactory and worthless.” (Maslach et al., 2001: 416). According to Maslach et al. (2001), burnout indicates emotional exhaustion, depersonalization, and a decline in individual achievements. Emotional exhaustion is identified by the reduction of emotional resources and is a significant sign of strain. It indicates a loss of energy and mental fog. Depersonalization indicates developing negative emotions and perception about clients. Reduced accomplishment is identified as a crisis in professional competence, capability, and inefficiency in completing assigned responsibilities (Leiter et al., 2013). Lack of resources and increased job demands is the key to emotional exhaustion (Gan & Gan, 2014). During depersonalization, employees take customers as impersonal objects instead of individuals and carry no feelings for them. They detach themselves from both customers and their organization (Dellagi, 2015). Reduced personal achievement refers to a fall in an individual's sense of achievement and self esteem (Shih et al., 2013).

The concept of job burnout was developed to understand the psychological response to recurring emotional and social pressure at the workplace. (Maslach et al., 1981). Burnout has been characterized using three primary principles. Being the first measure, the Maslach Burnout Inventory (MBI) has defined burnout in the service sector using three aspects: emotional exhaustion, depersonalization and diminishing personal achievements (Maslach, 1982). The pros and cons of emotional performance pertaining burnout will be investigated further. (e.g., Schaufeli & Enzmann, 1998). This idea was evolved as a person’s response to increased emotional requirements in public sectors. It was observed that employees were finding it challenging to manage their emotions when dealing with customers. Quitting a job is a critical action and deciding on it is challenging for most employees. Ending a job could be risky as it can lead to prolonged joblessness or a workplace inferior to the previous one. Even when one finds a new job, adjusting to the new workplace can be challenging. The choice of terminating a job may look simple but a couple of other factors need to be evaluated before making the ultimate move (Mxenge, Dywili, & Bazana, 2014). The powerful impact of burnout on employee turnover is not surprising. It has been investigate that some factors of emotional labour such as ignorance of unpleasant emotions can trigger one's willingness to quit (Côté & Morgan, 2002), moreover surface acting plays a vital role in making such decisions (Begenirbaş, Çalış & Kan, 2014). On the contrary deep acting is

negatively linked to the idea of job termination and emotional exhaustion can clarify the proportion between surface acting and willingness to quit (Chau, Dahling, Levy, & Diefendorff, 2009).

Considering the frontline workers, the emotional labour strategies: surface acting and deep acting become the elements affecting the frontline workers' intentions to quit their organization. Anafarta (2015) and Chau (2009) had formerly experimented that a frontline worker who fakes emotions when serving clients is likely to face emotional exhaustion and burnout at some point which would lead to failure in achieving job satisfaction and hence motivate them to quit the organization. Compared to someone who genuinely builds deep emotions to fulfill the required behavior (deep acting) is less likely to combat emotional exhaustion and burnout hence the work satisfaction is acquired and there is no willingness to quit the organization (Chau, Dahling, Levy, and Diefendorff, 2009).

Perceived organizational support relates to employees' general understanding of how much their workplace values their welfare and appreciates their contributions (Eisenberger et al., 1986). These perceptions about the organization are based on allocating human-like attributes to it, which can range from being considerate to unfriendly. The overall belief of employees on organization highly relies on the policies and work-culture imposed by the company alongside the decisions taken by the management of the company (Eisenberger et al., 1986). According to organizational support theory (Eisenberger et al., 1997), POS is explained as employees' faith in the organization's acknowledgement of their efforts for the organization and its commitment for employee's wellbeing (Eisenberger et al., 2001). According to (Eisenberger et al. 2001), strong organizational support leads employees to feel obligatory to contribute towards achieving the company's goals, inspired by the law of reciprocity (Eisenberger et al., 2001). The company's definition of organizational support can also be explained as recognizing and appreciating the employee's effort alongside guaranteeing their welfare (Eisenberger et al., 2001). POS can work as a moderator in the link between emotional labour and turnover intentions. Despite facing increased levels of emotional labour an employee has minimal chances of quitting their organization when valued by the organization.

## CHAPTER 2

### Literature Review

Hochschild, a sociologist, was the first to describe emotional labour in 1979 as the procedure of controlling one's feelings in order to communicate one's external facial and physical responses. As a result of the fact that these acts are carried out with the purpose of obtaining payment, they possess an inherent worth in the trade. According to Hochschild, service work is different from other sorts of employment since it requires not just cerebral and physical labour, but also the labour of controlling and expressing emotions. He believed that this makes service work unique with regard to employment. Employees in the public service industry compensated not just for their professional expertise but also for the emotional labour they provide. There are three different approaches that Hochschild (1983) suggests may be used to properly manage emotional labour. Surface Acting is a first approach and is defined as the specific kind of behavior in which the mask is worn with the intention of concealing one's true emotions, rather than showing one's true emotions to others. When individuals are confronted with a contradiction between their perceived feelings and the established standards of the organization, they modify their behavior in front of others by adjusting their facial expressions and vocalizations. However, their internal emotional state remains untouched by this conflict. The active deep acting technique is the second approach. In situations when individuals experience feelings that are not in accordance with the standards of the organization, they make a conscious effort to manage their internal emotional states by using cognitive processes and imagination. This makes it possible for people to manage or control certain emotions in order to guarantee that their internal feelings are in accordance with the emotions that the organization wants to portray. The passive deep acting technique is the third way that is being discussed, this means that employees express their genuine emotions at work without doing any emotional effort because their inner feeling are in line with the rules of the organization. Hochschild focused the majority of his attention on the first two tactics, arguing that the third way does not involve emotional exertion, but that emotional labour requires conscious effort in order to be accomplished.

According to Grandey (2000), the emotional labour represents the effort of consciously controlling inner feelings of one self to display certain facial and bodily expressions in public for the purpose of receiving a predetermined pay compensation. On the other hand, Cote and Morgan

(2002) explains emotional labour as process of complying with the established rules for emotional expression within a certain work environment. This idea of emotional regulation encompasses the broad rules for expressing emotions when dealing with those in positions of authority, those in subordinate positions, and in employment circumstances that are not directly tied to financial gain. The Surface Acting and the deep acting approaches to emotional labour have been identified as two dissimilar methods that have been discussed as independent variables in previous research on emotional labour.

The previous literature on frontline workers uses the concept of emotional labour described by Grandey in 2002. According to Grandey, The ability of frontline workers to regulate their emotions is a key factor of emotional labour. Deep acting and Surface Acting are two types of emotional labour that are discussed by Grandey (2002). Surface acting is described by Grandey (2000) as the deliberate display of fake emotions in order to fool clients into thinking that you understand their feelings when you don't. There are a number of negative outcomes that may result from surface acting, including the creation of a phony personality, a reduction in the expression of emotions, unhappiness with one's work, and ultimately burnout. This is due to the fact that the surface acting approach just affects the outward manifestation of emotion, without having any effect on the underlying emotional state. On the other hand, Grandey (2002) defines "DA" as a method to emotional labour that goes beyond Surface Acting and involves changing internal emotions or feelings in line with the required emotions at work. Positive outcomes are related with deep acting such as job satisfaction. These definitions not only provide a realistic picture of emotional labour as the procedure of controlling and managing emotions, but they also walk one through the steps of actually doing it.

The term "turnover intentions" are the indicators that may be used to forecast the likelihood of a staff's intention to resign from current position. It is common practice to use them (TI) to quantify employee turnover in research studies that study the link between individuals and certain analytical units (for example, Porter & Ayman, 2010). They are widely acknowledged as the primary indicators of employee turnover in an organization. When compared to investigating actual turnover behavior, researching turnover intentions is considerably less difficult on the whole. Conducting research on employee turnover may be problematic due to the fact that it is difficult to identify the specific factor that motivates individuals to leave a company. It is possible

that their previous place of employment or the availability of new job opportunities might have an effect on this (for example, Thoresen, Kaplan, Barsky, Warren, and Chermont was published in 2003). As stated by Grandey (2000), the association between surface acting and retreat is a notion that has been proposed. A swift and direct response to withdrawal is known as turnover intention, and it has the potential to serve as the first step in a sequence that ultimately leads to turnover. According to Edwards (1991), when employees do surface acting on a regular basis, they may come to the realization that their current position is not suited for them and create a desire to look for other employment opportunities.

In these kinds of circumstances, workers could decide to utilize a tactic known as scenario selection (Gross, 1998), which entails quitting their current employer or job and looking for work in a different setting. According to Grandey (2000), previous research on emotional labour has only seldom investigated the desire to quit one's current job. In the light of previous literature, there is a positive association between turnover intention (TI) and Surface Acting, however there was no significant relationship found between intentions to leave a present employment (TI) and deep acting. Researchers Vandenberg and Nelson (1999) came to the conclusion that the propensity of a person to leave a company is impacted by two key factors: the internal motivations of the individual and the external environmental effects of the individual. According to Vandenberg and Nelson (1999), individuals who are subjected to unsatisfactory working conditions have a considerable influence on their psychological motivation, which in turn prompts them to look for other employment opportunities.

The empirical proof that the external attractiveness of a job has a major impact on employee turnover is provided by the research that was conducted in 1994 by Bretz, Bodreau, and Judge. According to Vandenberg and Nelson (1999), one of the reasons why individuals begin to consider quitting their job is because they are dissatisfied with their current position, which in turn motivates them to look for someone else to work for. Investigators have conducted studies to investigate the elements that impact an individual's propensity to quit their job. These factors include stress linked to work, job compatibility, devotion to the organization, flexibility in work arrangements, and the perception of the degree of support from the company. The problem of emotional labour is a key reason why frontline employees have a propensity to leave the company. This is a problem that emerges among frontline people.

Staff and businesses are more prone to suffer aftermath when they engage in Surface Acting rather than deep acting. This is something we have shown several times before. According to Grandey (2000), the current corpus of literature on emotional dissonance provides a theoretical basis for comprehending the connection between surface acting and intents to leave. The term "emotional dissonance" describes the unpleasant feeling that a person feels when their outwardly shown emotions do not match their inside experiences. It is typical for people to display this variation while they are engaging in surface acting. Researchers have shown that emotional dissonance is a negative experience, thus it stands to reason that workers would like not be in settings where it might happen. Research cited by Zerbe (2000) and Abraham (1999) found that workers were more intended to give up their present positions in jobs when they experienced emotional dissonance. Grandey (2003) & Rubin et al. (2005) are only a few of the research that have shown the close relationship between emotional dissonance and surface behavior or acting.

According to Abraham (1999), professionals are more prone to consider leaving present job if they are experiencing emotional turmoil. The aforementioned assumption is supported by Grandey's (2003) hypothesis that emotional conflict and Surface Acting have comparable traits. So, it's reasonable to assume that engaging in Surface Acting increases the likelihood of contemplating a resignation from one's present job. In their research, Cropanzano et al. (2003) a clear correlation between SA and desire to leave. Improvements in organizational performance and reductions in turnover intentions are two possible positive outcomes of deep acting (Grandey, 2005). So, we anticipate that DA and SA may correlate with turnover intention in different ways. One of the many negative outcomes linked to emotional labour is a strong desire to quit one's present job. Emotional labour, according to Hochschild's (1983) thesis, may cause burnout and emotional tiredness, which in turn can cause employees to leave their jobs. The findings of several studies have substantiated this concept. An example of this would be Kim and Kim (2019), who discovered that emotional labour had a major impact on the likelihood that hotel employees would want to leave their jobs. In a similar vein, Yang et al. (2018) revealed that positive link exists between emotional labour and the propensity to quit one's job among employees who work in customer service.

Previous research has shown that engaging in shallow emotional labour is linked with increased levels of emotional exhaustion and Depersonalization, both of which are sub-

factors of burnout in the workplace (Brotheridge and Grandy, 2002). In addition, a study that was carried out on employees who hold roles that include direct engagement with consumers explored the influence that emotional labour has on burnout, particularly with regard to EE and DP. According to the previous study findings, deep acting had a negative effect on EE, but surface acting had a positive effect on EE. When it comes down to it, deep acting is associated negatively with work burnout, but Surface Acting is linked positively with job burnout (Shin, 2012). Surface Acting, a kind of emotional labour that is often seen in workers in the service industry, was shown to have a positively significant impact on EE, Depersonalization, and cynicism, according to the study. When service providers indulge in SA, they are more likely to suffer greater levels of emotional exhaustion, Depersonalization, and cynicism, according to research conducted by Bae and Kim (2012). Inversely, indulging in deep acting while working might decrease the likelihood of experiencing negative outcomes such as EE, DP, and cynicism.

According to findings of Brotheridge and Grandey (2002), burnout may subsequently result in a negative attitude toward one's employment, an increased desire to quit, and ultimately lead to employee turnover. Studies conducted in the past have shown that a clear positive correlation exists between burnout and turnover intentions. Depersonalization and emotional exhaustion, in particular, have been shown to have a substantial positive effect on the intention of turnover (Kim et al., 2010). According to the findings of a study that was conducted on airline employees conducted by Yoon (2010), the feeling of depersonalization and EE as a outcome of job burnout had a significant positive effect on the employees' propensity to leave from their positions within the organization. In situations when there is a high amount of emotional labour, particularly when that emotional labour is excessive, there is a greater likelihood that job burnout may strike. Employees who experience considerable burnout report lower job satisfaction and are more prone to consider to leave their jobs or current employment situations (Shin, 2012; Kim, 2010).

Surface Acting is also connected to the emotional conflict dimension, according to Zapf and Holz (2006), who discovered that workers who exhibit superficial emotional behavior are more prone to suffer from emotional conflict. According to their findings, SA leads to emotional conflict. Additionally, SA may indirectly contribute to employees' tendency to leave the

organization due to emotional exhaustion. This is because EE is a sub-factor of burnout. Employees who are solely impacted by superficial emotional fluctuations are more prone to suffer from emotional exhaustion, depersonalization, & an increased propensity to depart from position within the organization. It is possible that engaging in surface acting will result in personnel turnover.

A number of studies have shown that a substantial connection exist between emotional labour and burnout within workforce. These findings are corroborated by research that was conducted by Chau, Dahling, Levy, and Diefendorff (2002), as well as Grandey (2003). Person is said to be experiencing burnout when they are experiencing emotional exhaustion and depersonalization. Emotional exhaustion is a state in which a person has the perception that all of their emotional resources have been depleted. This may lead to a decline in motivation and even a reluctance to engage in job activities. The dissociative phenomena known as depersonalization is characterized by an individual's subjective experience of feeling disconnected from their own self. As a findings of their investigation, Maslach et, al., (2001) discovered that individuals who primarily concentrate on resolving the problems of other people and who engage in interactions that are both frequent and extensive are more prone to develop emotional exhaustion and worker burnout. Strong connection exist between Surface Acting and emotional exhaustion, according to the findings of Brotheridge and Lee (2003). It was discovered by Grandey (2003) that there is a positive connection between SA and EE. In their study from 2003, Totterdell and Holman discovered that engaging in surface acting might quickly result in emotional desensitization and burnout. The concepts of deep acting and emotional exhaustion are the subject of a great deal of dispute that is still going on. When it comes to EE, Grandey (2003) discovered that DA has a beneficial impact, despite the fact that this effect is not statistically significant.

Within the scope of their study, Lee and Tan in 2009 investigated connection between emotional labour and emotional exhaustion. According to the findings of the researchers, participating in Surface Acting was linked with higher EE, however, indulging in deep acting and expressing positive emotions were linked with least levels of EE. In addition, it was shown that emotional exhaustion played a role as a mediator in the link between emotional labour and satisfaction related to job. The majority of studies revealed that SA is primarily concerned with the outward manifestation of feelings, independent of the feelings that are really



being experienced by the individual. A transient emotional mask, Surface Acting demands an incredible degree of emotional energy, which makes it more likely to result in EE. SA is a momentary emotional mask. Deep acting, emphasis on the individual's behavior and the emotions that are occurring inside them, which ultimately results in a consistent portrayal of emotions both privately and publicly. This is achieved by the use of constructive cognitive processes, such as cognition and imagination, and it significantly enhances the sense of achievement that the workers experience. Deep acting is a term that describes the process of amassing resources that ultimately leads to a reduction in the amount of emotional exhaustion that one experiences. A direct positive association between Surface Acting, Depersonalization, & emotional exhaustion is proposed by the researchers. Additionally, they argue that there is an inverse relationship between deep acting, depersonalization, and emotional exhaustion.

The definition provided by Firth et, al., (2004), turnover intention (TI) define as a strategic actions that an individual performs with the aim of leaving a particular job. The concept of turnover intention (TI) refers to the workers' conscious contemplation of leaving the firm freely with the purpose of leaving. The concept of turnover intention (TI) was suggested by Mobley, Horner, and Hollingsworth (1978). This concept entails doing an all-encompassing evaluation of the employee's level of dissatisfaction with their current job, the likelihood of quitting, the desire to explore other employment possibilities, and the potential of obtaining other employment. Emotional exhaustion, a component of burnout, and turnover intention (TI) are significantly and favorably correlated with one another. According to research conducted by Jackson, Schwab, and Schuler in 1986, persons who experience feelings of EE are less likely to feel linked to the company in which they are employed. Furthermore, they are more prone to quit their work or have the urge to quit (Firth & Britton, 1989). This is a significant change from previous research. There were strong correlations found between emotional exhaustion, job satisfaction, organizational attachment, and TI, according to Leiter and Robichaud (1997). Among frontline office members working in Turkish hotels, Yavas et al. (2008) discovered a substantial positive connection between EE and desire to turnover. It was shown by Karatepe & Uludag (2007) that there is a clear positive connection between emotional exhaustion and the urge to quit one's employment.

According to a number of research, including Abraham (1999), Brotheridge and Lee (2002), Cöte and Morgan (2002) & Grandey (2000), it has been claimed that withdrawal habits

might be a potential consequence of emotional labour. The process of managing emotions, as stated by Grandey (2000), is associated with an increase in physiological arousal, which may result in a decline in work engagement and, ultimately, the decision to leave one's employed position. Emotional labour has been demonstrated to have a considerable effect on the likelihood that workers would leave their jobs, according to previous studies (for example, Abraham (1999) and Wong and Law (2002)). There is evidence from previous research that suggests that the emotional anguish that is linked with Surface Acting is likely to have a direct influence on the desire to leave a job. We anticipate, on the other hand, that the effort required to fake an emotional reaction would result in significant emotional exhaustion, which will, in turn, contribute to the desire to leave the organization.

Engaging in Surface Acting has been demonstrated to be a contributing factor in feeling emotional exhaustion and Depersonalization, according to a number of studies that have been conducted on the subject. The condition known as emotional exhaustion is characterized by the fact that an individual has exhausted all of their emotional resources and now is feeling both physical and mental exhaustion as a direct results of their work. Depersonalization on the other hand, refers to the process of harboring negative feelings and perspectives towards customers and clients. Specially, Mashlach and Jackson (1986) & Wright and Cropanzano(1998) are the sources that are addressed here revealed that engaging in Surface Acting has been demonstrated to be a contributing factor in feeling emotional exhaustion and Depersonalization. By examining the relationship between SA and EE, Brotheridge and Grandey (2002) discovered a substantial positive association. As a consequence of this link, it can be deduced that indulging in Surface Acting leads to the production of fake expressions, leads to increased levels of physical and sentimental strain. According to the findings of previous studycarried out by Morris and Feldman in 1996 and 1997, these components are known to result in a condition of emotional exhaustion inside individuals. Research conducted by Cropanzano, Rupp, and Byrne in 2003 and Westman and Eden in 1997 are two examples of research that demonstrate a clear and positive association between emotional exhaustion and the desire to quit a job. In addition, several studies conducted in the past have shown that this relationship is obvious and good. In a meta-analysis that Lee and Ashforth (1996) carried out, they discovered that there was a correlation of .44 between these distinct notions. Research conducted in the past has shown that participating in deep acting is more prone to favorable outcomes when compared to surface

acting (SA) (Brotheridge & Grandey, 2002; Brotheridge & Lee, 2002; Totterdell & Holman, 2003). Therefore, we anticipate that participating in DA will have a inverse association with turnover intentions, which in line with the findings of this study. According to Wharton and Erickson (1993), integrative occupations include those that include providing customer service, such as those held by bank tellers. People who work in these positions need to be able to mask unpleasant emotions while still expressing positive ones. In this particular setting, the term "deep acting" refers to the conscious effort that is made to cultivate genuine and pleasurable sensations inside oneself, which ultimately results in an expression of feelings that is genuine and positive.

In light of this, it is predicted that when workers practice deep acting in order to comply with these display principles, it results in highly favorable emotional experiences for the staff (Grandey, 2000; Gross, 2002). There is a positive link between experiencing good feelings and having favorable work attitudes, as well as lower turnover rates, according to research that was conducted in domains that are not connected to emotional labour (Hom & Kinicki, 2001; Thoresen, et al., 2003). Negative connection exists between happy emotions and turnover intentions, according to the findings of George and Jones (1996). It has been hypothesized that workers who participate in deep acting in customer service situations would have a greater degree of good affect while they are on the job. The reason for this is that deep acting is the process of producing pleasant feelings that are in line with the emotional expressions that are supposed to be conveyed. As a consequence of this, people are less likely to have the urge to leave their current place of work.

In the connection between emotional labour (EL) and the consequences that workers experience, burnout is a crucial component. Burnout is a condition that is characterized by prolonged exposure to the stresses that are connected with employment, which ultimately results in mental, emotional, and physical exhaustion. According to the findings of earlier studies, burnout may work as a mediator in the connection between emotional labour (EL) & other unfavorable consequences, such as the desire to leave one's current work (Huang et al., 2020). Burnout was shown to have a mediating effect in the association between EL and turnover intentions among hotel workers in a research by Zhou and Wu (2018). Surface Acting is likely to have two impacts, according to previous research: a direct, positive influence on TI, and an indirect, positive

influence on TI by increasing burnout, particularly emotional exhaustion and depersonalization. Also, it is predicted that deep acting would result in two outcomes: a direct, negative influence on turnover intentions, as well as an indirect, negative impact on turnover intentions via the mitigation of burnout, especially emotional exhaustion and Depersonalization. According to our model, burnout, will play a role in mediating the connection between emotional labour techniques, specifically SA and DA, and TI.

The most important concept of organizational support theory is perceived organizational support. According to Baran, Shanock, and Miller (2012), it is crucial in quantifying the degree to which individuals have the perception that their company praises their involvement & takes responsibility for their well-being and accomplishments. The literature that explores the interaction between workers and organizations includes POS theory as an integral component of the aforementioned research. The concept of POS is refers to the perspectives and attitudes of workers on the degree to which their company praises and places importance on their contributions and interests (Eisenberger et al., 1986). According to McMillin (1997), POS refers to the help that an organization provides to its employees. This assistance encompasses the provision of emotional support, the acknowledgment of the significance of the employee, as well as the provision of knowledge, training, equipment, and other vital resources that are required to carry out activities.

The research conducted by Xu and colleagues in 2005 revealed that there are two essential components of organizational support. These components include a worker's perception that their company acknowledges & values their contributions, and the organization's dedication to the health and happiness of its workforce. Perceived organizational support, often known as POS, is used to determine the degree to which staff perceive that their company praises their efforts and places a high priority on their well-being (Rafaeli & Sutton, 1987). To put it another way, employees who have a high feeling of POS have a strong perception that their organizations are actively supporting them. According to the findings of a study that was carried out by Wen, Huang, and Hou (2019), it was discovered that employees have a heightened feeling of POS when they believe that their organization truly values their welfare, acknowledges their talent, and encourages them to give opinions on problems that are related to their work. Workers more prone to experience a sense of loyalty and responsibility when they perceive that their organization is providing them with support. Workers, as a consequence, have a sense of obligation to reciprocate to the positive

treatment they get from the firm by increasing the level of commitment they have for the organization (DeConinck & Johnson, 2009). In addition, it is essential to note that the psychological asset of an organization, which is referred to as POS, has the potential to moderate the connections between two aspects of emotional labour and the propensity to walkaway from a job situation (Turnover Intentions). To be more specific, employees develop a strong emotional connection with the firm when they see that the company recognizes their contributions to improving the performance of the company and focuses priority on their well-being (Yanyu & Jizu, 2022).

A study conducted by Wen, Huang, and Hou (2019) discovered that perceived organizational support refers that employees perform their duties in helpful surroundings, which include amendable scheduling, open communication, and and polite treatment from supervisors. Workers who are experiencing emotional exhaustion may benefit from receiving support from their organizations since it has the potential to evoke good emotions such as joy, pride, and enthusiasm with them. According to Kim, Hur, and Moon (2017), the presence of POS has the effect of weakening the positive link between Surface Acting and the desire to leave job (TI), while simultaneously strengthening the inverse association between deep acting and the want to quit a job. Employees are expected to have less negative psychological impacts, like burnout and stress related to job, as a result of the provision of POS. Recent investigations in the fields of public mental health and workplace safety have looked at the ways in which perceived organizational support moderates the link between emotional labour (EL) and the outcomes of organizations. The findings of an empirical study that Du and Wang (2021) carried out on frontline hotel workers in China revealed that, POS mitigates the inverse link that exists between SA and job engagement. In spite of this, it strengthens the substantial positive link between DA and job engagement among persons who have greater level POS. These individuals are more prone to display work engagement in contrast to those who have least levels of POS.

According to the findings of a study that was carried out not too long ago by Yanyu and Jizu (2022), Positive association exist between the Surface Acting of Chinese coal miners and dangerous behaviors. Conversely, negative correlation exists between their deep acting and unsafe behaviors. Nevertheless, it is essential to emphasize the moderating influence that POS have on these links. To be more specific, the positive association between SA and dangerous

behavior is weakened by POS, but the inverse link between deep acting and dangerous behavior is strengthened by POS. According to the research by Duke et al. (2009), the impact of emotional labour on employee outcomes, was moderated by POS. To provide a more exact explanation, the researchers found that increased levels of POS lessened the negative linkages that existed between emotional labour and job satisfaction. The findings of Bradley and Cartwright (2002) and Stamper and Johlke (2003) supported the concept that POS plays a moderating role in determining the link between occupational pressures & strain. These prior studies suggest that employees who get help from their company are more likely to repay this support by increasing the amount of effort they put into their work. According to Saks (2006) and Vandenberghe et al. (2007), studies have revealed that staff who have a high view of the support they get from their organization are more prone to be actively engaged in their organization and dedicated to job tasks. By sticking more strictly to the particular norms for expressing emotions that have been set by the company, employees who are in positions that need continual emotional labour may choose to demonstrate their enhanced dedication to returning the support that they have received from the organization.

It has also been shown in past literature that the effect of emotional labour tactics on the outcomes associated with work is contingent upon the degree to which frontline staff perceive the acknowledgment & concern that their company has for their individual well-being. Therefore, we believe that POS will lessen the detrimental impacts of Surface Acting such as burnout that frontline bank employees experience, and it will also lessen the positive impact of SA on turnover intention (TI). In addition, the incorporation of external resources enhances the emotional capacities of bank employees who have direct interactions with clients, so reinforcing the negative link that exists between deep acting (emotional control) and their intentions to quit their current position.

## **2.2 Theoretical Background**

### **Conservation of Resources Theory (COR)**

The current conceptual paradigm is heavily based on the ideas principles of COR theory. When faced with emotional challenges on the job, employees are encouraged to draw on their emotional resources, with the promise of future rewards (Brotheridge and Lee, 2002). The theory

of COR is the foundation of this suggestion. Negative outcomes occur when people believe that the emotional energy they invest will outweigh the future rewards they will get. This makes workers feel bad because they see it as a reduction in resources. Alternatively, if the beneficial outcomes outweigh the negative ones, then it's a win-win situation from a resource gathering perspective. Their eustress, a form of positive stress, intensifies as a result (Hobfoll, 1989). In order to make up for any overall losses, professionals are always looking for new ways to acquire resources, find ways to adapt to new situations, and evaluate their performance (Mahoney et al., 2011). Additionally, they strive to acquire resources to the fullest extent possible. Numerous empirical investigations in the field of emotional labour (EL) have employed the COR principles to clarify the relationship between emotional work and personal results. Brotheridge and Lee (2002) looked at the possibility that the COR principles might explain the connection between EL and burnout among military personnel. In a more recent study, Mahoney et al. (2011) looked at the connection between EL and work outcomes including emotional weariness, job happiness, and affective commitment. College instructors were the subjects of the investigation. The concept of COR, which stands for "Conservation of Resources," was utilized by all of these researches to illuminate the effects of various emotional labour (EL) techniques on individual outcomes, including variations in resource use and potential gains and losses.

Based on the ideas featured in the COR theory, we assert that bankers are more prone to wish to depart from their jobs for other chances if they participate in Surface Acting. To put on a front and hide their real feelings, bankers must subtly focus their minds. This leads to a drain on their substantial emotional resources, which is an outcome of engaging in surface acting. The act of managing one's emotional expression, according to Gross's hypothesis, "consumes cognitive resources while regulating emotions," leading to a dwindling supply of resources. Bankers lose some of their credibility when they appear phony, such as when they act as if they are experiencing a certain feeling. A decline in the development of genuine relationships, dissatisfaction with one's work life, and disengagement with one's employer are the subsequent outcomes.

Moreover, bankers who participate in Surface Acting are more prone to have emotional dissonance, which may be defined as a fundamental contradiction between the sentiments that they are experiencing on the inside and the displays that they do on the outside. The irregularity in their behavior ultimately leads to a decline in their cognitive and motivational

processes. Emotional resource depletion may lead to psychosocial risks such as burnout, tiredness, and cynicism, which may then lead to an increase in the intention of turnover. In the other direction, we anticipate that engaging in deep acting will reduce the urge to quit one's current work. Research conducted by Brotheridge and Lee (2002) discovered that front-line staff who participate in deep acting may be able to self-motivate by bringing their feelings into harmony with the sentiments that are favored by the business. Through displaying real and honest conduct, persons have the capacity to garner support and goodwill from the general public or customers. This not only fosters a sense of accomplishment but also enhances the productivity of employees who have direct connections with customers, perhaps compensating for any reduction in available resources due to the situation. In order to replenish resources, deep acting is a rigorous and purposeful action that tries to minimize the disparity between the sentiments that are experienced on the inside and the manifestations that are made on the outside. Furthermore, as a consequence of this, frontline people are inspired to maintain their loyalty to their current employers.

The POS or perceived organizational support, is an important factor that plays a role in determining the emotional and psychological welfare of workers. By cultivating an atmosphere at work that is characterized by open and honest communication and compassionate treatment, organizations have the ability to encourage positive emotions and aid in the emotional rehabilitation of their staff members. This, in turn, leads to improved organizational outcomes, such as a decrease in burnout and a decrease in the intentions of turnover. According to Goldberg and Grandey (2007), the COR principles posits that POS provide employees extra tools that may be used to efficiently manage stress connected to their employment. According to the findings of Wen, Huang, and Hou (2019), workers who engage in surface acting experience resource drainage and are forced to depend on other resources in order to make up for the resources they have lost. In this context, the importance of organizational support cannot be overstated since it acts as an external source of energy that helps people recuperate emotionally while they are engaged in emotional labour.

### **Job Demands-Resources (JD-R) Model**

For understanding the influence of emotional labour techniques, such as Surface Acting and deep acting, on employee burnout and turnover intentions in the banking sector, the



JD-R principles offers a comprehensive framework. JD-R principles, define the term "work demands" refers to the parts of a job that need continuous effort and result in certain physiological and psychological costs. These aspects might be physical, psychological, social, or organizational in nature. According to Bakker and Demerouti (2007), the term "job resources" refers to the components of a job that are physical, cognitive, social, or organizational in nature and that assist in the accomplishment of work objectives and the promotion of personal growth and career development. A substantial amount of emotional work or labour is required of frontline banking personnel, notably via the technique of surface acting. This is a high degree of job pressure that they must bear. Faking and repressing true feelings in order to satisfy the requirements of an organization is an example of surface acting, which is a tactic that is often used. According to Brotheridge and Lee (2002), this process results in a depletion of both emotional and cognitive resources. It is possible that this depletion will result in emotional exhaustion and depersonalization, both of which are factors that contribute significantly to burnout. While Depersonalization is the act of acting in an impersonal manner toward the people one serves, emotional exhaustion is the sense of being emotionally drained as a consequence of one's work (Maslach & Jackson, 1981). People who are emotionally exhausted and disconnected are more inclined to relieve their pain by resigning from the organization (Schaufeli & Bakker, 2004).

Burnout functions as an intermediary that enhances the urge to quit a job since emotionally drained and detached people are more prone to want to leave their employment. DA, on the other hand, entails actively matching one's true sentiments with the expectations of the company, which may be seen as a valuable benefit in the workplace. In deep acting, employees intentionally alter their internal feelings in order to create an emotional impression that is consistent with what they want to convey. This strategy, despite the fact that it is difficult to implement, reduces the likelihood of experiencing emotional inconsistency (Brotheridge & Lee, 2002). This connection encourages the conservation of emotional resources, which in turn reduces burnout and, ultimately, the intentions of turnover. According to Hulsheger and Schewe (2011), when employees effectively participate in deep acting, they often get good feedback and support from customers. This, in turn, boosts the commitment to the company in which they work.

The JD-R theory proposes that businesses may lessen the negative impacts of emotional demands by providing work resources, such as contextual factors that encourage personal growth

and emotional vitality (Du & Wang, 2021; Wen, Huang, & Hou, 2019). This is one way in which businesses can reduce the negative consequences of emotional demands. Using the JD-R theory as a foundation, the primary objective of our study is to examine the influence of POS on the link between emotional labour (SA and DA) and intention to engage in turnover. In accordance with the findings of Musenze and Mayende (2022), frontline staff are more prone to compensate for burnout when they have the perception that their organization values their efforts and puts a high priority on their welfare. Employees who have a strong feeling of POS think that their organization effectively helps them in overcoming obstacles linked to their jobs and fulfills their demand for sentimental support during times of high stress at job, as stated by Rubaca and Majid (2021). It is possible for frontline employees to acquire critical resources more easily with high level of POS, which in turn enables them to perform services that comprise emotional labour in an effective manner.

According to Hur et al., (2015), this makes it easier for workers to link their genuine sentiments with the positive emotions that are required when engaging with members of the general public. Xanthopoulou et al. (2007) state that the JD-R principles states that greater work demands lead to increased stress among staff, which leads to feelings of exhaustion & a decrease in occupational performance. On the other hand, the many kinds of workplace resources assist to buffer the negative effects of demanding working circumstances (Bakker & Demerouti, 2007). According to Bunjak et al. (2021), the JD-R principles predicts that perceived organizational support would lessen the negative effects of Surface Acting while simultaneously enhancing the favorable outcomes of deep acting. This is the conclusion that can be drawn from the findings shown by the researchers. According to these studies, the impact of POS as a work resource may have an impact on the connection between two aspects of emotional labour (SA and DA) and the desire to leave one's current position (Wen et al., 2019; Bunjak et al., 2021). The specific relationship between surface acting (superficially displaying emotions) and the inclination to quit a job is diminished by POS, while the inverse relationship between deep acting (authentically experiencing emotions) and the inclination to quit a job is enhanced by POS (Kim et al., 2017). On the basis of these theoretical arguments, we anticipate that the positive relationship between surface acting (the display of emotions on the surface) and turnover intention will be weakened by perceived organizational support, while at the same time, the inverse link

between deep acting (the display of emotions that are genuine) and turnover intention will be strengthened.

The integration of the Conservation of Resources theory and the Job Demands–Resources model provides a comprehensive framework for understanding the psychological impact of emotional labour strategies such as surface acting and deep acting on burnout and turnover intentions among banking sector employees. Conservation of Resources theory, developed by Hobfoll (1989), posits that individuals strive to obtain, retain, and protect valuable resources, including emotional and psychological energy, and experience stress when there is a threat of resource loss or actual depletion. Surface acting, which involves suppressing true emotions and faking emotional expressions, is resource-draining and can lead to emotional exhaustion, dissatisfaction, and an increased desire to leave the job due to the perceived imbalance between resource investment and reward (Brotheridge & Lee, 2002; Mahoney et al., 2011). In contrast, deep acting—where employees attempt acting as a job demand that requires sustained emotional and cognitive effort, leading to negative outcomes like burnout when not offset by adequate job resources (Bakker & Demerouti, 2007; Schaufeli & Bakker, 2004). Job resources such as perceived organizational support play a critical moderating role by helping employees cope with the emotional demands of their roles. Perceived organizational support not only mitigates the resource-depleting effects to genuinely feel the emotions they need to display—can help conserve or even replenish emotional resources by aligning internal states with external expectations, thereby fostering authenticity and job satisfaction. The Job Demands–Resources model complements this by categorizing surface of surface acting but also enhances the resource-enriching outcomes of deep acting by providing emotional reinforcement, recognition, and a sense of being valued by the organization (Goldberg & Grandey, 2007; Wen, Huang, & Hou, 2019). Together, these theories suggest that when employees are emotionally supported by their organization, they are better equipped to manage the demands of emotional labour, reducing burnout and turnover intentions, and increasing engagement and loyalty (Kim et al., 2017; Bunjak et al., 2021; Rubaca & Majid, 2021). This theoretical integration underscores the importance of resource dynamics in understanding how different emotional labour strategies affect employee well-being and retention in high-stress environments like the banking sector.

### **2.3 Rationale**

It is possible that a company's performance and profitability might be considerably hindered by extremely high rates of human turnover in the banking industry. As a result, it is

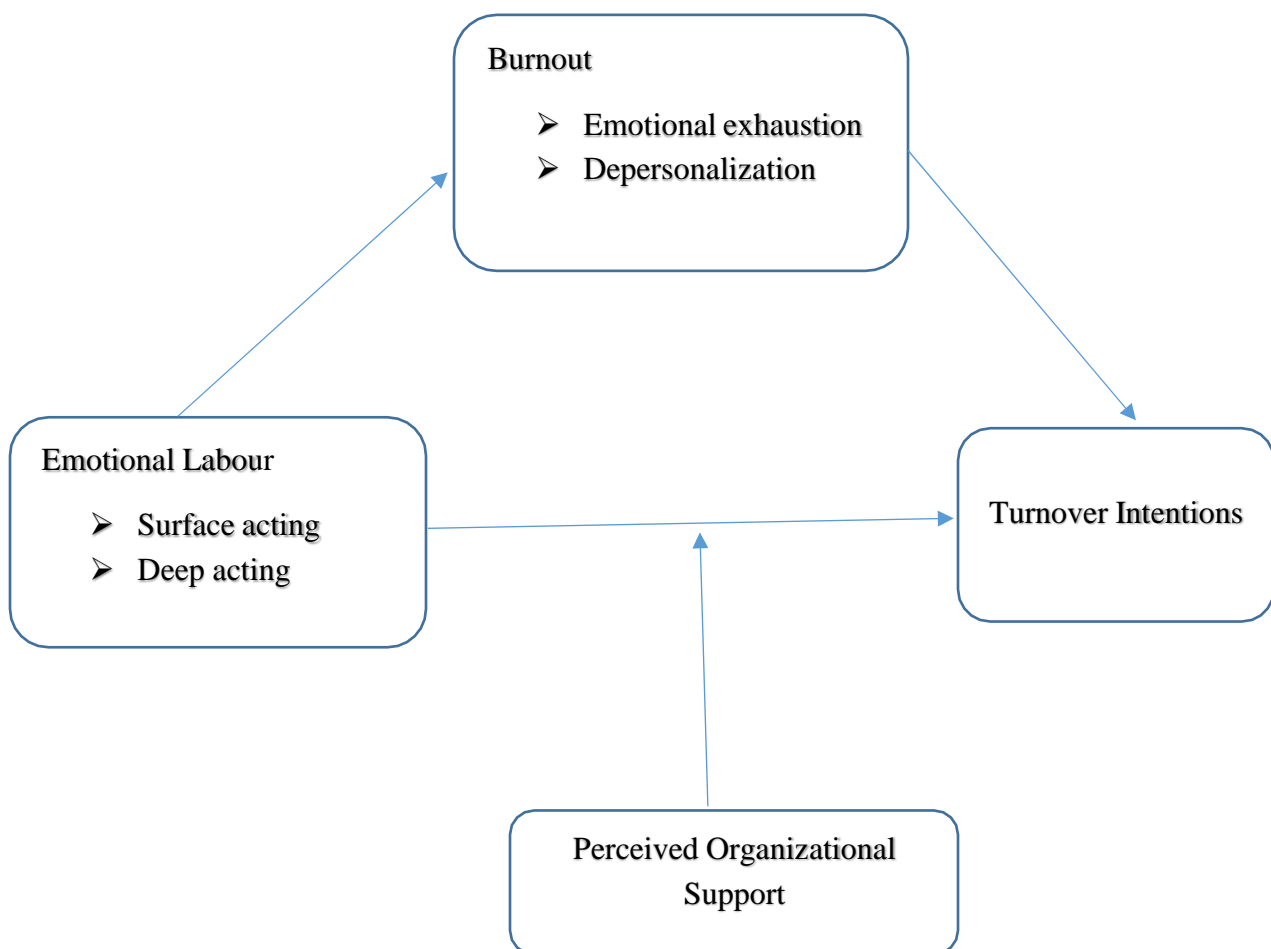
essential for companies to have a comprehensive knowledge of the aspects that leads to the intentions of bankers to consider leaving their employment. Emotional labour refers to the manner in which a person manages & controls emotions in order to fulfill the requirements and expectations that are imposed by an organization. The participation in emotional labour has been demonstrated in previous study to have the potential to result in emotional exhaustion and burnout, which raises the risk that workers will desire to leave their job. The correlation between emotional labour (EL) and turnover intentions is not a clear one, and it may be impacted by other variables, such as the perception of support from the company (POS). It is essential to acknowledge this reality. The term "perceived organizational support" refers to the subjective evaluations that workers make on the degree to which the company praises their contributions and puts focus on their welfare. Based on the findings of research, it has been shown that persons who have greater levels of support from their job are least likely to develop burnout. Further, they are more prone to have positive attitudes towards their employment, which includes having less intentions of quitting their professions. This is because they are more likely to have positive opinions about their work.

So, the purpose of this study is to examine the influence that POS has on the connection between emotional labour and turnover intentions. Furthermore, in order to improve our understanding of the underlying processes that contribute to turnover intentions among bankers, our objective is to investigate the role that burnout plays as a mediator in the connection described above. Through the examination of these research inquiries, the aim of this research is to give useful insights to organizations who are looking to lower the turnover rates among bankers for their employees. It is possible to get useful insights by gaining an understanding of the role that emotional labour plays and its connection with perceived organizational support. These insights may be used to build successful strategies to promote employee well-being and work satisfaction, which will ultimately lead to higher employee retention and better organizational performance.

There is a dearth of thorough knowledge of the underlying elements that contribute to turnover intentions among bankers in regards to the research that is currently available. Examining the basic mechanisms, such as emotional labour and burnout that contribute to the tendency of bankers to abandon their jobs is something that has to be done.

## 2.4 Conceptual Framework

### EXHIBIT 1: A model for predicting Turnover Intentions



## CHAPTER 3

### Methodology

#### 3.1 Objectives

This Study has following objectives:

1. To explore the relationship between emotional labour strategies, specifically surface acting and deep acting, and employees' turnover intentions.
2. To analyze the impact of emotional labour strategies (surface acting and deep acting) on burnout, operationalized as emotional exhaustion and depersonalization.
3. To investigate the association between burnout dimensions (emotional exhaustion and depersonalization) and turnover intentions.
4. To investigate the influence of emotional labour strategies (surface acting and deep acting) on turnover intentions, and to examine the mediating role of burnout (emotional exhaustion and depersonalization) in this relationship.
5. To investigate the moderating role of perceived organizational support in the relationship between emotional labour techniques (surface acting and deep acting) and turnover intentions.
6. To investigate the impact of demographic factors such as age, gender, marital status & job title.

#### 3.2 Hypotheses

Based on the literature review, this study proposes the following hypotheses:

- H1: Surface Acting is positively related to Turnover intentions.
- H2: Deep acting is negatively related to Turnover intentions.
- H3: Surface Acting is positively related to Emotional exhaustion.
- H4: Surface Acting is positively related to Depersonalization.
- H5: Deep acting is negatively related to Emotional exhaustion.
- H6: Deep acting is negatively related to Depersonalization.
- H7: Emotional exhaustion is positively related to Turnover intentions.
- H8: Depersonalization is positively related to Turnover intentions.

- H9: Emotional exhaustion mediates the link between Surface Acting and Turnover intentions.
- H10: Emotional exhaustion mediates the link between Deep acting and Turnover intentions.
- H11: Depersonalization mediates the link between Surface Acting and Turnover intentions.
- H12: Depersonalization mediates the link between Deep acting and Turnover intentions.
- H13: Perceived organizational support moderates the link between Surface Acting and Turnover intentions.
- H14: Perceived organizational support moderates the link between Deep acting and Turnover intentions.

### **3.3 Significance of Study**

The reason this current research is most significant in various ways is that it investigates the influence of emotional labour, in the form of Surface Acting and deep acting, on turnover intentions within the banking sector. Particularly, the present research aims to assess the role that burnout plays in mediating the relationship between the two variables (IV and DV). In addition, the study will assess the moderating impact of employees' perceptions of support (POS) they obtain from their respective organizations. As frontline banking workers work in a challenging environment characterized by constant customer contact and significant emotional demands, an exploration of the relationships between them becomes of particular relevance. Of equal importance is the understanding of how different emotional labour strategies influence the likelihood that workers would leave their professions. This is for the reason that it reveals the fundamental factors that lead to burnout and dissatisfaction with one's job. To understand the relation between level of burnout and quitting one's job, one should consider how the emotional resources get depleted by surface acting and protected by deep acting. The findings of this study will reveal the various ways organizational policies can either succeed or fail to limit the negative impact of emotional labour. By starting therapies and support programs for handling the emotional labour needs of frontline banking professionals, the present study makes a potential contribution



towards the enlargement of the knowledge body in developing therapies. This might, in the long run, improve their general wellbeing and reduce the rates of personnel turnover.

### **3.4 Operational Definitions**

Operational definitions of the variables involved in this study are as follows:

#### **Emotional Labour**

Ashforth & Humphrey (1998) defined it as the conspicuous and proper expression of feelings that are consistent with the organizational culture. To measure EL, Emotional Labour scale developed by Diefendorff et al., (2005) was employed. The scale has two sub-scales that assess EL strategies: These two concepts are surface acting and deep acting.

#### **Surface Acting**

Surface acting is the process of controlling inner genuine feeling or expressing certain fake emotions which is the requirement of job, as pointed out by Grandey (2000). In the context of the present research, surface acting is operationalized as the scores obtained from the sub-scales of the emotional labour scale. High scores on the surface acting measure suggest that the respondent possesses a relatively high level of surface acting.

#### **Deep Acting**

Deep acting is an act of continuously changing inner genuine feelings in such a way that these feelings match with the required emotions at work (Grandey, 2000). In this study, deep acting refers to the scores obtained from the deep acting subscale of the emotional labour scale, which was constructed by Diefendorff et al. (2005). Higher scores on deep acting measure suggest a relatively high level of deep acting proficiency among the participants, whereas lower score reflect less proficiency in deep acting.

#### **Turnover Intentions**

The turnover intention scale which was initially developed by Roodt (2004) and later refined and simplified to TIS-6 by Bothma and Roodt (2013) provides a useful operationalization of turnover intentions as an extent to which an employee intends to leave his or her job. The TIS-6 was employed to assess the predisposition of the workers to resign from their current

employment. When the total score drops to 18 or below, it can be seen that the workers have a strong inclination to remain within the company. On the other hand, a score that is higher than 18 means that the respondent is willing to leave the organization.

## **Burnout**

Burnout on the other hand is operationally defined as a negative state that is psychological in nature resulting from long-term chronic stress at work. (Maslach & Jackson, 1981). The scale of MBI has two subscales, which are used to assess the characteristics of burnout: emotional exhaustion and Depersonalization.

### **Emotional Exhaustion**

Emotional exhaustion, an important component of burnout is operationally defined by a Maslach (1981) as a persistent state of being mentally, physically and emotionally exhausted resulting from extreme work pressures or chronic stress. emotional exhaustion (sub-factor of burnout) is measured by Maslach Burnout Inventory (MBI). MBI consists of nine indices that pertain to the occurrence of burnout especially in terms of emotional exhaustion. When the total score drops to 16 or below, it can be seen that the workers experience low levels of emotional exhaustion. On the other hand, a score that is higher than 27 means that the respondent experiences high levels of emotional exhaustion.

### **Depersonalization**

Depersonalization is an important indicator of burnout and is operationally defined as strange mental state in which one feels detachment from surroundings and one self. This specific component of burnout described is measured with the help of five items sub-scale of Maslach Burnout Inventory (MBI). When the total score drops to 6 or below, it can be seen that the workers experience low levels of depersonalization. On the other hand, a score that is higher than 13 means that the respondent experiences high levels of depersonalization.

### **Perceived Organizational Support**

POS is operationally defined as to a degree to which individuals have the perception that their organization values their involvement and takes responsibility for their well-being and accomplishments. 8 items SPOS questionnaire was used to measure perceived organizational

support. Higher scores on SPOS scale represent a relatively high levels of POS, whereas low scores express the participants' low levels of POS.

### **3.5 Population and Sample**

#### **Population**

According to Castillo (2009), a population of research refers to a collection of persons or organizations that possess similar features. The research encompasses frontline personnel from the banking sector in the Twin Cities of Islamabad and Rawalpindi as its target population. The population consists of personnel from several banks operating in these locations, providing a wide spectrum of banking experts for the study.

#### **Sample**

The research included a sample of 300 employees working in the banking industry in Islamabad and Rawalpindi. This heterogeneous sample of banking industry workers helps as a representative subset in gauging relationships between study constructs within the industry.

### **3.6 Sampling Technique**

The data were obtained from the respondents through questionnaires by applying convenient sampling method. This sampling method is readily available and assists the researcher in collecting data from a large group of people. Many researchers in the social sciences adopt convenient sampling because it saves much time and energy while gathering data. Only minimal effort is needed to procure required data and information under this technique. This study mainly targeted frontline bank professionals who are presumed to engage in high emotional labour. They are supposed to encounter and confront the public directly; they are required to portray their confidence and friendliness in serving the public, communicate with superiors and coworkers, develop relation and build it up with consumers etc, (Zerbe, 2000). Also, Anderson et al. (1999) indicate that work styles for frontline staff require them to attune to others' needs and feelings while maintaining a cooperative attitude. They are thus an ideal cohort to study while examining emotional labour. A sample size of 300 was selected in order to provide a large set of data for

comprehensive statistical analysis. The sample size allows for the examination of all research variables. Moreover, it also ensured that the results drawn are generalized to a larger population of banking professionals in Islamabad and Rawalpindi, increasing the accuracy and reliability of the findings.

### **3.7 Procedure**

The current research used convenient sampling to gather data, ensuring that permission was gained from each participant. Following that, demographic sheets were sent to many frontline personnel in the banking industry in Rawalpindi and Islamabad, along with the surveys or questionnaires. Participants were guaranteed strict secrecy, and their involvement in the analysis was deliberate. We clearly communicated that the data was being collected only for research purposes and maintained participant anonymity throughout the entire data collecting process. Both male and female employees participated. This research used pre-existing questionnaires. In order to get varied outcomes, data gathering was carried out by both public and private banks. To reduce the probability of errors, staff have been given instructions on how to accurately complete the questionnaire.

### **3.8 Research Instruments**

Following instruments were used in the current study:

#### **Surface Acting Scale**

Diefendorff, Croyle, and Gosserand (2005) reported the seven components that were used in the evaluation of SA. These factors were first defined by Kruml and Geddes (2000), and Brotheridge and Lee (2002). Using these seven items, an evaluation is made to determine the degree to which employees either pretend to experience emotions that they do not really feel or repress their genuine sentiments. Examples of these items are "I put on an act in order to deal with customers in an appropriate way" and the following "I replicate a positive mood when interacting with customers." On a Likert scale of five points, respondents were asked to indicate their level of agreement or disagreement with the statement, with one being "Strongly Disagree" and five being "Strongly Agree." The coefficient of Cronbach's alpha was found to be 0.93.

### **Deep acting Scale**

As described in the study carried out by Diefendorff et al. (2005), the evaluation of DA was carried out with the use of a scale consisting of four item categories. The publications of Brotheridge and Lee (2002) were the sources from which the items were obtained. The four measures are used to determine the degree to which employees say that they alter their real sentiments in order to demonstrate more authentic emotions. A few of instances of statements are "I work at developing the feelings inside of me that I need to show to customers" and the following "I make a conscious effort to experience the emotions required for customer interaction." The feedback that was provided by the respondents was based on a Likert scale of five points, with a rating of one indicating a substantial disagreement and a rating of five indicating a strong agreement. Evidences showed that the Cronbach's alpha coefficient was 0.89.

### **Turnover intentions Scale**

The TIS-6, a diagnostic instrument for gauging an individual's propensity to quit their present position, was condensed from the turnover intention scale by Bothma and Roodt (2013). Roodt was the first to create the TIS in 2004. This five-point Likert scale was used to evaluate the TI in the study. Options on the scale varied greatly, going from "never" to "always," "to no extent" to "a very large extent," and "highly unlikely" to "highly likely." An instance of statement is "How often have you considered leaving your job?" Items no. 2 and 6 are negative items and final score is produced by adding all items after reversing item no 2 and 6. Evidences showed Cronbach's alpha coefficient for this scale was 0.86.

### **Emotional exhaustion Scale**

The EE scale is used to measure an individual's feelings in terms of emotional overload and fatigue due to work. It is one sub-scale of Maslach and Jackson's more comprehensive Maslach Burnout Inventory (MBI), designed in 1981. In this research project, the measurement for EE was operationalized through a seven- point likert scale with nine questions. Respondents were told to respond to their answers on a 1-7 scale, where 1 was "Never" and 7 was "Every day." An instance of statement is "I feel emotionally exhausted by my work." There were no

negative items in nine item EE scale. Evidence showed that the Cronbach's alpha coefficient of this scale was 0.90.

### **Depersonalization Scale (DP)**

From another sub-scale of the Maslach Burnout Inventory, also formulated by Maslach and Jackson in 1981, the DP scale measures the extent to which a person reacts to individuals whom he serves, or treats in a detached or impersonal way. In this study, the depersonalization was measured on a seven point likert scale with five items ranging from 1 (Never) to 7 (Every day). An instance of statement is “I feel I treat some recipients as if they were impersonal objects.” There were no negative items in five items DP scale. Evidences showed that cronbach's alpha coefficient was 0.86.

### **Survey of Perceived Organizational Support (SPOS)**

In this study, POS was measured by using the survey of perceived organizational support. The shortend form of this scale is SPOS and this scale was developed by Eisenberger and his colleagues in 1986. The employees were provided with eight different measures through which they express their opinion regarding how much the organization recognizes their efforts and also cares about their well-being. An instance of statement is “My organization shows genuine concern for my general well-being.” The views of respondents were elicited on a seven-point Likert scale, where one represented "Strongly Disagree" and seven represented "Strongly Agree." Items no. 2,3,5 and 7 are negative items in this scale and final score is produced by adding all eight items after reversing item no 2,3,5 and 7. Evidences showed that cronbach's alpha coefficient was 0.94.

## **3.9 Research Design**

The purpose of this study was to investigate the relationships between emotional labour strategies (surface acting and deep acting), turnover intentions, burnout (emotional exhaustion and depersonalization), and perceived organizational support among employees working in the banking sector. The research design used in this research was a cross-sectional research design. This strategy entails the collection of data at a certain point in time, which enables the evaluation

of connections between variables without requiring the observation of changes that have occurred over a period of time.

### **3.10 Data Analysis**

The data analysis was carried out with the assistance of SPSS-25 and Process macro in order to validate the hypotheses and to accomplish the objectives of the study. Immediately after the completion of the data gathering process, an evaluation was carried out in order to evaluate the normality assumptions. To investigate the variables' psychometric properties, an in-depth analysis was carried out. During the course of the inquiry, the kurtosis, skewness, standard deviation, and mean values were all computed. The Pearson moment product correlation was computed to investigate the nature of the connection that exists between the variables under investigation. For the purpose of making predictions, we used regression analysis. Although model 1 was used for the purpose of performing moderation analysis, model 4 was utilized for the purpose of doing mediation analysis.

### **Phase I: Pilot Study**

#### **Objectives:**

The purpose of conducting pilot study had following objectives:

- To examine relevancy and appropriateness of study instruments.
- To check instruments' psychometric properties.
- To investigate whether our questionnaires are easy to understand.
- To examine the relation between emotional labour strategies (surface acting and deep acting) and turnover intentions.
- To investigate the effect of emotional labour strategies (surface acting and deep acting) on burnout and its two sub-factors emotional exhaustion and Depersonalization.
- To inspect the relationship among burnout (emotional exhaustion and depersonalization) and turnover intentions.
- To determine the mediating role of burnout (emotional exhaustion and depersonalization) in the relationship between emotional labour strategies (surface acting and deep acting) and turnover intentions.

- To explore the moderating role of POS between emotional labour strategies (surface acting and deep acting) and turnover intention.

### **Sample**

Pilot study was conducted on a representative sample of 100 workers working at the forefront of the banking industry in Rawalpindi and Islamabad. Before taking part in the pilot project, each participant received comprehensive information on the study's goals and were guaranteed that their name and data would be kept secret. Each subject provided informed consent.

### **Demographic Characteristics**

The demographic characteristics of sample for the pilot study are shown in below mentioned table.



**Table 1**  
Demographic Characteristics (N=100)

<b>Variables</b>	<b>f (%)</b>	<b>Mean (SD)</b>
<b>Age</b>		33.42 (8.84)
<b>Gender</b>		
Males	84 (84.0)	
Females	16 (16.0)	
<b>Education</b>		
Matric	2 (2.0)	
Inter	5 (5.0)	
Bachelors	42 (42.0)	
Masters	43 (43.0)	
MS/Mphil	7 (7.0)	
PhD	1 (1.0)	
<b>Designation</b>		
Top Management	29 (29.0)	
Middle Management	53 (53.0)	
Lower Management	18 (18.0)	
<b>Marital Status</b>		
Single	35 (35.0)	
Married	64 (64.0)	
Widowed	1 (1.0)	
<b>Family System</b>		
Nuclear	29 (29.0)	
Joint	71 (71.0)	

f = Frequency, % = percentage

Table 1 presents the tally of male and female workers who took part in the surveys and submitted their replies. The pilot research has a sample size of 100, consisting of 84 male respondents, which accounts for 84.0% of the total respondents. The remaining 16 respondents are

female, representing 16.0% of the total respondents. The table also included the mean and standard deviation of the age of the participants. A study of the data specifically examining education revealed that 43 respondents have a master's degree. This accounts for 43.0% of the total, making it the greatest proportion among the various qualification levels. Among the 100 respondents sample, there were 42 workers who had bachelor degree, accounting for 42.0% of the total number of employees. A just 1 employee, or 1.0% of the respondents, has a PhD, suggesting a low frequency of highly qualified individuals. In addition, 7 personnel have advanced degrees, particularly a Master's or M.Phil, making up 7.0% of the total. 5% of the workers have an intermediate level of education, and 2% of the employees possessed a matric level of education. Designation of the respondents is a crucial element of the demographic information. It is also showed in table 1 that there are 29 workers that have positions in high management, which represents 29.0% of the total. Furthermore, out of the total number of respondents, 53 individuals hold positions in middle management, accounting for 53.0% of the total, and 18 respondents have positions in low management, constituting 18.0% of the total. The data in Table 1 clearly demonstrates that the majority of the chosen participants are married. Among the whole sample of 100 individuals, 64 respondents, which accounts for 64.0% of the total, are married. In addition, out of the total number of respondents, 35 individuals, or 35.0%, are not married, but just 1 person is widowed. The data analysis indicates that a significant proportion of the respondents are part of the mixed family structure. Among the 100 samples, 71 respondents, accounting for 71.0% of the total, are part of the joint family system, while 29 respondents, representing 29.0% of the total, belong to the nuclear family system.

## **Procedure**

In pilot research we gathered data via convenient sampling technique from frontline personnel at many banks situated in the twin towns of Rawalpindi and Islamabad. A form was developed, which includes summary of the research, the study's objective, a permission form, a statement guaranteeing confidentiality, and a commitment to maintaining complete privacy while handling and interpreting data. The survey consisted of a detailed demographic questionnaire and study variable scales. The data was subjected to in-depth analysis using SPSS version 25.

## Results of Pilot Testing

Psychometric properties of the pilot study were checked to examine a trustworthiness and usefulness of the scales along with their subscales. Results are given below:

**Table 2**

*Psychometric properties (N=100)*

Scales	No. of items	$\alpha$	M	SD	Range		Skewness	Kurtosis
					Actual	Potential		
Surface Acting	7	.79	20.16	4.63	9-33	7-35	-0.03	-0.26
Deep Acting	4	.62	13.21	2.62	7-18	4-20	-0.33	-0.20
Turnover Intentions	6	.73	16.27	4.45	6-28	6-30	0.44	-0.23
Emotional Exhaustion	9	.88	26.51	11.03	9-52	9-63	0.64	-0.71
Depersonalization	5	.84	13.94	6.78	5-31	5-35	0.67	-0.67
Perceived Organizational Support	8	.82	34.91	9.83	11-51	8-56	-0.15	-0.32

*Note: M=Mean, SD=Standard Deviation,  $\alpha$ = Cronbach's Alpha Reliability*

Table 2 displays the descriptive features of the research variables, which includes their reliability and normalcy scores. The table also illustrates the internal consistency, which varies from average to moderate, indicating the suitability of these scales for the studied sample. The Cronbach's alpha coefficient for all constructs is more than 0.6 ( $\alpha > .6$ ), suggesting that the reliability of all scales is within the acceptable range. The skewness and kurtosis values of all the constructions fall within the permissible range of -2 to +2, suggesting a normal distribution.

## Correlation

**Table 3**

Correlation Matrix of Study Variables (N=100)

No.	Variables	I	II	III	IV	V	VI
I	Surface Acting	-					
II	Deep Acting	-.64**	-				
III	Turnover Intentions	.61**	-.61**	-			
IV	Emotional Exhaustion	.74**	-.66**	.68**	-		
V	Depersonalization	.56**	-.65**	.58**	.70**	-	
VI	Perceived Organizational Support	-.70**	.72**	-.74**	-.72**	-.66**	-

\*\*  $p < 0.01$  level (2-tailed).

The association between a numbers of the variables that were investigated in this study is shown in Table 3. It has been shown that Surface Acting has a noteworthy and positive link with turnover intentions ( $r = .610^{**}$ ,  $p < 0.01$ ), emotional exhaustion ( $r = .745^{**}$ ,  $p < 0.01$ ), and Depersonalization ( $r = .563^{**}$ ,  $p < 0.01$ ). The relationship between SA and POS is statistically significant and negative, as shown by the correlation value of ( $r = -.706^{**}$ ,  $p < 0.01$ ). There is a noteworthy and negative link between deep acting and TI, as shown by the data ( $r = -.615^{**}$ ,  $p < 0.01$ ). DA is also substantially and negatively connected with EE ( $r = -.669^{**}$ ,  $p < 0.01$ ) and DP ( $r = -.658^{**}$ ,  $p < 0.01$ ), indicating a strong inverse relationship between the two. The association between DA and POS is very positive and statistically significant, as shown by a robust correlation value of  $r = .724^{**}$  ( $p < 0.01$ ). There is a substantial and positive link between TI and EE ( $r = .689^{**}$ ,  $p < 0.01$ ). Additionally, there is a significant positive correlation between TI and DP ( $r = .580^{**}$ ,  $p < 0.01$ ), and there is also a negative link between TI and POS ( $r = -.747^{**}$ ,  $p < 0.01$ ).

## Phase 2: Main Study

The main study was the second phase of investigation. Main study was carried out to investigate the hypotheses of the current research. The premise and aims of the main research are explicitly outlined in Ch. 3, namely methodology.

### **Sample**

The current investigation (main study) included a cohort of 300 people employed at the forefront of the banking industry. The sample was recruited by the convenient sampling technique, wherein people were picked from the general community by visiting many banks in the twin towns of Islamabad and Rawalpindi.

### **Demographic Profile**

Demographic variables are used to collect the background information of the responder, and they were analyzed in the first portion of the questionnaires. This portion of the research provides an overview of the main demographic data.

**Table 4**

Demographic Characteristics (N=300)

<b>Variables</b>	<b>f (%)</b>	<b>Mean (SD)</b>
<b>Age</b>		34.01 (8.75)
<b>Gender</b>		
Males	242 (80.7)	
Females	58 (19.3)	
<b>Education</b>		
Inter	4 (1.3)	
Bachelors	160 (53.3)	
Masters	102 (34.0 )	
MS/M.Phil.	34 (11.3)	
<b>Designation</b>		
Top Management	54 (18.0)	
Middle Management	164 (54.7)	
Lower Management	82 (27.3)	
<b>Marital Status</b>		
Single	104 (34.7)	
Married	196 (65.3)	
<b>Family System</b>		
Nuclear	125 (41.7)	
Joint	175 (58.3)	

f = Frequency, % = percentage

Table 4 presents the tally of male and female workers who took part in the surveys and submitted their replies. The research included a sample size of 300 individuals, with 242 male participants, constituting 80.7% of the total, and the remaining 58 participants being female, representing 19.3% of the total. The table also included the mean and standard deviation of the age of the participants. A study of the data specifically examining education revealed that 160

respondents have a bachelor's degree. This accounts for 53.3% of the total, making it the greatest proportion among the several qualifications. Out of all the replies, just 4 workers, which accounts for a small 1.3% of the total, met the qualifications for the Inter category. Among the whole workforce from our sample, 102 people, equivalent to 34.0%, had a master's degree. In addition, 34 workers, representing 11.3% of the total, had postgraduate degrees such as an MS or M.Phil. Designation of the respondents is another essential element of the demographic information. Among all the respondents, 54 individuals have high-level managerial roles, representing 18.0% of the surveyed population. 164 respondents from our sample hold middle management positions which accounts for 54.7% of the total. Finally, there are 82 respondents who hold low managerial positions, accounting for 27.3% of the total sample. The data in Table 4 unambiguously demonstrates that most of the chosen participants are married. Among the 300 persons in the sample, 196, or 65.3% of the respondents, are married, while 104 individuals, or 34.7%, are single. The data analysis indicated that 58.3% or 175 out of 300 of the chosen respondents are part of the mixed family structure. Out of the total responses, 41.7% or 125 individuals are part of the nuclear family structure.

## Psychometric properties

**Table 5**

*Psychometric properties of the main study variables (N=300)*

Scales	No. of Items	$\alpha$	M	SD	Range		Skewness	Kurtosis
					Actual	Potential		
Surface Acting	7	.82	21.38	5.91	9-30	7-35	-.04	-1.32
Deep Acting	4	.81	12.74	4.10	6-19	4-20	-.01	-1.34
Turnover Intentions	6	.86	18.11	5.83	8-27	6-30	.07	-1.40
Emotional Exhaustion	9	.89	32.20	12.63	9-60	9-63	.12	-1.34
Depersonalization	5	.85	17.11	7.96	7-33	5-35	.11	-1.52
Perceived Organizational Support	8	.91	32.28	12.29	10-49	8-56	-.01	-1.37

*Note: M=Mean, SD=Standard Deviation,  $\alpha$ = Cronbach's Alpha Reliability*

Table 5 presents the descriptive statistics of the research variables, which includes their reliability and normalcy ratings. The table also illustrates the internal consistency, which varies from average to moderate, providing proof of the applicability of these constructs for the sample (N=300) of main study under investigation. The Cronbach's alpha coefficient for all constructs surpasses 0.8 ( $\alpha > .8$ ), suggesting that the reliability of all scales is within the acceptable range and very trustworthy. All the constructs have skewness and kurtosis values that fall between the permissible ranges of -2 and +2, suggesting a normal distribution.



## CHAPTER 4

### Analysis and Interpretation of the Data

Finding out how emotional labour tactics, especially deep acting and surface acting, affect frontline banking employees' intents to leave their jobs was the driving force for this research. Furthermore, the study also aimed to investigate how POS moderated the relationship between IV and DV as well as the mediating role of burnout. An initial investigation was conducted on our sample to establish the reliability and difficulty level of the items contained in the sample. The statistics were analyzed using appropriate statistical procedures. The research was conducted using Process Macro 4.0 and SPSS-25. In the study that was conducted to obtain the outcomes of this research, methods such as independent sample t-test, analysis of variance, regression, moderation, and Pearson product moment correlation were utilized. We evaluated the demographic condition variations using the one way ANOVA and the t-test. We used regression and correlation analysis to find out how the research variables were related to one another. To what degree did the moderating function be influenced by the perceived support of the organization? That was the goal of the moderation process. The goal of this study was to examine the impact of burnout, using mediation analysis.

### Correlation for the Main Study

The major purpose of the correlation study was to ascertain the degree to which the variables that were investigated are connected to one another.

**Table 6**

Correlation Matrix of Study Variables (N=300)

No.	Scales	I.	II.	III.	IV.	V.	VI.
I.	Surface Acting	-					
II.	Deep acting	-.72**	-				
III.	Turnover intentions	.78**	-.79**	-			
IV.	Emotional exhaustion	.81**	-.77**	.84**	-		
V.	Depersonalization	.77**	-.77**	.84**	.86**	-	

VI.	Perceived Organizational Support (POS)	-.81**	.84**	-.88**	-.84**	-.82**	-
-----	---	--------	-------	--------	--------	--------	---

---

\*\*  $p < 0.01$  level (2-tailed).

The association between a numbers of the variables that were investigated in this study is shown in Table 6. It has been shown that Surface Acting has a noteworthy and positive link with turnover intentions ( $r = .788^{**}$ ,  $p < 0.01$ ), emotional exhaustion ( $r = .819^{**}$ ,  $p < 0.01$ ), and Depersonalization ( $r = .774^{**}$ ,  $p < 0.01$ ). With a correlation value of  $r = -.813^{**}$  and a significance level of  $p < 0.01$ , the link between SA and POS is determined to be negative. It has been shown that there exists a significant and negative correlation between Deep acting and TI ( $r = -.792^{**}$ ,  $p < 0.01$ ), EE ( $r = -.778^{**}$ ,  $p < 0.01$ ), and DP ( $r = -.774^{**}$ ,  $p < 0.01$ ). The correlation value between DA and POS is  $r = .841^{**}$  ( $p < 0.01$ ), indicating a strong positive and statistically significant association between the two variables. The correlation between TI and EE is strong and positive, with a correlation coefficient of  $.841^{**}$  and a p-value of less than 0.01. Furthermore, it is worth noting that there exists a robust positive association between TI and DP ( $r = .841^{**}$ ,  $p < 0.01$ ), as well as a robust negative connection exist between TI and POS ( $r = -.888^{**}$ ,  $p < 0.01$ ).

### Multiple Regression

A multiple regression analysis was conducted to account for the impact of two independent factors on the dependent variable under investigation. The study aims to utilize multiple regression analysis to gain a thorough comprehension of how different aspects of emotional labour, such as deep acting and Surface Acting, impact workers' intents to quit their present job (TI). The research data were presented in a tabular expression.

**Table 7**

Multiple Regression Analysis showing the impact of emotional labour strategies (surface acting and deep acting), burnout components (emotional exhaustion and depersonalization) and perceived organizational support on turnover intentions among banking sector employees (N=300).

Variables	Turnover Intentions				
	B	SE B	$\beta$	95% CI	
				LL	UL
Surface Acting	.45	.04	.45	.36	.53
Deep Acting	-.66	.06	-.46	-.78	-.54
Emotional Exhaustion	.11	.03	.24	.05	.16
Depersonalization	.22	.04	.31	.14	.31
Perceived Organizational Support	-.23	.03	-.48	-.28	-.17
$R=.85, R^2=.72, \Delta R^2=.72$		$R=.89, R^2=.79, \Delta R^2=.78$		$R=.91, R^2=.83, \Delta R^2=.82$	
$(F=389.48^{***})$		$(F=279.84^{***})$		$(F=290.87^{***})$	

\*\*\* $P < .001$ .

Results in Table 7 show the impact of emotional labour strategies, burnout components, and perceived organizational support on turnover intentions among frontline employees. In the first step of the hierarchical regression, emotional labour strategies (surface acting and deep acting) jointly accounted for 72% of the variance in turnover intentions with a highly significant F-ratio ( $\Delta R^2 = .72, F = 389.48, p < .001$ ). Findings revealed that surface acting emerged as a strong positive predictor ( $B = .45, \beta = .45, p < .001$ ), indicating that a one-unit increase in surface acting is associated with a .45 unit increase in turnover intentions. In contrast, deep acting was a significant negative predictor ( $B = -.66, \beta = -.46, p < .001$ ), suggesting that higher levels of deep acting correspond to reduced turnover intentions. In the second step, burnout components—emotional exhaustion and depersonalization—were added to the model, resulting in a significant increase in explained variance ( $\Delta R^2 = .07$ ), with the model accounting for 79% of the variance in turnover intentions ( $F = 279.84, p < .001$ ). Emotional exhaustion significantly predicted turnover intentions ( $B = .11, \beta = .24, p < .001$ ), indicating that increased emotional exhaustion leads to higher turnover intentions. Similarly, depersonalization was also a significant positive predictor ( $B = .22, \beta = .31, p < .001$ ), implying that one unit increase in depersonalization contributes to a .22 unit increase in turnover intentions. In the final step, perceived organizational support was entered into the model, which further increased the total explained variance to 83% ( $\Delta R^2 = .04, F = 290.87, p < .001$ ). Results indicated that perceived organizational support significantly and negatively predicted turnover

intentions ( $B = -.23$ ,  $\beta = -.48$ ,  $p < .001$ ), meaning that employees who perceived higher organizational support were less likely to express turnover intentions. Overall, the findings suggest that surface acting, burnout (emotional exhaustion and depersonalization), and low perceived organizational support are associated with increased turnover intentions, whereas deep acting and higher perceived support are linked to lower intentions to leave the organization.

### **Mediation Analysis**

The goal of the mediation study was to determine the mediation effects of burnout symptoms, such as emotional exhaustion and Depersonalization, on the relationship between emotional labour determinants, such as Surface Acting and deep acting, and intentions to leave an organization (TI), this study utilized the Process Macro in SPSS tool. A confidence interval with a 95% level of accuracy was generated throughout the mediation process using Model 4, which utilized bootstrapping with 5000 samples. The tabular format presents the most crucial and significant facts with the necessary explanations for a thorough understanding of the results.

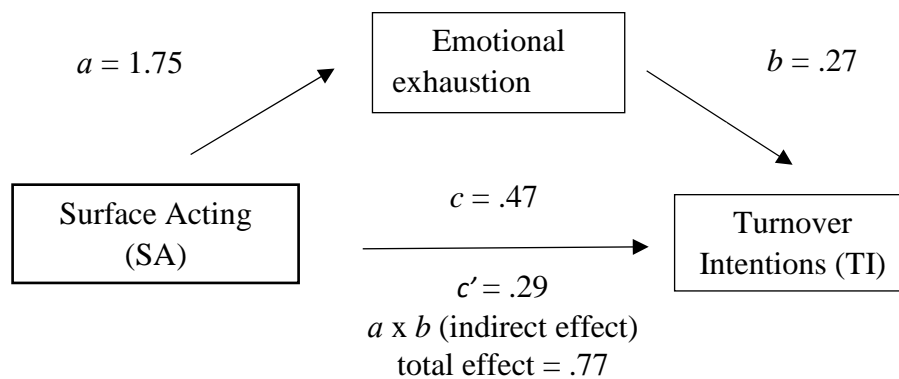
**Table 8**

*Mediation of the effect of surface acting on turnover intentions by emotional exhaustion (N = 300)*

Predictors	Model 1	Model 2	95%CI	
	B	B	LL	UL
Constant	-5.19***	2.94	-8.29	-2.10
Surface Acting	1.75***	.29	1.61	1.88
Emotional Exhaustion		.27***	.23	.32
Indirect effect-SA→EE→TI		.47***	.36	.62
$R^2$	.67	.73		
$\Delta R^2$		.06		
$F$	608.46***	417.34***		
$\Delta F$		191.12		

\*\*\*  $p < .000$

Note. B= Unstandardized coefficients; LL = Lower limits; UL = Upper Limit; SA = Surface Acting; EE = Emotional Exhaustion; TI = Turnover Intentions



**Figure 1:** Mediation of the effect of Surface Acting on Turnover Intentions by Emotional Exhaustion.

Emotional exhaustion was investigated as a potential mediator between Surface Acting and turnover intentions through a mediation study. In Table 8, we can see the results of this investigation. In addition to a significant indirect effect, a significant direct effect was also

found between SA, TI and EE. Additionally, the model also showed a significant total effect, with a t-value of 22.11, a coefficient (b) = .77, and a confidence interval (CI) from .70 to .84. Likewise, direct effect was also found noteworthy with a t-value of 5.80, a coefficient (b) = .29 a CI of [.19, .39], and a  $p < .001$ , it is also clear from table 8 that a substantial and indirect influence was also detected with a confidence range of [.36, .62] and a coefficient (b) = .47. The findings clearly show that EE mediates the relationship between SA and TI.

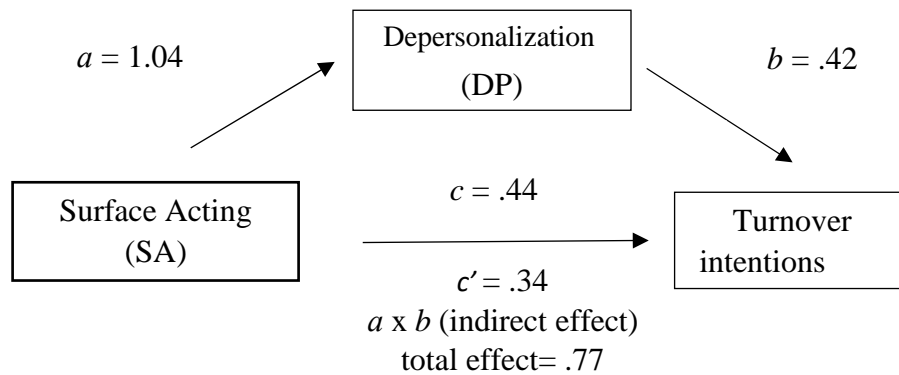
**Table 9**

*Mediation of the effect of surface acting on turnover intentions by depersonalization (N = 300)*

Predictors	Model 1	Model 2	95% CI	
	B	B	LL	UL
Constant	-5.16***	3.68	-7.32	-3.01
Surface Acting	1.04***	.34	.94	1.14
Depersonalization		.42***	.35	.48
Indirect effect-SA → DP → TI		.44***	.35	.42
$R^2$	.59	.75		
$\Delta R^2$		.16		
$F$	444.88***	454.65***		
$\Delta F$		9.77		

\* $p < .05$ , \*\* $p < .01$ , \*\*\*  $p < .001$

Note. B= Unstandardized coefficients; LL = Lower limits; UL = Upper Limit; SA = Surface Acting; DP = Depersonalization; TI = Turnover Intentions



**Figure 2:** Mediation of the effect of Surface Acting on Turnover intentions by Depersonalization.

To learn about how Depersonalization mediates the relationship between Surface Acting and turnover intentions, we conducted a mediation study. Table 9 displays the outcomes of this mediation process. Both direct and indirect effects were discovered between SA, TI, and DP, which were determined to be statistically significant. Additionally, the model also showed a significant total effect, with a t-value of 22.11, a coefficient ( $b$ ) = .77, and a confidence interval (CI) ranges from .70 to .84. Likewise, substantial direct effect was also found noteworthy with a t-value of 7.55, a coefficient ( $b$ ) = .34 a confidence interval of [.25, .42], and  $p < .001$ . Evidence of a substantial indirect effect was also found in table 9; the coefficient is  $b = 0.44$  and the confidence interval is [.35, .52]. These findings clearly show the mediating role of DP between SA and TI.

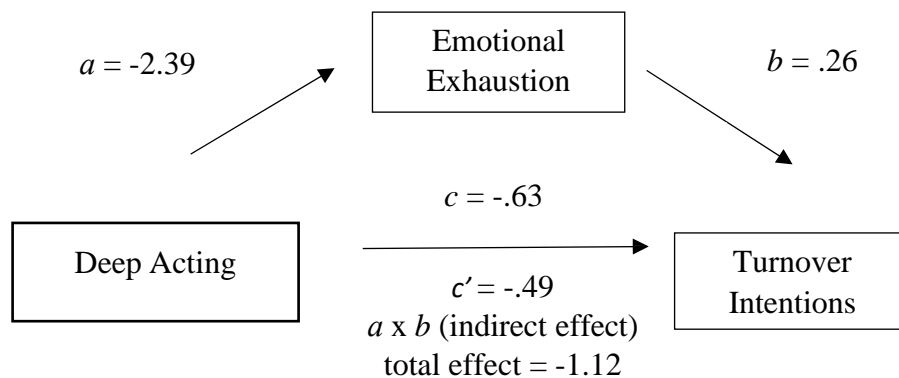
**Table 10**

*Mediation of the effect of deep acting on turnover intentions by emotional exhaustion (N = 300)*

Predictors	Model 1	Model 2	95%CI	
	B	B	LL	UL
Constant	62.67***	15.91	59.73	65.62
Deep Acting	-2.39***	-.49	-2.61	-2.17
Emotional Exhaustion		.26***	.22	.30
Indirect effect-DA→EE→TI		-.63***	-.79	-.49
$R^2$	.60	.75		
$\Delta R^2$		.15		
$F$	457.93***	458.54***		
$\Delta F$		0.61		

\* $p < .05$ , \*\* $p < .01$ , \*\*\*  $p < .000$

Note. B= Unstandardized coefficients; LL = Lower limits; UL = Upper Limit; DA = Deep Acting; EE = Emotional Exhaustion; TI = Turnover Intentions



**Figure 3:** Mediation of the effect of Deep acting on Turnover intentions by Emotional exhaustion.

In order to determine the role of emotional exhaustion as a mediator between deepacting (DP) and turnover intentions, a mediation research was conducted using the data



presented in Table 10. Both direct and indirect effects were discovered between DA, TI, and EE, which were determined to be statistically significant. Additionally, the model also showed a significant total effect, with a t-value of -22.37, a coefficient (b) = -1.12, and a confidence interval (CI) ranges from -1.22 to -1.02 and  $p < .001$ . Likewise, substantial direct effect was also found noteworthy with a t-value of -7.60, a coefficient (b) = -.49 a confidence interval of [-.62, -.36], and  $p < .001$ . Evidence of a substantial indirect effect was also found in table 10; the coefficient is  $b = -0.63$  and the confidence interval is [-.79, -.49]. These findings clearly show the mediating role of EE between DA and TI.

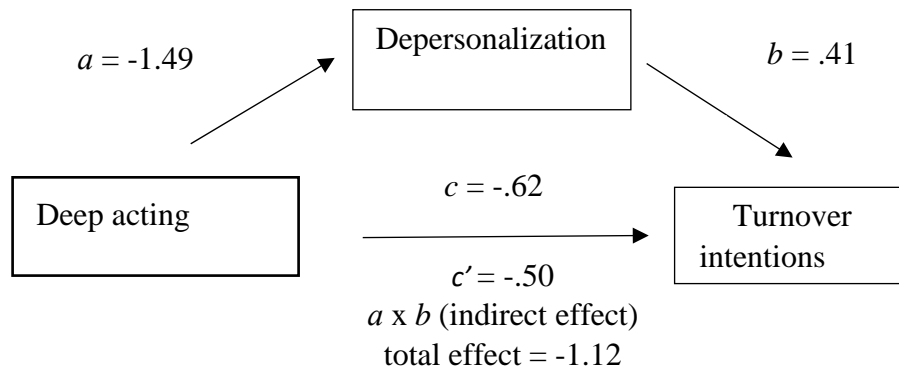
**Table 11**

*Mediation of the effect of deep acting on turnover intentions by depersonalization (N = 300)*

Predictors	Model 1	Model 2	95%CI	
	B	B	LL	UL
Constant	36.21***	17.37	34.33	38.08
Deep Acting	-1.49***	-.50	-1.64	-1.36
Depersonalization		.41***	.35	.48
Indirect effect-DA→DP→TI		-.62***	-.74	-.50
$R^2$	.59	.75		
$\Delta R^2$		.16		
$F$	444.06***	461.05***		
$\Delta F$		16.99		

\* $p < .05$ , \*\* $p < .01$ , \*\*\*  $p < .000$

Note. B= Unstandardized coefficients; LL = Lower limits; UL = Upper Limit; DA = Deep Acting; DP = Depersonalization; TI = Turnover Intentions



**Figure 4:** Mediation of the effect of Deep acting on Turnover intentions by Depersonalization.

To learn more about how Depersonalization mediates the relationship between deep acting and intentions to leave (TI), we conducted a mediation study. The outcomes of these analysis shown in Table 11. Both direct and indirect effects were discovered between DA, TI, and DP, which were determined to be statistically significant. Additionally, the model also showed a significant total effect, with a t-value of -22.37, a coefficient (b) = -1.12, and a confidence interval (CI) ranges from -1.22 to -1.02 and  $p < .001$ . Likewise, substantial direct effect was also found noteworthy with a t-value of -7.80, a coefficient (b) = -.50 a confidence interval of [-.62, -.37], and  $p < .001$ . Evidence of a substantial indirect effect was also found in table 10; the coefficient is b = -0.62 and the confidence interval is [-.74, -.50]. These findings clearly show the mediating role of DP between DA and TI.

### Moderation Analysis

The research of moderation was carried out by means of the Process Macro, within the SPSS program. To assess whether perceived support from an organization has an effect on the way emotional labour methods, particularly surface acting and deep acting, impact turnover intentions, the purpose of the research was to investigate this question. When doing the moderation analysis, Model 1 of the Process Macro was used.

### **The moderating influence of perceived organizational support in the relationship between Surface Acting and deep acting and turnover intention (TI)**

For the purpose of this study, the Process Macro, which was created by Andrew Hayes in SPSS, was used to investigate the influence of POS as a moderator on the relationship between emotional labour techniques (deep acting and surface acting) and turnover intentions. The sample consisted of three hundred frontline employees who were employed in the banking business. The moderator, predictor, and outcome variables were each subjected to their own separate analyses. The findings of the research indicated that there was no statistically significant effect of POS as a moderator on the relationship between SA and TI among frontline employees working in banks ( $\beta = -0.01$ ,  $p > .05$ ). Furthermore, the findings of the study also indicated that there was no statistically significant impact of POS on the correlation between DA and TI among frontline employees working in banks ( $\beta = -0.06$ ,  $p > .05$ ).

### **T-Test**

In order to determine whether or not these demographic features such as gender have a significant impact on the study constructs, the T-test was developed and used. This method is especially well-suited for demographic aspects that include two distinct groups.

**Table 12**

Mean, standard deviations and t-values for family system of respondents on study constructs (N=300).

Variables	Nuclear Family		Joint Family		<i>t</i> (298)	<i>p</i>	95% CI		Cohen's <i>d</i>
	<i>M</i>	<i>S.D</i>	<i>M</i>	<i>S.D</i>			<i>LL</i>	<i>UL</i>	
Surface Acting	19.83	5.80	22.49	5.76	-3.92	<.001	-3.98	-1.32	.46
Deep Acting	13.82	4.11	11.97	3.93	3.94	<.001	.92	2.77	.46
Turnover Intentions	17.58	3.68	18.94	3.67	-3.14	.002	-2.20	-.50	.37
Emotional Exhaustion	28.95	12.32	34.51	12.35	-3.84	<.001	-8.40	-2.71	.45
Depersonalization	15.06	7.90	18.57	7.69	-3.85	<.001	-5.30	-1.72	.45
Perceived Organizational Support	35.42	12.30	31.03	11.81	3.82	<.001	2.62	8.16	.37

*Note: M=Mean Score, S.D= Standard Deviation, CI=Confidence Interval, UL=Upper Limit,*

*LL= Lower limit*

The information shown in Table 13 reveals that there are considerable differences between those who come from nuclear families and those who come from mixed or joint families. Those who lived in joint households had significantly higher levels of surface acting with mean = 22.49 and standard deviation = 5.76, while those who came from nuclear families had significantly lower levels with mean = 19.83 and standard deviation = 5.80, according to Cohen's *d* =.46, which indicates that the impact size was moderate. It was shown that the individuals who came from joint families had a greater propensity to leave their jobs with mean = 18.94 and standard deviation = 3.67, in comparison to the participants who came from nuclear families (mean = 17.58 & standard deviation = 3.68), with a significantly medium effect size (Cohen's *d* =.37). While respondents from nuclear families reported considerably lower levels of emotional exhaustion with mean = 28.95 & standard deviation = 12.32, those from joint families reported significantly higher levels of emotional exhaustion with mean = 34.51 and standard deviation = 12.35. The effect size between these two groups in terms of emotional exhaustion was moderate (Cohen's *d* =.45). With a medium effect size (Cohen's *d* =.45), respondents from joint families exhibited significantly

higher levels of depersonalization with mean = 18.57 and standard deviation = 7.69 compared to respondents from nuclear families (mean = 15.06 & standard deviation = 7.90). This difference was statistically significant between the two groups. On the other hand, individuals who came from nuclear families reported a substantially greater degree of perceived organizational support (mean = 35.42 & standard deviation = 12.30) in comparison to participants who came from joint families (mean = 31.03 & standard deviation = 11.81), with a pretty large effect size (Cohen's  $d = .37$ ). In addition, people who came from nuclear families had significantly higher levels of deep acting (mean = 13.82 & standard deviation = 4.11), in contrast to those who came from joint families (mean = 11.97 & standard deviation = 3.93). A medium effect size (Cohen's  $d = .46$ ) was also seen between the employees who belong to nuclear household and the employees who belong to joint households in terms of deep acting.

**Table 13**

Mean, standard deviations and t-values for marital status of respondents on study constructs (N=300)

Variables	Single		Married		$t(298)$	$P$	95% CI		Cohen's $d$
	$M$	$S.D$	$M$	$S.D$			$LL$	$UL$	
Surface Acting	19.82	5.45	22.21	5.99	-3.60	<.001	-3.74	-1.04	.42
Deep Acting	13.38	3.90	12.40	4.18	2.09	.005	.001	1.95	.24
Turnover Intentions	17.47	3.56	18.85	3.73	-3.27	.002	-2.25	-.50	.37
Emotional Exhaustion	29.43	12.01	33.66	12.72	-2.75	.006	-7.21	-1.25	.34
Depersonalization	15.65	7.65	17.88	8.03	-2.45	.021	-4.11	-.33	.28
Perceived Organizational Support	43.99	11.49	30.84	12.48	2.88	.004	1.31	2.98	.46

*Note: M=Mean Score, S.D= Standard Deviation, CI=Confidence Interval, UL=Upper Limit, LL= Lower limit*

The significant differences between respondents who are single and those who are married in terms of variables which are under investigation are shown in table 13. A medium effect size

(Cohen's  $d = .42$ ) was seen between the married persons and the single participants in terms of surface acting. The married individuals demonstrated significantly higher levels of surface acting with mean = 22.21 (Standard Deviation = 5.99) compared to the single participants with mean = 19.82 (Standard Deviation = 5.45). According to the findings of the study, those who were married were more likely to intend to leave their employment (mean = 18.85 & standard deviation = 3.73), in comparison to individuals who were single (mean = 17.47 & standard deviation = 3.56), with a relatively medium effect size (Cohen's  $d = .37$ ). With a modest effect size (Cohen's  $d = .34$ ), married individuals reported substantially higher degrees of emotional exhaustion than single participants (mean = 29.43 & standard deviation = 12.01). The mean level of emotional exhaustion for married participants was 33.66, with a standard deviation of 12.72. Furthermore, the married persons displayed higher levels of depersonalization (mean = 17.88 & standard deviation = 8.03), with a moderate effect size (Cohen's  $d = .28$ ). This was in contrast to the single participants, who exhibited lower levels of depersonalization (mean = 15.65, standard deviation = 7.65). The perception of organizational support was significantly greater among persons who were not married (mean = 43.99 & standard deviation = 11.49) compared to those who were married (mean = 30.84 & standard deviation = 12.48), with a significant effect size (Cohen's  $d = .46$ ). Individuals who were not married had significantly greater levels of deep acting (mean = 13.38, standard deviation = 3.90) compared to those who were married (mean = 12.40, standard deviation = 4.18), despite the fact that the effect size was quite small (Cohen's  $d = .24$ ).

## ANOVA

In order to investigate the influence that a number of demographic factors, such as age, education, and designation, have on the variables under investigation, the one way ANOVA was used. Only the most relevant or significant results are shown in the tables that follow, along with in-depth explanations of everything that was discovered.

**Table 14**

Mean, standard deviations and One-Way Analyses of Variance for Age on study constructs  
(N=300)

Variables	17.5-25.5 (n=47)		25.5-33.5 (n=113)		33.5-41.5 (n=83)		41.5-49.5 (n=38)		49.5-57.5 (n=19)			
	<b>M</b>	<b>SD</b>	<b>M</b>	<b>SD</b>	<b>M</b>	<b>SD</b>	<b>M</b>	<b>SD</b>	<b>M</b>	<b>SD</b>	<b>F(4,295)</b>	<b><math>\eta^2</math></b>
Surface Acting	18.74	5.07	20.44	5.48	21.89	6.01	24.74	5.67	24.83	6.23	8.35***	.10
Deep Acting	14.17	3.71	13.30	4.13	12.34	3.80	11.05	4.26	10.95	4.22	4.90***	.06
Turnover Intentions	16.49	3.09	17.73	3.57	18.90	3.62	20.61	3.42	20.75	4.07	9.60***	.11
Emotional Exhaustion	27.28	10.44	30.14	12.64	34.05	12.72	38.05	12.13	38.79	11.64	6.03***	.07
Depersonalization	13.81	7.24	15.96	7.61	17.93	7.93	20.97	7.69	20.99	7.99	6.49***	.08
Perceived Organizational Support	38.23	8.80	34.10	11.99	31.01	12.22	25.71	12.72	25.42	11.87	8.57***	.10

\*\*\***P** < .001. Note:  $\eta^2$  =Eta squared values are suggestive of significant effect size. Cohen (1969) classified effect of 0.2 is considered as small, 0.5 is considered as medium, and 0.8 or higher is considered as large.

The results of the one-way analysis of variance (ANOVA) are shown in Table 15, and they show that there are statistically significant differences between all age groups for all of the study variables. These variables include emotional labour strategies (surface acting and deep acting), turnover intentions, burnout components (emotional exhaustion and depersonalization), and perceived organizational support. In terms of Surface Acting, it is clearly shown in table 15 that the average (mean) scores increases with age. The mean scores for surface acting range from 18.74 (standard deviation = 5.07) for the age group of 17.5 to 25.5 years old to 24.83 (standard deviation = 6.23) for the age group of 49.5 to 57.5 years old. Based on the F-value estimation

which is significant with  $F(4,295) = 8.35$  and  $p < .001$  and the effect size ( $\eta^2 = .10$ ), it may be inferred that the influence of age on Surface Acting is moderate. If we want to be more specific, it may be said that older workers are more likely to engage in Surface Acting in contrast to their younger counterparts. In simple words, as workers become older, they are less interested in engaging in deep acting. Conversely, In terms of deep acting, it is clearly shown in table 15 that the average (mean) scores decreases with age. The mean scores for deep acting range from 14.17 (standard deviation = 3.71) for the age group of 17.5 to 25.5 years old to 10.95 (standard deviation = 4.22) for the age group of 49.5 to 57.5 years old. Based on the computation of the F-value which is significant with  $F(4,295) = 4.90$  and  $p < .001$  and the effect size ( $\eta^2 = .06$ ), it can be inferred that the influence of age on deep acting is rather subtle to moderate. Based on these data, it seems that younger workers are more prone to engage in deep acting when compared to older employees.

When it comes to turnover intentions, there is a positive correlation between age and TI. Furthermore, turnover intentions rise from 16.49 (standard deviation = 3.09) in the age group of 17.5 to 25.5 years old to 20.75 (standard deviation = 4.07) for those aged 49.5 to 57.5 years old. According to the statistical analysis, the F-value estimation which is significant with  $F(4,295) = 9.60$  and  $p < .001$  and effect size ( $\eta^2 = .11$ ), it can be concluded that the influence of age on TI is moderated. When compared to younger workers, this suggests that older workers are more likely to think about quitting from their employment. In terms of emotional exhaustion, the mean scores that tend to rise as workers become older. The mean scores for EE range from 27.28 (standard deviation = 10.44) for the age group of 17.5 to 25.5 years old to 38.79 (standard deviation = 11.44) for the age group of 49.5 to 57.5 years old. Based on the computed F-value which is significant with  $F(4,295) = 6.03$  and  $p < .001$  and effect size ( $\eta^2 = .07$ ), it may be inferred that the influence of age on emotional exhaustion is rather low to moderate. To be more specific, older workers often experience far higher levels of emotional exhaustion than younger ones. The results displayed in table 15 shows that individuals' ratings on the Depersonalization scale indicate a consistent upward trend as they age. To be more specific, the mean scores vary from 13.81 (standard deviation = 7.24), which is the average for individuals between the ages of 17.5 and 25.5, to 20.99 (standard deviation = 7.99), which is the average for those between the ages of 49.5 and 57.5. Based on the computed F-value which is significant with  $F(4,295) = 6.49$  and  $p < .001$  and effect size ( $\eta^2 = .08$ ), it can be concluded that the influence of age on depersonalization is moderate. So we can



say that older workers are more likely to undergo depersonalization in comparison to younger workers. In terms of perceived organizational support, it is clearly shown in table 15 that the average (mean) scores decreases with increasing age. The average score for individuals between the ages of 17.5 and 25.5 is 38.23, (while the standard deviation found to be 8.08) to 25.42 (standard deviation = 11.87) for the age group of 49.5 and 57.5. According to the F-value which is significant with  $F(4,295) = 8.57$  and  $p < .001$  and effect size ( $\eta^2 = .10$ ), it can be inferred that age has a moderate impact on POS. Compared to older workers, younger workers seem to have a more positive opinion of the support they get from their organization.

### Post Hoc Analysis

To further explore the effect of age on the studied variables, a further investigation was performed, known as a post hoc analysis. I started this inquiry since the results of the one-way analysis of variance showed that there were considerable distinction among the different age groups. In order to learn about the changes that come with getting older and how those changes affect the interplay of the factors under study, additional research was necessary. This supplementary study's results provided more nuanced observations on the relationship between age and the components under investigation, which enhanced our understanding of the dynamics at work across different age groups.

**Table 15**

*Post hoc analysis of group difference on Age (N=300)*

Variables	(I) Age of respondents	(J) Age of Respondents	Mean Differences (I-J)	(i-j)	S.E	95% CI	
						LL	UL
Surface Acting	33.5-41.5	17.5-25.5	33.5-41.5 > 17.5-25.5	3.14*	1.03	.32	5.97
	41.5-49.5	17.5-25.5	41.5-49.5 > 17.5-25.5	5.99*	1.23	2.61	9.37
	41.5-49.5	25.5-33.5	41.5-49.5 > 25.5-33.5	4.29*	1.05	1.39	7.20
	49.5-57.5	17.5-25.5	49.5-57.5 > 17.5-25.5	5.78*	1.53	1.57	9.99

Deep Acting	49.5-57.5	25.5-33.5	49.5-57.5 > 25.5-33.5	4.08*	1.39	.24	7.29
	17.5-25.5	41.5-49.5	17.5-25.5 > 41.5-49.5	3.19*	.87	.72	5.51
	17.5-25.5	49.5-57.5	17.5-25.5 > 49.5-57.5	3.22*	1.08	.24	6.21
Turnover Intentions	25.5-33.5	41.5-49.5	25.5-33.5 > 41.5-49.5	2.25*	.75	.19	4.31
	33.5-41.5	17.5-25.5	33.5-41.5 > 17.5-25.5	2.41*	.64	.64	4.18
	41.5-49.5	17.5-25.5	41.5-49.5 > 17.5-25.5	4.15*	.77	2.0	6.23
Emotional Exhaustion	41.5-49.5	25.5-33.5	41.5-49.5 > 25.5-33.5	2.87*	.66	1.05	4.69
	49.5-57.5	17.5-25.5	49.5-57.5 > 17.5-25.5	3.56*	.96	.93	6.20
	33.5-41.5	17.5-25.5	33.5-41.5 > 17.5-25.5	6.77*	2.23	.65	12.90
Depersonalization	41.5-49.5	17.5-25.5	41.5-49.5 > 17.5-25.5	10.77*	2.66	3.46	18.09
	41.5-49.5	25.5-33.5	41.5-49.5 > 25.5-33.5	7.91*	2.29	1.62	14.20
	49.5-57.5	17.5-25.5	49.5-57.5 > 17.5-25.5	9.51*	3.32	.39	18.63
Perceived Organizational Support	33.5-41.5	17.5-25.5	33.5-41.5 > 17.5-25.5	4.18*	1.40	.27	7.97
	41.5-49.5	17.5-25.5	41.5-49.5 > 17.5-25.5	7.16*	1.67	2.56	11.77
	41.5-49.5	25.5-33.5	41.5-49.5 > 25.5-33.5	5.01*	1.44	1.05	8.96
	49.5-57.5	17.5-25.5	49.5-57.5 > 17.5-25.5	6.93*	2.09	1.19	12.66
	17.5-25.5	33.5-41.5	17.5-25.5 > 33.5-41.5	7.22*	2.14	1.35	13.09
	17.5-25.5	41.5-49.5	17.5-25.5 > 41.5-49.5	12.52*	2.55	5.51	19.54
	17.5-25.5	49.5-57.5	17.5-25.5 > 49.5-57.5	12.81*	3.18	4.07	21.55
	25.5-33.5	41.5-49.5	25.5-33.5 > 41.5-49.5	8.38*	2.19	2.36	14.42
	25.5-33.5	49.5-57.5	25.5-33.5 > 49.5-57.5	8.67*	2.90	.71	16.65

\* $p < .05$

According to Table 16, there is a significant differences in Surface Acting levels between the age categories of 17.5–25.5 and 25.5–33.5 workers, and between the age groups of 33.5–41.5, 41.5–49.5, and 49.5–57.5. Also the mean difference in terms of Surface Acting between the 17.5–25.5 age group and the 33.5–41.5 age group ( $33.5-41.5 > 17.5-25.5$ ) is 3.14 (standard error = 1.03), which is a statistically significant difference. Similarly, significant distinctions exist between the following age groups: the mean difference in terms of Surface Acting between the 17.5–25.5 age group and the 41.5–49.5 age group ( $41.5-49.5 > 17.5-25.5$ ) is 5.99 (standard error = 1.23), also the mean difference in SA between the 17.5–25.5 age group and 49.5–57.5 age group ( $49.5-57.5 > 17.5-25.5$ ) is 5.78 (standard error = 1.53), also the mean difference in SA between the 26–33 age group and the 41.5–49.5 age group ( $41.5-49.5 > 25.5-33.5$ ) is 4.29 (standard error = 1.05). Similarly, the mean difference in SA between the age group 25.5–33.5 and 49.5–57.5 age group ( $49.5-57.5 > 25.5-33.5$ ) is 4.08 (standard error = 1.39). Based on these statistical analysis, we can conclude that employees in older age groups are more likely to engage in Surface Acting than employees in younger age groups. It is also clear from table 16 that in terms of deep acting, significant differences exist between the following age groups: the mean difference in terms of deep acting between the 17.5–25.5 age group and the 41.5–49.5 age group ( $17.5-25.5 > 41.5-49.5$ ) is 3.19 (standard error = 0.87), also the mean difference between the 17.5–25.5 age group and 49.5–57.5 age group ( $17.5-25.5 > 49.5-57.5$ ) is 3.22 (standard error = 1.08), also the mean difference between the 25.5–33.5 age group and the 41.5–49.5 age group ( $25.5-33.5 > 41.5-49.5$ ) is 2.25 (standard error = 0.75). Based on these statistical analysis, we can also conclude that younger employees which belong to 17.5–25.5 and 25.5–33.5 age groups exhibit significantly higher levels of deep acting compared to older employees which belong to 33.5–41.5, 41.5–49.5 and 49.5–57.5 age group.

The results displayed in table 16 also showed that in terms of turnover intentions, significant differences exist between the following age groups: the mean difference in terms of turnover intentions between the 17.5–25.5 age group and the 33.5–41.5 age group ( $33.5-41.5 > 17.5-25.5$ ) is 2.41 (standard error = 0.64) also the mean difference between the 17.5–25.5 age group and the 41.5–49.5 age group ( $41.5-49.5 > 17.5-25.5$ ) is 4.15 (standard error = 0.77), also the mean difference between the 17.5–25.5 age group and 49.5–57.5 age group ( $49.5-57.5 > 17.5-25.5$ ) is 3.56 (standard error = 0.96), also the mean difference between the 25.5–33.5 age group and the 41.5–49.5 age group ( $41.5-49.5 > 25.5-33.5$ ) is 2.87 (standard error = 0.66). Based on these statistical analysis, we can conclude that frontline banking employees who belong to older age groups were far more likely to intend to leave their current positions than younger ones.

We also found a statistically significant differences between

following age groups in terms of emotional exhaustion: The mean difference between the 17.5–25.5 age group and the 33.5–41.5 age group ( $33.5-41.5 > 17.5-25.5$ ) is 6.77 (standard error = 2.23), the mean difference between the 17.5–25.5 age group and the 41.5–49.5 age group ( $41.5-49.5 > 17.5-25.5$ ) is 10.77 (standard error = 2.66), also the mean difference between the 17.5–25.5 age group and 49.5–57.5 age group ( $49.5-57.5 > 17.5-25.5$ ) is 9.51 (standard error = 3.32), also the mean difference in between the 25.5–33.5 age group and the 41.5–49.5 age group ( $41.5-49.5 > 25.5-33.5$ ) is 7.91 (standard error = 2.29). Based on these statistical analysis, we can also conclude that older age groups such as 33.5 to 41.5 age group, 41.5 to 49.5 age group and 49.5–57.5 age group are more likely to experience emotional exhaustion than younger age groups such as 17.5 to 25.5 age group and 25.5 to 33.5 age group.

From table 16, we also interpret that there are statistically significant differences between following age groups in terms of Depersonalization: The mean difference in between the 17.5–25.5 age group and the 33.5–41.5 age group ( $33.5-41.5 > 17.5-25.5$ ) is 4.18 (standard error = 1.40), the mean difference between the 17.5–25.5 age group and the 41.5–49.5 age group ( $41.5-49.5 > 17.5-25.5$ ) is 7.16 (standard error = 1.67), also the mean difference between the 17.5–25.5 age group and 49.5–57.5 age group ( $49.5-57.5 > 17.5-25.5$ ) is 6.93 (standard error = 2.09), also the mean difference between the 25.5–33.5 age group and the 41.5–49.5 age group ( $41.5-49.5 > 25.5-33.5$ ) is 5.01 (standard error = 1.44). Based on these statistical analysis, we can also conclude that older workers exhibit far higher degrees of Depersonalization when compared to their younger peers. Lastly, it is also clear from table 16 that in terms of perceived organizational support, significant differences exist between the following age groups: the mean difference in POS between the 17.5–25.5 age group and the 33.5–41.5 age group ( $17.5-25.5 > 33.5-41.5$ ) is 7.22 (standard error = 2.14), the mean difference in POS between the 17.5–25.5 age group and the 41.5–49.5 age group ( $17.5-25.5 > 41.5-49.5$ ) is 12.52 (standard error = 2.55), also the mean difference in POS between the 17.5–25.5 age group and 49.5–57.5 age group ( $17.5-25.5 > 49.5-57.5$ ) is 12.81 (standard error = 3.18), also the mean difference in POS between the 25.5–33.5 age group and the 41.5–49.5 age group ( $25.5-33.5 > 41.5-49.5$ ) is 8.38 (standard error = 2.19). Similarly, the mean difference in POS between the 25.5–33.5 age group and the 49.5–57.5 age group ( $25.5-33.5 > 49.5-57.5$ ) is 8.67 (standard error = 2.90). Based on these statistical analysis, we can also conclude that younger employees, in contrast to their more senior counterparts, had a more favorable impression of the support they had from their company. There are notable differences in the assessed age-related characteristics, as shown by the post hoc analysis. Surface Acting, turnover intentions, emotional exhaustion, and Depersonalization tend to be more

common among the elderly

compared to younger employees. Deep acting and perceived organizational support tend to be more prevalent among younger frontline employees as compared to older ones.

## **Hypotheses Testing**

### **Main effect**

In order to determine the extent to which emotional labour techniques, namely Surface Acting and deep acting, have an impact on the turnover intentions, it is required to conduct an analysis of the correlation between the independent variables and the dependent variable that is being evaluated. Our hypothesis suggests that there is a positive connection between surface acting and turnover intentions (H1), however there is a negative correlation between deep acting and turnover intentions (H2). Using multiple regression analyses, these two hypotheses in this research were investigated. There is a display of the findings in Table 7. The findings indicate that there exists a positive, significant and favorable association between SA and TI, as shown by the statistical analysis ( $B = .45$ ,  $\beta = .45$ ,  $p < .001$ ). In this way, Hypothesis 1 was proven correct. According to the data shown in the table, there exists a significant and negative association between DA and TI ( $B = -.66$ ,  $\beta = -.46$ ,  $p < .001$ ). As a result, Hypothesis 2 was likewise proven correct.

### **Mediation Effect**

#### **1) The mediating effect of emotional exhaustion in the link between Surface Acting and turnover intentions**

We conducted mediation analysis by using the SPSS's process macro procedure to test the hypothesis that emotional exhaustion mediates the association between Surface Acting and turnover intentions. Table 8 shows the results. Surface acting was found to significantly increase emotional exhaustion ( $\beta = 1.75$ ,  $p < .000$ ). This supports the third hypothesis that SA is positively and significantly related with EE. Thus, H3 was proven. The results also showed a significant positive effect ( $\beta = 0.27$ ,  $p < .000$ ) of emotional exhaustion on turnover intentions. This suggests that EE increases the risk of leaving the current job. This provides empirical evidence that supports the seventh hypothesis of our study that EE is positively related with TI.



Thus, H7 was proven. The mediation analysis in Table 8 also shows that Surface Acting significantly affects turnover intentions with total effect of SA on TI is significant and positive with beta value ( $\beta = 0.77$ ) and with a p-value of less than .000 ( $P < .000$ ). This shows that Surface Acting strongly and positively influences the intentions to leave an organization (TI). The direct effect of SA on TI is also positive and significant with beta value ( $\beta = 0.29$ ) and with a p-value of less than .000 ( $P < .000$ ). This shows that Surface Acting affects turnover intentions even without emotional exhaustion. This study also found that Surface Acting indirectly affected turnover intentions. The  $\beta$  value for this impact was 0.47, with a CI range of 0.36 to 0.62. Since both the lower and higher confidence ranges are positive, zero was not included in the confidence intervals. This proves indirect influence's statistical significance. This supports Hypothesis 9 that EE mediates the relationship between SA and TI. Thus, H9 was proven. These results show that Surface Acting contributes to higher level of emotional exhaustion (sub-factor of burnout) which further increases an intentions to leave an organization (TI). However, SA also directly and positively correlates with a desire to quit, even without the presence of EE suggesting partial mediation.

## **2) The mediating effect of Depersonalization in the link between Surface Acting and turnover intention (TI)**

The purpose of the mediation analysis, which was carried out with the use of the Process approach in SPSS, is to explore the hypothesis that Depersonalization, which is a sub-factor of burnout, acts as a mediator in the relationship between Surface Acting and turnover intentions. Table 9 displays the findings that were obtained. Based on the findings, it was shown that Surface Acting had a noteworthy and significantly positive impact ( $\beta = 1.04$ ,  $p < .000$ ) on the Depersonalization. Based on this information, it seems that employees who engage in Surface Acting are more likely to suffer Depersonalization. For hypothesis 4, which claims that SA is positively linked with DP, this finding provides support for the idea. Consequently, H4 was validated. In addition, the findings indicated that the effects of Depersonalization on turnover intentions were both positive and significant ( $\beta = 0.42$ ,  $p < .000$ ). According to the results of this study, higher levels of Depersonalization, which is a component of burnout, are associated with increased intentions to quit a job (TI). The findings of this investigation provide evidence that eighth hypothesis (H8) of our study that DP is positively

related to TI. Consequently, H8 was validated. Surface Acting also has a significant influence on turnover intentions, as evidenced by the mediation study's results, which are shown in Table 9. According to the statistical analysis, the total effect of SA on TI is shown to be significant ( $\beta = 0.77$ ,  $p < .000$ ). This suggests that Surface Acting has a positive and significant influence on turnover intentions. Surface Acting also has a substantial direct influence on turnover intentions, as shown by the statistically significant coefficient ( $\beta = 0.34$ ,  $p < .000$ ). This suggests that surface acting has an effect on turnover intentions even when depersonalization is not present. This study also found that Surface Acting indirectly affected turnover intentions with a beta value of 0.44 and a confidence interval (CI) ranging from 0.35 to 0.52 demonstrating that the indirect influence of surface acting on turnover intentions is statistically significant. This is shown by the fact that the CI ranges from 0.35 to 0.52. Therefore, the statistical significance of the indirect influence is confirmed by the positive signals that are present in both the lower and higher confidence ranges. These positive signs suggest that the value 0 is not included in the confidence intervals. This finding provides evidence in support of Hypothesis 11, which states that DP partially mediates the connection between SA and TI. Consequently, H11 was validated. Surface Acting leads to an increase in Depersonalization, as a consequence of this, there is an increase in intentions to leave a current job or organization (TI) in workers. Although, even without depersonalization which is a component of burnout, participating in surface acting still directly correlates to an increased chance of an intentions to quit the work. This suggests that there is only a partial mediation effect.

### **3) The mediating effect of emotional exhaustion in the link between deep acting and turnover intention (TI).**

The process approach in SPSS was used in order to carry out the mediation analysis. The purpose of this analysis was to examine the hypothesis that emotional exhaustion, which is a sub-factor of burnout, acts as a mediator in the relationship between deep acting and turnover intentions. Table 10 displays the findings that were obtained. Deep acting was shown to have a substantial and negative affect ( $\beta = -2.39$ ,  $p < .000$ ) on emotional exhaustion, indicating that it effectively lowers emotional exhaustion. The findings of this study indicate that deep acting significantly reduces emotional exhaustion. This supports the fifth hypothesis (H5) which claims that DA is negatively related with EE, is supported. Consequently, H5 was validated.

The findings also indicated that emotional exhaustion had a significant and positive impact ( $\beta = 0.26, p < .000$ ) on turnover intentions which indicates that as the levels of emotional exhaustion decreases the turnover intentions in workers also decreases. Hypothesis H7, which implies that EE is positively related with TI, is also supported by the evidence presented here. As a result, H7 was validated again. Based on the results of the mediation study, which are shown in Table 10, it can also be seen that deep acting has a significant and negative influence on turnover intentions. According to the statistical analysis, the total effect of DA on TI is shown to be negative and statistically significant ( $\beta = -1.12, p < .000$ ). This suggests that deep acting has a strong and substantial influence on turnover intentions. The direct effect of DA on TI is also shown to be statistically significant and negative ( $\beta = -0.49, p < .000$ ). This suggests that deep acting has a negative influence on turnover intentions, regardless of whether or not emotional exhaustion is present. Based on the findings of the study, it was also shown that deep acting also had a significant negative indirect influence on turnover intentions. The  $\beta$  value for this impact was -0.63, and the confidence interval (CI) ranged from -0.79 to -0.49. Indicating that zero is not within the range of the confidence intervals, the presence of negative signs in both the lower and higher confidence ranges provides support for the statistical significance of the indirect effect. This finding provides evidence in support of Hypothesis 10, which states that EE plays a role in mediating the connection between DA and TI. Consequently, H10 was validated. Deep acting, in essence, lessens the feeling of emotional exhaustion, which is a component of burnout, and thus lessens the intentions of turnover (TI). Nevertheless, even when not taking into consideration the effects of EE, the act of DA still negatively correlates with an intentions to quit the work (TI), which indicates that there is only a partial mediation.

#### **4) The mediating effect of Depersonalization in the link between deep acting and turnover intentions**

The purpose of the mediation research, which was carried out with the use of the Process approach in SPSS, is to explore the hypothesis that Depersonalization, which is a sub-factor of burnout, acts as a mediator in the connection between deep acting and turnover intentions. Table 11 displays the findings that were obtained. The findings of the study indicated that deep acting had a noteworthy detrimental and negative impact ( $\beta = -1.49, p < .000$ ) on Depersonalization, so demonstrating that deep acting effectively diminishes an

individual's level of Depersonalization. In light of this data, hypothesis H6, which claims that DA and DP are negatively related with one another, is supported. As a result, H6 was validated. Furthermore, the findings of the study demonstrated that the effects of Depersonalization on turnover intentions were both substantial and positive ( $\beta = 0.41$ ,  $p < .000$ ). These results suggest that a decrease in the degree of Depersonalization, which is a component of burnout, may result in a decrease in the intentions of turnover (TI). As an outcome of these results, hypothesis H8, which implies that DP is positively related with TI, is supported. As a result, H8 was validated again. Based on the results of the mediation study, which are shown in Table 11, it can be seen that deep acting has a significant and negative influence on turnover intentions. According to statistical analysis, there is a direct effect of DA on TI, which is negative and significant with  $\beta = -1.12$  and  $p < .000$ . This results in a powerful and important impact between DA and TI. The direct effect of DA on TI is shown to be both significant and negative with  $\beta = -0.50$  and  $p < .000$ . This indicates that deep acting has a negative influence on turnover intentions, regardless of whether or not depersonalization is present. It is evident from the findings shown in table 11 that indirect effect of DA on TI is also negative and significant, as shown by a  $\beta$  value of  $-0.62$  and a confidence interval (CI) that spans from  $-0.74$  to  $-0.50$ . The existence of negative signs in both the lower and higher confidence ranges demonstrates that the value 0 is not included within the confidence intervals provides support for the statistical significance of the indirect effect. This finding provides evidence in support of Hypothesis 12, which states that DP plays a role in mediating the connection between DA and TI. Consequently, H12 was confirmed. From results we conclude that, the act of participating in deep acting helps to prevent Depersonalization, which is a component of burnout. This, in turn, leads to a reduction in the intentions of turnover (TI). On the other hand, even when Depersonalization is not taken into consideration, the act of DA still negatively correlates with an intentions to quit the work (TI), which indicates that there is only a partial mediation.

All of the mediations that were investigated in this examination were found to be partial mediators in the connection between the independent variables and the dependent variable.

## **Moderation Effect**

### **1) The moderating effect of perceived organizational support in the link between Surface Acting and turnover intentions.**

The purpose of the moderation analysis, which is being carried out with the use of the Process method in SPSS, is to explore hypothesis 13, which states that the link between SA and TI is moderated by POS. According to the results of the research, the influence of POS as a moderator on the association between Surface Acting and turnover intentions among frontline professionals at banks was not statistically significant ( $\beta = -0.01$ ,  $p > .05$ ). The confidence intervals (CI) ranged from -0.01 to 0.00, with the lower confidence interval being negative and the higher confidence interval being positive. In light of this, it may be deduced that the confidence intervals have contradictory indications, which indicates that they include zero and provide evidence that the hypothesis 13 is not significant. Since this is the case, it is possible to draw the conclusion that POS did not have a moderating role in the relationship between SA and TI. There was thus no evidence to support the H13 position.

### **2) The moderating effect of perceived organizational support in the link between deep acting and turnover intentions**

The purpose of the moderation analysis, which is carried out with the help of the Process function in SPSS, is to investigate hypothesis 14, which states that the link between DA and TI is influenced by the perception of support from the organization (POS). The results of the research indicate that the influence of POS as a moderator on the relationship between deep acting and turnover intentions among frontline professionals in banks was not statistically significant ( $\beta = -0.06$ ,  $p > .05$ ). With the lower confidence interval being negative and the higher confidence interval being positive, the confidence intervals (CI) ranged from -0.25 to 0.11. It may be seen from this that the confidence intervals have opposing signs, which indicates that they include zero and provide evidence that the significance of hypothesis 14 is not significant. Therefore, it is possible to draw the conclusion that POS did not have a moderating role in the relationship between DA and turnover TI. Because of this, H14 was not verified.

## CHAPTER 5

### Discussion

These study findings offer significant information regarding the nature of emotional labour strategies and its effects on employee turnover intentions with mediating role of burnout and its two sub factors namely emotional exhaustion and Depersonalization and moderating role of perceived organizational support. The results are congruent with the COR and JD-R theories, which provide a solid theoretical background to these associations. Most of our hypotheses were confirmed in the end.

The findings indicate that bank frontline workers who engaged in surface acting are more inclined to quit their present jobs. One possible reason for this finding is that it costs a lot of cognitive resources to surface act, leading to severe mental health effects, such as depression, burnout, and anxiety disorders that decrease organizational attachment. (Goodwin & Groth, 2011; Lee, 2015). Hence, surface acting depletes emotional resources and positively affects turnover intention (TI). According to the COR theory, employees possess restricted emotional resources to deal with stressors and risk losing these reserves. The resource depletion experienced by employees who engage in surface acting promotes their high turnover intentions (Duke & Goodman, 2009). Thus, this finding of our research is supported by COR theory effectively. Our findings corroborate previous research on the positive relationship between surface acting and turnover intentions. For instance, Lim et al. (2023) identified a direct link between engaging in surface acting and the inclination to leave one's job within the firefighting domain in the Republic of Korea. Additionally, Gangadharan (2014) demonstrated that increased surface acting is positively associated with indicators of burnout and turnover intentions. This suggests that viewing emotional labour as arduous can lead to surface acting, subsequently amplifying turnover intentions.

On the other hand, we found that deep acting among banks' frontline employees is negatively associated with turnover intentions, according to COR theory, which assumes that employees work on establishing and securing their resources. Deep acting, which involves genuinely feeling required emotions, is much less resource-depleting than surface acting. Deep acting aligns internal feelings with external expressions, focuses on the conservation or expenditure of emotional resources, and reduces emotional dissonance/stress (Hobfoll, 1989). Conversely, deep acting decreases adverse psychological outcomes by reinforcing genuine

interactions and emotions (Grandey, 2003). According to Hobfoll (2001), applying the COR theory, when employees practice deep acting, they control their emotional resources under stress, which helps prevent burnout and reduces their intention to quit. This finding of our study is also consistent with prior studies, Becker and his colleagues in 2018 revealed that nurses who involve in deep acting more intensely are more likely to demonstrate increased organizational retention rates (Lester & Bishop, 2018). Similarly, Chau et al. (2009) observed an inverse association between deep acting in bank tellers and turnover intentions. The practice of deep acting enables employees to manage emotional resources efficiently, nurturing positive social interactions and diminishing the risk of detrimental psychological consequences and turnover. In line with Conservation of Resources (COR) theory, our study confirms that surface acting is correlated with higher intentions to leave a current job, on the other hand, deep acting is linked to lower intentions to quit a job.

Likewise, our study also seeks to investigate the effects of emotional labour techniques (surface acting and deep acting) on turnover intentions among frontline workers in the banking industry, focusing on burnout (emotional exhaustion and depersonalization) as a mediating factor. The results of the mediation analyses confirmed the validity of all pertinent hypotheses. Our study findings established a significant and positive association between surface acting and burnout indicators: emotional exhaustion and Depersonalization. One possible reason of this finding is that in the banking sector, frontline workers engaging in surface acting must suppress other expressions of emotions and align them with those prescribed by their organization. This chronic strain on managing emotions requires much emotional and cognitive energy. This depletion of resources can result in stress and burnout. This explanation is evident as per the principles of COR. The emotional dissonance of surface acting (the conflict between felt and displayed emotions) resulting from service expressions can often lead to burnout (EE and DP). In light of our finding, we conclude that frontline staff work hard to keep up appearances, but this effort depletes them and makes them tired of their job. This is consistent with the research of Brotheridge and Grandey (2002), which showed that surface acting is strongly linked to increased levels of emotional exhaustion. When staff from the front line of banks who engaged in surface acting struggle to hold on to their few remaining resources and begin emotionally distancing themselves from work instead because they feel it is now coming out of them this dissociation leads most directly to depersonalization, i.e., when people reduce other people into merely a body

with no soul or emotion in its core. Similarly, Hülshager and Schewe (2011) indicated that surface acting has been positively related to depersonalization among employees.

The outcomes are in line with JD-R theory, emphasizing that elevated job demands, such as surface acting carried out by frontline employees in the banking sector, can result in burnout if not counterbalanced by sufficient job resources. Employees confront substantial job demands related to surface acting, depleting their emotional reserves, ultimately leading to manifestations of burnout. The findings of this study are consistent with earlier work by Goodwin, Groth, and Frenkel (2011), which established a clear link between surface acting and emotional fatigue in individuals within service-oriented positions, as well as with the research conducted by Grandey (2003), who found a significant positive association between surface acting and both aspects of burnout. Likewise, various studies (Kim & Han, 2008; Kim, 2011; Yun, 2015; Jo & Cha, 2016) have highlighted that surface acting has a favorable impact on job burnout, particularly on emotional exhaustion and Depersonalization.

Based on our research findings, it was found that burnout indicators: emotional exhaustion and Depersonalization are correlated with an increased likelihood of banking employees having intentions to leave their positions (TI). According to the COR principles, if employees encounter high levels of burnout, they interpret it as a significant depletion of their emotional and cognitive reserves. Consequently, employees may contemplate quitting their jobs to avoid further resource depletion. This aligns with prior studies, including those by Lee and Ashforth (1996) and Swider and Zimmerman (2010) that have identified burnout as a key predictor of turnover intentions in various job environments. Bakker et al. (2005) discovered that employees experiencing high levels of emotional exhaustion are more inclined to plan to depart from the organization as a strategy to protect and preserve their resources. While detachment can facilitate recuperation, it may also lead to disconnection from collective goal achievement. These outcomes are in harmony with the Job Demands-Resources theory, which posits that elevated job demands coupled with insufficient resources can lead to burnout, thereby reinforcing turnover intentions. Likewise, multiple studies (Lee, 2010; Hwang & Yoon, 2012; Hyun & Hor, 2012) have reported that burnout, particularly emotional exhaustion and depersonalization, notably and positively influence turnover intent.



This study also showed that sub-factors of burnout partially mediate the positive relationship between SA, a technique of emotional labour and turnover intentions. In this regard, Partial mediation indicates that surface acting directly affects turnover intentions for frontline employees in banks. However, this relationship is also partially explained by burnout components: emotional exhaustion and Depersonalization. Surface acting directly increases turnover intentions as the effort required to manage emotions and the lack of genuine emotional expression make the job less appealing. Additionally, by engaging in surface acting, individuals indirectly escalate turnover intentions, resulting in emotional exhaustion and depersonalization. The manifestation of employee burnout subsequently leads to diminished job satisfaction and commitment levels, consequently heightening the likelihood of organizational departure. This observation aligns with COR theory, which posits that employees possess finite emotional reserves to cope with stressors. The depletion of these resources serves as a mediator in the positive association between surface acting and burnout, consequently influencing turnover intentions. Brotheridge and Grandey (2002) highlighted that the exhibition of surface acting precipitates burnout, thereby elevating turnover intentions. Similarly, findings from Hulsheger and Schewe (2011) revealed that burnout, act as mediators in the link between surface acting and turnover intentions, underscoring the psychological toll linked with surface acting. These discoveries underscore the significance of harmonizing job requirements with adequate resources to bolster employee well-being and retention. In summary, this investigation illustrates that components of burnout, particularly emotional exhaustion and Depersonalization, partially mediate the positive correlation between surface acting and turnover intentions among frontline employees in the banking sector. This partial mediation implies that surface acting directly amplifies turnover intentions due to the emotional and cognitive strain of emotion management. Moreover, it indirectly heightens turnover intentions by exacerbating burnout. Our outcomes further substantiate the necessity to alleviate any adverse repercussions linked with surface acting through organizational support guided by COR and JD-R models, thereby fostering employee well-being and diminishing turnover rates.

Additionally, our findings support that deep acting is significantly and inversely connected to turnover intention, with burnout indicators: emotional exhaustion and Depersonalization operating as mediators. Findings support the idea that the deep acting of front-line employees in banking sector is negatively connected with burnout. COR theory also supports

our this finding, where deep acting involves modifying one's inner feelings to match required emotional expressions, conserving emotional resources and reducing the emotional dissonance experienced by employees (Wharton et al., 2008). This reduced emotional dissonance lowers emotional exhaustion and depersonalization, the sub-factors of burnout. This is further supported by Grandey (2003), who states that deep acting is related to lower burnout. Through authentic emotional alignment, employees avoid the strain associated with faking emotions, thereby preserving their emotional energy and preventing burnout. For example, JD-R principles suggests that job demands which are overwhelming in nature can lead to burnout if sufficient job resources do not counter these. Deep acting serves as a personal resource that helps employees manage job demands more effectively, thereby lowering burnout. Hülshager and Schewe (2011) found that deep acting is associated with lower emotional exhaustion and Depersonalization levels, suggesting that deep actors experience less harm in dealing with their job demands. Our results are consistent with previous studies. For instance, several empirical studies (Kim & Han, 2008; Kim & Kim, 2010; Kim, 2011; Sohn, 2015) reported that deep acting is significantly negatively related to burnout factors such as emotional exhaustion and Depersonalization. Deep acting can reduce job burnout if it is genuine and does not produce undue emotional discord (Ashforth & Humphrey, 1993).

Our findings also suggest that burnout indicators: emotional exhaustion and Depersonalization are positively related to turnover intentions among frontline employees in the banking industry. Therefore, reducing emotional exhaustion and Depersonalization reduces the intention to leave the organization. This discovery also supported by COR principles, which posits that employees strive to acquire and protect their resources, including emotional energy and psychological well-being. Where employees experience a preservation or gain of these critical resources when burnout decrease. Preserving emotional and cognitive resources also means that people do not have to leave the organization as a coping strategy. Previous research also supports this (Hobfoll, 1989), which argues that resource gain is necessary for employee well-being and job satisfaction. Similarly, JD-R theory also supports our finding which explains that job demands, such as those leading to burnout, must be balanced by adequate job resources to prevent adverse outcomes. Low levels of burnout imply that employees are coping with job requirements without being overwhelmed by these demands, which they have the resources to address in their work environment. This equilibrium translates into

greater job satisfaction and lower turnover intentions. Demerouti et al. (2001) emphasised that adequate job resources help in minimizing the effects of job demands, reducing burnout and its adverse outcomes, including turnover intentions. This is consistent with earlier work. Studies have shown that burnout, exceptionally high levels of emotional exhaustion and Depersonalization strongly predict turnover intentions (Lee & Ashforth, 1996; Swider & Zimmerman, 2010). Conversely, lower burnout indicators suggest that employees are more engaged and committed to their organization, leading to reduced turnover intentions.

Our study further showed that sub-dimensions of burnout: Emotional Exhaustion and Depersonalization, partially mediate the negative connection between deep acting and turnover intentions among frontline bank employees. This partial mediation means that although deep acting directly leads to decreased turnover intentions, the burnout dimensions explain part of this relationship. Our hypothesis: Deep acting directly decreases turnover intentions because it involves genuinely feeling the emotions one must display, which is less taxing and more fulfilling than surface acting. This will lead more employees to find their jobs pleasurable and meaningful, decreasing turnover intentions. Additionally, deep acting indirectly decreases turnover intentions by reducing burnout. Reducing employee burnout leads to higher general job satisfaction and commitment, reducing the chances of people leaving their current organization.

These results are in line with the COR concept. By aligning internal emotions with external expressions, deep acting helps employees conserve their emotional energy, reducing the risk of burnout. This resource conservation results in less emotional exhaustion and Depersonalization, reducing turnover intentions. For example, Grandey (2003) found that deep acting is associated with lower levels of burnout, ultimately resulting in lower turnover intentions. Similarly, the JD-R theory provides a framework for understanding these findings. Deep acting is considered a job resource because it aligns employees' internal emotions with their outward expressions, reducing emotional dissonance and its associated strain (Brotheridge & Lee, 2005). This alignment mitigates the impact of job demands, lowering burnout levels and decreasing turnover intentions.

Past researches also provides a framework for understanding these findings. For example, Brotheridge and Grandey (2002) showed that deep acting negatively affects emotional exhaustion

and (EE) Depersonalization, decreasing turnover intentions. Similarly, Hülshager and Schewe (2011) found that symptoms of burnout mediate the association between emotional labour and turnover intentions, highlighting the psychological benefits of deep acting over surface acting. These findings suggest that banks could facilitate deep acting in employees by offering job resources, such as adequate training programmed to cope with the emotional labour demands. This study elicits evidence that burnout partially mediate the negative association between deep acting and turnover intentions among frontline banking sector employees. This partial mediation indicates that although deep acting directly lowers turnover intentions, it indirectly decreases them using burnout indicators. These results accentuate the importance of facilitating deep acting through sufficient job resources and training (corresponding to COR theory and JD-R model) regarding employee well-being and retention.

This study also examines whether perceived organizational support moderates the relationship between emotional labour strategies (surface acting and deep acting) and turnover intentions among frontline banking sector employees. In contrast to our hypothesis, POS did not moderate the relationships between emotional labour strategies (viz., surface and deep acting) and turnover intentions. The correlation results shown in Table 6 further indicated that POS was positively and significantly related to deep acting, suggesting that higher levels of POS increase the likelihood of deep acting among banking sector employees. However, POS has a significant negative relationship with surface acting and turnover intentions. This means that when POS is low, surface acting and turnover intentions are higher among banking sector employees. However, concerning our study, POS does not moderate the link between emotional labour strategies (surface acting and deep acting) and turnover intentions.

In this study, we found several essential relationships concerning perceived organizational support. POS is positively related to deep acting: the higher our frontline employees perceive organizational support, the more likely they are to engage in deep acting in banks. This is supported by Rhoades and Eisenberger (2002), who found that POS enhances employees' emotional and psychological resources, such as self-esteem and optimism, encouraging adaptive emotional labour strategy like deep acting. Another study has shown that POS is negatively related to turnover intentions, meaning that the greater the support perceived by employees, the lower

their intention to leave the job. Studies by Allen et al. (2003) and Maertz et al. (2007) emphasized that lower turnover is associated with higher POS, which corresponds to our findings.

Most critically, the results of this study demonstrated that while POS is positively related to deep acting and negatively related to turnover intentions, it did not moderate the relationship between deep acting and turnover intentions. Although POS is generally beneficial, it does not significantly influence the effectiveness of deep acting in reducing turnover intentions. Lim et al. (2023) found similar results in their study of Korean firefighters. One possible explanation is that frontline banking sector employees who engage in deep acting may already have incredible sense of public service motivation (PSM), an individual's need to do good for others and improve societal well-being (Chau et al., 2009). Public servants with high PSM value intrinsic rewards such as empathy and commitment towards public interests more than external rewards like high salary (Perry & Hondeghem, 2008). Therefore, they are less likely to fake emotions, making deep acting a natural fit for their altruistic personalities. Hsieh et al. (2012) found that frontline employees with great levels of PSM are more prone to indulge in deep acting and least likely to engage in surface acting.

From the perspective of JD-R principles, POS is considered as a psychological job resource should enhance the inverse relationship between DA and TI. Nevertheless, PSM, is also considered as another essential job resource (Bakker, 2015), may also reduce the turnover intentions of front line employees with deep acting. This suggests that PSM encourages bankers to more indulge in deep acting to feel a less thirst for POS to cope with their overwhelming job requirements and the draining of emotional resources. To summarize, POS has a positive and favorable connection with deep acting and contributes to reducing intentions to leave an organization; however, it does not moderate the correlation between deep acting and turnover intention. Another possible reason for this finding is that deep acting strongly predicts reduced turnover intentions because deep acting involves genuine emotional expression, it alone has the power of reducing stress and burnout without any external support (Grandey, 2003).

We also found that POS is negatively related to surface acting. Employees who perceive low levels of organizational support are more likely to engage in surface acting. Rhoades and Eisenberger (2002) noted that POS enhances employees' emotional and psychological resources, reducing the need for maladaptive emotional labour strategies like surface acting. Another critical

finding of this study is that while POS significantly and negatively predicted surface acting and turnover intentions, it did not moderate the positive relationship between surface acting and turnover intentions. These results are consistent with previous studies. Nixon et al. (2010) found that POS did not significantly moderate the relationships between surface acting and turnover intention. One likely explanation for this surprising finding is the inherent characteristics of surface acting. Surface acting involves pretending to have or suppressing real feelings, leading to emotional exhaustion, stress, and a lack of authenticity. This harm can be sufficiently great that POS alone cannot balance these adverse effects. In addition, employees engaged in high levels of surface acting may view organizational support as disingenuous or insufficient. Such cynicism may attenuate the effectiveness of POS in reducing turnover intentions. Moreover, POS may not cover the precise content most applicable to employees' experiences of surface acting. General support measures may suffer from the lack of focus on the impact that surface acting has on employees.

Another possible reason of these findings is that the effectiveness of POS can be influenced by firm culture, supervision techniques, and the specific context in which employees work. The variability in these factors across different settings may explain why our research did not detect a solid moderating role of POS. Additionally, the frequency & intensity of surface and deep acting can vary significantly among employees. POS might be more effective for those who engage in these behaviors less frequently or intensely, leading to mixed results when considering the overall employee population. While POS is generally intended to support employees and reduce turnover intentions, its effectiveness as a moderator in the relationships between surface acting, deep acting, and turnover intentions can be limited by the intrinsic nature of emotional labour, individual differences, and contextual factors, furthermore, by some prior researches mentioned in limitation part above. Organizations wanting to address these complexities will likely need to move towards a more tailored approach that individually focuses on the emotional demands of surface and deep acting.

Moreover, the demographic differences among frontline banking sector employees were also part of this empirical examination, revealing significant variances in emotional labour (deep acting and surface acting), burnout (emotional exhaustion and depersonalization), turnover intentions, and perceived organizational support, mainly influenced by marital status, age, and

family system. However, no significant differences were found in education, gender, or designation. Married employees exhibit higher levels of surface acting, turnover intentions and higher levels of emotional exhaustion, and depersonalization, whereas single employees engage more in deep acting and perceive more incredible organizational support. Consistent with previous research, marital responsibilities were associated significantly with stress and emotional labour demands (Grandey et al., 2015). Age also emerges as a critical factor, with younger employees reporting higher perceived organizational support and deep acting. In comparison, older employees show elevated levels of surface acting, turnover intentions and burnout (EE and DP). This aligns with the literature that found that younger employees may be more flexible and look at organizational initiatives more favorably (Ng & Feldman, 2010). So we can conclude that the more great support perceived by employees who belong to younger age groups may reflect their expectations and the evolving nature of companies culture, which increasingly cater to the needs and preferences of a younger workforce.

The study constructs also influenced by family structure. Employees who belong to joint families report higher levels of surface acting, turnover intentions & burnout than those employees who belongs to nuclear families. On the other hand, employees from nuclear families perceive incredible levels of organizational support and engage more in deep acting strategy of emotional labour. The researches named Spector and Jex in 1998 revealed that employees who belong to joint family systems might have more emotional pressure or responsibilities, contributing to differences revealed by our study. However, our study constructs did not significantly impacted by gender, education levels and job designations. So, we can conclude that our study constructs are more significantly influenced by intimate and family related factors rather than professional or demographic characteristics. However, these results underline the call for organizational policies tailored to help employees according to their situations rather than pre-defined demographic boxes (Hochschild, 1983). The outcomes of this study reveal that frontline employees in banks who are likely to engage in surface acting have higher turnover intentions due to their resource-depleting nature, leading to higher levels of burnout.

Conversely, frontline employees in banks are more prone to indulge in deep acting, have lower turnover intentions, and are more likely to stay in the organization, as it conserves emotional resources and reduces burnout. Results indicate that burnout indicators

partially mediate the link between emotional labour strategies (DA and SA) and turnover. Surface acting, directly and indirectly, increases turnover intentions through burnout, while deep acting decreases turnover intentions by mitigating burnout among frontline banking sector employees. These findings support COR and JD-R theories, which suggest that coping with job demands effectively to maintain emotional resources is crucial. Perceived organizational support did not moderate the relationship between emotional labour strategies (surface acting and deep acting) and turnover intentions among banking sector employees. These findings are incongruent with the COR and JD-R models. The study suggests that POS might not effectively mitigate the adverse effects of surface acting or significantly enhance the benefits of deep acting, possibly due to the intrinsic nature of these emotional labour strategies and individual differences.

Overall, this research highlights the need for firm-specific policies and interventions to address frontline banking sector employees' specific emotional labour demands to enhance their well-being and reduce turnover intentions. These policies should consider the personal and job-related factors influencing emotional labour and burnout to support employees and effectively foster a more supportive work environment. The study also illustrated the complexity of demographic arbitrariness in mediating professional experience for frontline banking sector staff. Tailoring support programs to address these differences can increase well-being and reduce employee turnover intentions. For example, banks could design programs that consider marital status according to life-stage needs and the demands of respective family systems, which can mitigate burnout and improve one's perception of organizational support. This method helps in building a more inclusive work environment, while directly addressing the issues of each diverse employee group.

## **5.1 Practical Implications**

The findings of the research point toward several practical implications that could be recognized for the frontline banking sector staff to improve well-being and reduce their intents to leave current positions or jobs. First of all, banking sectors need to recognize the negative effects that surface acting has on their employees and should place the implementation of training programs supporting deep acting at the top of their priority list. If workers receive training that stimulates real emotional expression, then the staff can be inclined to adjust internal feelings to the



external acts, which may help in saving emotional energy and reduce burnout. This training could, according to Becker et al. (2018), increase the authenticity during customer consultations, which again would lead to increased job satisfaction and a reduced risk of quitting. In addition, banks should finally consider the possibility of introducing comprehensive support systems that would directly involve the treatment of burnout symptoms. These symptoms include emotional exhaustion and depersonalization, which are the major determinants of whether or not workers intend to quit their jobs. Providing mental health resources to workers can enable them to manage the emotional strain resulting from their job duties appropriately (Hulsheger & Schewe, 2011). Some of these tools include counseling services and stress management courses. A supportive work community could be created through check-ins and support groups, which would serve as a channel to communicate individual experiences and strategies in the battle against adversity.

On another level, pertaining to demographic differences that came out in the course of this research study, it became essential for banking sectors to customize their help initiatives. Flexible working systems and family-friendly policies have been suggested for married workers and those from joint family systems where surface acting and burnout are at high levels. It may be possible to alleviate some of the external pressures these people are under by giving assistance with childcare, facilitating family therapy, and encouraging a healthy balance between work and personal life. For this reason, it is possible their levels of stress and desire to leave their job may be decreased due to this. Furthermore, young employees feel that the company cares more about them and are more likely to take deep actions. Therefore, special demands relating to younger workers must not be disregarded. As cited in Ng and Feldman, 2010, the organization can create such an attitude and offer good career growth opportunities with mentorship programs to suit the needs of young employees in banking sectors.

All these practices are likely to enhance the level of engagement and commitment towards the organization, thereby reducing the rate of employee turnover among workers. Results showed that perceived organizational support did not moderate the link between emotional labour strategies and turnover intentions. However, raising the overall level of POS still has some advantages. Banking industry should try to create an atmosphere where their staff members feel recognized and supported. POS, according to Allen et al. (2003) and Maertz et al. (2007), has a negative relationship with turnover intentions, meaning that those with a higher level of POS have

less desire to leave their current organization. This would seem to suggest that effective ways of distributing support efforts, appreciation programs, and routes for employee feedback might foster a more pleasant working culture. This might have an accompanying increase in POS and a drop in turnover intentions. The findings of this study emphasize the need for banking industry to implement particular practices as a way of trying to reduce the emotional labour demands and, hence burnout their frontline employees endure. It has been suggested that in an effort to improve the well-being and retention of their workers, it is important for banks to promote deep acting strategy in their workers, provide support for mental health issues, and increase the perception of organizational support. These methods developed from the COR and the JD-Resources theories are put into practice so that an organization in the frontline banking business might create a work environment that is good and sustainable for their employees.

## **5.2 Limitations**

It must be realized that this research does suffer from many drawbacks, even though it does provide valuable information in regard to the manner in which various tactics of emotional labour affect burnout and intentions to leave the frontline banking industry. In this case, the ability to establish the presence of causal relationships in respect to the variables under examination is limited in nature because the investigation is in the form of a cross-sectional study. Self-reported data also tends to bias and prejudices, such as so-called social desirability bias. Workers give the deliberate inaccurate information by underestimating undesirable experiences or overestimating useful abilities to make themselves conform to cultural expectations (Podsakoff et al., 2003). This is sometimes known as the conscious decision of workers to provide inaccurate data. Furthermore, the research had a special emphasis on the banking industry on account of useful insights provided in that regard; its findings may not therefore be seen to extend to that level across other fields. For example, Hochschild (1983) discovered that the demands of emotional labour and organizational support impact could vary enormously across the sector and job categories.

Another weakness was that the research did not focus more extensively on cultural context something that might condition how people perceive emotional labour and organizational support. As argued by Grandey et al. (2015), it is a particularly influential impact of cultural norms and values lying on the exercising of emotional labour along with its perception, according to the extraction. The results of this research have been drawn from a particularly targeted sample of

population. Only the cities of the Rawalpindi and the Islamabad have provided us with the sample for our research, which is primarily concerned with the banking trade of Pakistan. So, given this, it is not possible to extend our findings to other fields or cultural settings.

Moreover, the absence of a significant moderating effect of perceived organizational support may also be explained through several contextual, cultural, and leadership-related factors. In hierarchical and collectivist cultures like Pakistan, employees might be more accustomed to accepting emotional demands as a part of their professional responsibilities and may not perceive organizational support as a separate, influential resource. Furthermore, organizational support may not be communicated or enacted in ways that are culturally resonant or personally meaningful to employees, thereby reducing its effectiveness. Leadership styles within local banking institutions may also lean toward transactional rather than transformational practices, limiting the emotional connection and trust necessary for perceived support to buffer emotional strain. These cultural and leadership nuances could dampen the perceived value or impact of organizational support, thereby contributing to the absence of moderation in the observed results.

### **5.3 Future Research Direction**

Further research should be conducted to establish the dimensions along which different tactics of emotional labour impact the turnover intentions of workers in the banking business. This may include the study of the role of distinctive distinctions, such as personality attributes and emotional intelligence, in controlling the consequences of surface and deep acting on burnout and turnover intentions. Longitudinal research that might be considered to be exploratory may further bring the essential digitalizations of long-term effects that emotional labour has on the well-being of workers and their capacity to stay with the company. Investigating the link between emotional labour methods and other facets of work—for instance, work-life balance, autonomy of the job, and leadership support—is an important component to consider in this context. The outcomes of this research will give a detailed portrait of the factors determining burnout and intentions to leave the organization. More important, however, it is significantly necessary that research consider the impact that cultural differences have upon emotional labour and the consequences which subsequently arise from it. Since the banking industry is worldwide, comparative research across different cultural contexts can be informative about how emotional labour practices are socially constructed by these cultural norms and values, and their ensuing outcomes.

Further research should be geared toward developing and testing interventions that would attempt to lessen the negative consequences of surface acting and promote deep acting for frontline employees. This is another growth area where future research has to be done. These interventions could embrace programs in emotional regulation, resiliency-building, or simply engendering authenticity at the point of customer contact. As the banking industry itself is developing with improvements in digital banking and customer service platforms, it may be worth studying how technology and digital tools contribute to facilitating emotional labour. In the future, effectiveness as regards some organizational policies and practices in improving perception of organizational support and reducing burnout rate needs to be assessed. Conduct an analysis of the effects of programs for employee recognition, flexible work arrangements, and mental health support

services on the emotional effects of labour and the intents to leave the company. In investigating such areas of inquiry that have not been very well explored hitherto, researchers have the potential to make a noteworthy contribution toward the development of evidence-based approaches. These techniques are mainly used to improve the overall performance of organizations in the banking sector, enhance the well-being of their employees, reduce the probability of an employee leaving his or her job, and so on.

## 5.4 Conclusion

The findings of this study contribute to an understanding of how the emotional labour strategies (SA and DA) independently impact the frontline employees' likelihood of quitting positions within the banking business. The findings indicate that Surface Acting, driven by its resource depletion impact, strongly amplifies burnout, which increases the turnover intentions. On the contrary, deep acting that is, regulating emotional resources by matching internal feelings with external displays reduced burnout and desires to leave a job. Furthermore, the study's results reveal a positive relationship between perceived organizational support and deep acting, and a negative one between POS and surface acting and turnover intentions. At the same time, POS does not play a moderating role between emotional labour strategies and turnover intentions relationship. That this is so serves to illustrate that the internal factors associated with emotional labour may outweigh the benefits of organizational support, which mitigate the effects of emotional labour. It becomes, therefore, very critical for any financial or banking institutions to ensure the creation of certain support programs and policies addressing the emotional needs of its employees based on personal and work-related issues. Such practice will facilitate in decline of employee turnover rate alongside the formation of a supportive environment at work. It should also take into account that demographic variables like age will help in tailoring interventions to meet the many different, and very individual, needs of several employee groups.

## References

- Brotheridge, C. M., & Grandey, A. A. (2002). Emotional labour and burnout: Comparing two perspectives of "people work". *Journal of Vocational Behavior*, 60(1), 17-39.
- Brotheridge, C. M., & Lee, R. T. (2002). Testing a conservation of resources model of the dynamics of emotional labour. *Journal of Occupational Health Psychology*, 7(1), 57-67.
- Grandey, A. A. (2003). 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*, 46(1), 86-96.
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513-524.
- Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied Psychology*, 50(3), 337- 421.
- Kim, H. J. (2008). Hotel service providers' emotional labour: The antecedents and effects on burnout. *International Journal of Hospitality Management*, 27(2), 151-161.
- Lee, G. Korean Emotional Labourers' Job Stressors and Relievers: Focus on Work Conditions and Emotional Labour Properties. *Saf. Health Work* 2015, 6, 338–344.
- Chau, S.L.; Dahling, J.J.; Levy, P.E.; Diefendorff, J.M. A predictive study of emotional labour and turnover. *J. Organ. Behav.* 2009, 30, 1151–1163.
- Gangadharan, A. (2014). Can I Smile with Spirit? Towards a Process Model Associating Workplace Spirituality and Emotional Labour (Doctor of Philosophy dissertation). University of Texas-Pan American.
- Lim, J., & Moon, K.-K. (2023). Exploring the effect of emotional labour on turnover intention and the moderating role of perceived organizational support: Evidence from Korean firefighters. *International Journal of Environmental Research and Public Health*, 20(5), 4379.

- Hülshager, U. R., & Schewe, A. F. (2011). On the costs and benefits of emotional labour: A meta-analysis of three decades of research. *Journal of Occupational Health Psychology*, 16(3), 361-389.
- Brotheridge, C. M., & Grandey, A. A. (2002). Emotional labour and burnout: Comparing two perspectives of “people work”. *Journal of Vocational Behavior*, 60(1), 17-39.
- Goodwin, R. E., Groth, M., & Frenkel, S. J. (2011). Relationships between emotional labour, job performance, and turnover. *Journal of Vocational Behavior*, 79(2), 538-548.
- Kim YJ, Han JH. Two types of emotional labour and their impacts on job burnout of service workers. *Journal of Organization and Management*. 2008. 32(3):95-128.
- Lee JT, Kim HC. The structural relationship of emotional labour, job stress, job burnout, and turnover intention: a case of customer contact employees in family restaurant. *J Tour Leis Res*. 2011. 23:299-317.
- Yun GA. The effects of employees’ emotional labour on job burnout, job attitude, and customer orientation in buffet restaurant. Dissertation. Kyungsung University, Busan, Korea. 2015.
- Jo MN, Cha JB. The effect of service employee emotional labour on job burnout and turnover intention: Focusing on employees in coffee shop franchises. *J Tourism Res*. 2016. 40:119-135.
- Lee, R. T., & Ashforth, B. E. (1996). A meta-analytic examination of the correlates of the three dimensions of job burnout. *Journal of Applied Psychology*, 81(2), 123-133.
- Swider, B. W., & Zimmerman, R. D. (2010). Born to burnout: A meta-analytic path model of personality, job burnout, and work outcomes. *Journal of Vocational Behavior*, 76(3), 487-506.
- Lee JE. The study on the effects of the emotional labour, emotional dissonance, emotional exhaustion and job attribute of hotel employees. *Korean J Tour Res*. 2010. 25:253-269.
- Hwang SM, Yoon JH. Impacts of flight attendants’ emotional labour on burnout and turnover intentions in the airline industry. *Korean J Hotel Admin*. 2012. 21:277-294.

Hyun EJ, Hor SR. A study on the effects of travel agency employees' job burnout on job embeddedness and turnover intentions. *J Tour Manag Res*. 2012. 16:383-404.

Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499-512.

Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2005). The crossover of burnout and work engagement among working couples. *Human Relations*, 58(5), 661-689.

Perry, J.L.; Hondeghem, A. Building theory and empirical evidence about public service motivation. *Int. Public Manag. J*. 2008, 11, 3–12.

Potipiroon, W.; Srisuthisa-ard, A.; Faerman, S. Public service motivation and customer service behaviour: Testing the mediating role of emotional labour and the moderating role of gender. *Public Manag. Rev*. 2019, 21, 650–668.

Hsieh, C.-W.; Yang, K.; Fu, K.-J. Motivational bases and emotional labour: Assessing the impact of public service motivation. *Public Adm. Rev*. 2012, 72, 241–251.

Bakker, A.B. A job demands-resources approach to public service motivation. *Public Adm. Rev*. 2015, 75, 723–732.

Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of Management*, 29(1), 99-118.

Nixon, A. E., Yang, L.-Q., Spector, P. E., & Zhang, X. (2010). Emotional labour in china: do perceived organizational support and gender moderate the process? *Stress and Health*, 27(4), 289–305.

Anderson, N. G., Mumford, M. D., Borman, W. C., Jeanneret, P. R., & Fleishman, E. A. (1999). An occupational information system for the 21st century: The development of O!NET. Washington, DC: American Psychological Association.



Ng, T. W. H., & Feldman, D. C. (2010). The relationships of age with job attitudes: A meta-analysis. *Personnel Psychology*, 63(3), 677-718.

Spector, P. E., & Jex, S. M. (1998). Development of four self-report measures of job stressors and strain: Interpersonal conflict at work scale, organizational constraints scale, quantitative workload inventory, and physical symptoms inventory. *Journal of Occupational Health Psychology*, 3(4), 356-367.

Grandey, A. A., Rupp, D. E., & Brice, W. N. (2015). Emotional labour threatens decent work: A proposal to eradicate emotional display rules. *Journal of Organizational Behavior*, 36(6), 770-785.

Lee, J. J. (2015). The double-edged sword of surface acting: Examining the long-term costs of emotional labour. *Journal of Applied Psychology*, 100(6), 1818-1834.

Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879-903.

Xanthopoulou, D.; Bakker, A.B.; Dollard, M.F.; Demerouti, E.; Schaufeli, W.B.; Taris, T.W.; Schreurs, P.J. When do job demands particularly predict burnout? The moderating role of job resources. *J. Manag. Psychol.* 2007, 22, 766–786.

Bakker, A.B.; Demerouti, E. The job demands-resources model: State of the art. *J. Manag. Psychol.* 2007, 22, 309–328.

Bunjak, A.; Černe, M.; Nagy, N.; Bruch, H. Job demands and burnout: The multilevel boundary conditions of collective trust and competitive pressure. *Hum. Relat.* 2021.

Wen, J.; Huang, S.; Hou, P. Emotional intelligence, emotional labour, perceived organizational support, and job satisfaction: A moderated mediation model. *Int. J. Hosp. Manag.* 2019, 81, 120–130.

Kim, H.J.; Hur, W.-M.; Moon, T.-W.; Jun, J.-K. Is all support equal? The moderating effects of supervisor, coworker, and organizational support on the link between emotional labour and job performance. *BRQ Bus. Res. Q.* 2017, 20, 124–136.

Wang, C.-J. From emotional labour to customer loyalty in hospitality: A three-level investigation with the JD-R model and COR theory. *Int. J. Contemp. Hosp. Manag.* 2019, 31, 3742–3760.

Hill, N.S.; Zhang, H.; Zhang, X.; Ziwei, Y. The impact of surface and deep acting on employee creativity. *Creat. Res. J.* 2020, 32, 287–298.

Ryu, H.-Y.; Hyun, D.-S.; Jeung, D.-Y.; Kim, C.-S.; Chang, S.-J. Organizational climate effects on the relationship between emotional labour and turnover intention in Korean firefighters. *Saf. HealthWork* 2020, 11, 479–484.

Kuypers, T.; Guenter, H.; van Emmerik, H. Team turnover and task conflict: A longitudinal study on the moderating effects of collective experience. *J. Manag.* 2018, 44, 1287–1311.

Burakova, M.; Mcdowall, A.; Bianvet, C. Are organisational politics responsible for turnover intention in French Firefighters? *Eur. Rev. Appl. Psychol.* 2022, 72, 100764.

Lee, J.-H.; Lee, J.; Lee, K.-S. Moderated mediation effect of mindfulness on the relationship between muscular skeletal disease, job stress, and turnover among Korean firefighters. *Saf. Health Work* 2020, 11, 222–227.

Grandey, A.A. Emotional regulation in the workplace: A new way to conceptualize emotional labour. *J. Occup. Health Psychol.* 2000, 5, 95–110.

Abraham, R.(1999). The impact of emotional dissonance on organizational commitment and intention to turnover. *Journal of Psychology: Interdisciplinary and Applied*, 133, 441– 455.

- Allen, D. G., & Griffeth, R. W. (2001). Test of a mediated performance-turnover relationship highlighting the moderating roles of visibility and reward contingency. *Journal of Applied Psychology*, 86, 1014–1021.
- Allen, D. G., Shore, L. M., & Griffeth, R. W. (2003). The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of Management*, 29, 99–118.
- Allen, D. G., Weeks, K. P., & Moffitt, K. R. (2005). Turnover intentions and voluntary turnover: The moderating roles of self-monitoring, locus of control, proactive personality, and risk aversion. *Journal of Applied Psychology*, 90, 980–990.
- Ajzen, I., & Fishbein, M. (1977). Attitude-behavior relations: A theoretical analysis and review of empirical research. *Psychological Bulletin*, 84, 888–918.
- Bono, J. E., & Vey, M. A. (2005). Toward understanding emotional management at work: A quantitative review of emotional labour research. In C. E. Hartel, W. J. Zerbe, & N. M. Ashkanasy (Eds.), *Emotions in organizational behavior* (pp. 213–233). Mahwah, New Jersey: Lawrence Erlbaum Associates.
- Brotheridge, C. M., & Grandey, A. A. (2002). Emotional labour and burnout: Comparing two perspectives of people work. *Journal of Vocational Behavior*, 60, 17–39.
- Brotheridge, C. M., & Lee, R. T. (2002). Testing a conservation of resources model of the dynamics of emotional labour. *Journal of Occupational Health Psychology*, 7, 57–67.
- Brotheridge, C. M., & Lee, R. T. (2003). Development and validation of the emotional labour scale. *Journal of Occupational and Organizational Psychology*, 76, 365–379.
- Chou, C., Bentler, P. M., & Satorra, A. (1991). Scaled test statistics and robust standard errors for non-normal data in covariance structure analysis: A Monte Carlo study. *British Journal of Mathematical and Statistical Psychology*, 44, 347–357.

Côté, S., & Morgan, L. M. (2002). A longitudinal analysis of the association between emotion regulation, job satisfaction, and intentions to quit. *Journal of Organizational Behavior*, 23, 947–962.

Cropanzano, R., Rupp, D. E., & Byrne, Z. S. (2003). The relationship of emotional exhaustion to work attitudes, job performance, and organizational citizenship behaviors. *Journal of Applied Psychology*, 88, 160–169.

Diefendorff, J. M., Croyle, M. H., & Gosserand, R. H. (2005). The dimensionality and antecedents of emotional labour strategies. *Journal of Vocational Behavior*, 66, 339–357.

Finch, J. F., West, S. G., & MacKinnon, D. P. (1997). Effects of sample size and non-normality on the estimation of mediated effects in latent variable models. *Structural Equation Modeling: A Multidisciplinary Journal*, 4, 87–107.

### **Informed Consent**

My name is Rida Rehan. I am a student pursuing an MPhil in Psychology, and I am conducting a research study as part of my thesis in Occupational Psychology. The purpose of this study is to study the relationship between Emotional Labour and Turnover Intentions with mediating role of Burnout and moderating role of Perceived Organizational Support. If you agree to participate in this study, you are required to fill out these questionnaires by marking the right option. All information collected during this study will be treated with strict confidentiality. Your identity and personal details will remain anonymous and will only be used for the purpose of this research. Data will be securely stored and only accessed by the researcher. Participation in this study is entirely voluntary. You have the right to withdraw from the study at any time without providing a reason, and this will not have any negative consequences for you. If you have any questions or concerns regarding this study, you can contact me, Rida Rehan, at ridarehan.rr@gmail.com. By signing below, you confirm that you have read and understood the information provided above. You voluntarily agree to participate in this study and give your consent for the collection and use of your data for research purposes.

Participant's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

### **Demographics Sheet**

Age: \_\_\_\_\_

Gender: \_\_\_\_\_

Education: \_\_\_\_\_

Designation: \_\_\_\_\_

Marital Status: \_\_\_\_\_

Family System: \_\_\_\_\_

### **Surface Acting Scale**

The following statements concern your views about surface acting (an emotional labour strategy) facing by yourself. For each item of the statement below, Please indicate one choice by mark the appropriate number.

<b>S. No.</b>	<b>Items</b>	<b>Strongly Disagree  1</b>	<b>Disagree  2</b>	<b>Neutral  3</b>	<b>Agree  4</b>	<b>Strongly Agree  5</b>
1	I put on an act in order to deal with customers in an appropriate way.					
2	I fake a good mood when interacting with customers.					
3	I put on a “show” or “performance” when interacting with customers.					
4	I just pretend to have the emotions I need to display for my job.					
5	I put on a “mask” in order to display the emotions I need for the job.					
6	I show feelings to customers that are different from what I feel inside.					
7	I fake the emotions I show when dealing with customers.					

### **Deep Acting Scale**

The following statements concern your views about deep acting (Emotional Labour strategy) facing by yourself. For each item of the statement below, Please indicate one choice by mark the appropriate number.

S. No.	Items	Strongly Disagree  1	Disagree  2	Neutral  3	Agree  4	Strongly Agree  5
1	I try to actually experience the emotions that I must show to customers.					
2	I make an effort to actually feel the emotions that I need to display toward others.					
3	I work hard to feel the emotions that I need to show to customers.					
4	I work at developing the feelings inside of me that I need to show to customers.					

### **Turnover Intention Scale**

The following statements concern your views about Turnover Intentions. For each item of the statement below. Please indicate one choice by mark the appropriate number.

S. No.	Items					
1	How often have you considered leaving your job?	Never 1	Rarely 2	Sometimes 3	Often 4	Always 5
2	To what extent is your current job satisfying your personal needs?	To no extent 1	To little extent 2	To some extent 3	To a large extent 4	To a very large extent 5
3	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	Never 1	Rarely 2	Sometimes 3	Often 4	Always 5
4	How often do you dream about getting another job that will better suit your personal needs?	Never 1	Rarely 2	Sometimes 3	Often 4	Always 5
5	How likely are you to accept another job at the same compensation level should it be offered to you?	Highly unlikely 1	Unlikely 2	Neutral 3	Likely 4	Highly likely 5
6	How often do you look forward to another day at work?	Never 1	Rarely 2	Sometimes 3	Often 4	Always 5



### **Emotional Exhaustion Scale**

The following statements concern your views about emotional exhaustion (a sub-factor of burnout). For each item of the statement below. Please indicate one choice by mark the appropriate number.

S. No.	Items	Never  1	A Few Times per Year  2	Once a Month  3	A Few Times per Month  4	Once a Week  5	A Few Times per Week  6	Every Day  7
1	I feel emotionally drained from my work							
2	I feel used up at the end of the workday							
3	I feel fatigued when I get up in the morning and have to face another day on the job							
4	Working with people all day is really a strain for me							
5	I feel burned out from my work							
6	I feel frustrated by my job							
7	I feel I'm working too hard on my job							
8	Working with people directly puts too much stress on me							
9	I feel like I'm at the end of my rope							

### **Depersonalization Scale**

The following statements concern your views about depersonalization (a sub-factor of burnout).

For each item of the statement below. Please indicate one choice by mark the appropriate number.

S. No.	Items	Never 1	A Few Times per Year 2	Once a Month 3	A Few Times per Month 4	Once a Week 5	A Few Times per Week 6	Every Day 7
1	I feel I treat some recipients as if they were impersonal 'objects'							
2	I've become more callous toward people since I took this job							
3	I worry that this job is hardening me emotionally							
4	I don't really care what happens to some recipients							
5	I feel recipients blame me for some of their problems							

**Survey of Perceived Organizational Support (SPOS)**

The following statements concern your views about Perceived Organizational Support. For each item of the statement below. Please indicate one choice by mark the appropriate number.

<b>S. No.</b>	<b>Items</b>	<b>Strongly Disagree 1</b>	<b>Moderately Disagree 2</b>	<b>Slightly Disagree 3</b>	<b>Neither Agree nor Disagree 4</b>	<b>Slightly Agree 5</b>	<b>Moderately Agree 6</b>	<b>Strongly Agree 7</b>
1	The organization values my contribution to its well-being							
2	The organization fails to appreciate any extra effort from me							
3	The organization would ignore any complaint from me							
4	The organization really cares about my well-being							
5	Even I did the best job possible; the organization would fail to notice							
6	The organization cares about my general satisfaction at work							
7	The organization shows very little concern for me							
8	The organization takes pride in my accomplishments at Work							