

## Emotional At Work: Stress-Strain-Outcome Model Perspective

Agus Suroso<sup>1</sup>, Timea Gal<sup>2</sup>, Ade Irma Anggraeni<sup>3\*</sup>

<sup>1,3\*</sup>Universitas Jenderal Soedirman, Indonesia

<sup>2</sup>Debrecen University, Hungary

Corresponding Author: ade.anggraeni@unsoed.ac.id

**Abstract.** Contemporary studies regarding emotional dissonance in the workplace emphasize the need for organizational attention focusing on employees' emotional dissonance. Job demands require employees to display emotions that are different from the natural feelings of employees. Specifically, employees who work in hospitality-based companies understand the importance of positive expression as a component of professionalism in delivering services. However, this condition will have an impact on employee behavior such as the intention to leave the organization. Employees choose to stay in the organization if they are satisfied with their work. Organizational support becomes important for employee satisfaction. This study examined the effect of emotional dissonance and organizational support on intention to leave the organization, mediated by job satisfaction. Respondents in this study were employees who worked in hotels in two countries including Indonesia and Hungary. The results of this study contribute to explaining the stress-strain-outcome (SSO) model, especially the influence of emotions on employee behavior in the workplace.

**Keywords.** Emotional Dissonance, Job Satisfaction, Intention to Quit, Organizational Support, SSO Model, Hospitality

### 1. Introduction

Organizations are moving into industry services greatly promote the ability of the best employees are encouraged to bring service quality. Components are becoming the demands of the job so that the organization needs to ensure employees are able to act and behave in accordance with the standards of service that apply in the job. Challenges in maintain the quality of these are specifically related to the ability of employees to manage emotions in the work. Service is closely related to the emotional element. The presence of the employee at the place of work with the state of emotion that is not in harmony with the expression that needs to be on show in giving services can cause emotional dissonance. In a certain intensity, emotional dissonance has the potential to cause burnout and intention to quit (Yagil, 2006).

Organizations are based on elements of hospitality needs to have an understanding of the factors precipitating intention to quit. Consideration principal that underlies the need for a strategy for the organization-based hospitality to retain employees due to the high costs that arise in hiring and training employees are new. Study Dong and Wei (2018) explains that organizational support is a factor dominant the impact on employees to remain stay in the organizatio . Shah and Beh (2016) explain that intention to quit is not only a phenomenon in the western context but also in the Asian region. This study aims to examine the effect of organizational support and emotional dissonance on intention to quit with job satisfaction as a mediating variable.

## **2. Literature Review**

### **Intention to Quit**

Bester (2012) explains that the intention to quit in caused the lack of job resources that stimulate the occurrence of exhaustion and intention to quit. The study is to support the study Scaufeli and Baker (2004), which explains the intention to quit within the framework of job-demand resource models.

### **Job Satisfaction**

Spector (1997) defines satisfaction of working as feelings of individuals to work and aspects of the other on the job. Job satisfaction is an element important in motivating and encouraging employees to achieve results work best ( Raziq and Maulabaksh (2015). Job satisfaction reflects the freedom to think, not being in a condition of stress and their trust themselves in fulfilling the demands of the job (Dhamija, Gupta and Bag, 2018).

### **Organizational Support**

Organizational support is employees ' beliefs about the extent to which the organization meets employees' socio-emotional needs and how much the organization tries to meet these needs (Eisenberger, Huntington, Hutchison and Sowa, 1986)

### **Emotional Dissonance**

Emotional Dissonance refers to psychological conflicts that result from the absence of congruent feelings that arise together (Festinger, 1962). Conflict emotions arise in time in conjunction with the passion of employees (Kruml and Geddes (2002). When the employee to show surface acting then the employee has the potential to experience emotional dissonance which is high compared featuring pure acting.

### **Effect of Organizational Support and Emotional Dissonance on Job Satisfaction and Intention to Quit**

Organizational support is employees' perceptions about the organization (Shanock and Eisenberger, 2006). Job satisfaction refers to the the feelings and attitudes of employees towards work (Wexley and Youkl, 1984) . Wharton (1993) explains that there is a relationship between emotional dissonance and job satisfaction.

By thus, a hypothesis that is formulated in the research is formulated as follows:

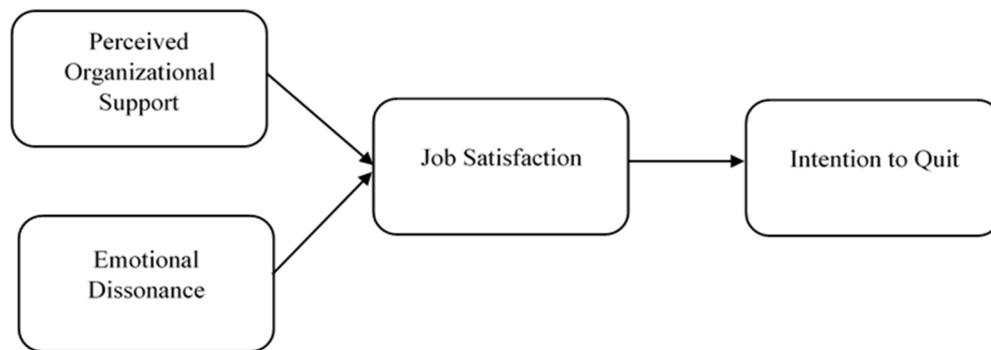
H1. There is an Influence of Organizational Support on Job Satisfaction

H2. There is an Emotional Dissonance Effect on Job Satisfaction

H3. There is an Influence of Job Satisfaction on Intention to Quit

H 4. Effect of Job Satisfaction in mediating hubunga n between Organizational Support and Intention to Quit

H 5. Effect of Job Satisfaction in Mediating the Relationship between Emotional Dissonance and Intention to Quit



**Figure 1.** Research Model

### 3. Method

The population in this study were employees who worked in three-star hotels in two cities in two countries, namely Indonesia and Hungary. Determination of the sample that is used in research this is a non-probability sampling using using technique purposive sampling with the number of samples that are used as much as 300 respondents. Methods of collecting primary data in the study is performed by using the method of survey, questionnaires in research is to use the format of a questionnaire to the statement enclosed , powered by questions open which require answers brief of respondent to obtain an answer that is more profound . Grain questions in the questionnaire was made by using a scale of 1-10 which depict assessment of respondents on a scale of 1 to criteria very not agree to the scale 10 on criteria highly disagree. Data analysis was performed using Structural Equation Modeling (SEM).

Step first who carried out the development model of the theoretical is explained constructs that are used in the model of research. In the model studies have used four constructs are emotional dissonance, organizational support, job satisfaction and intention to quit. The second step is the development of a path diagram to explain the causality relationship between the constructs to be tested in the research model. Constructs are constructed can be distinguished into two categorie , namely constructs exogenous and construct endogenous. Step further is the evaluation criteria of goodness of fit to see the index suitability and value cut-off for menentukan some models can be accepted or rejected. The last stage is the interpretation and modification of the model. Hair et al. (1995) provide guidance to consider the need or not to modify a model of the notice the amount of residuals generated by the model. There are criteria to determine the safe limit of the residual value, which is greater than or equal to 1.96 which is interpreted as statistically significant at the 5% level.

### 4. Result

Questionnaires were distributed amounted to 300 copies. The questionnaire is given to employees who work at the hotel starred three in Jawa Tengah, Ind onesia. Period of time from administration of a questionnaire to be taken back for 1 month. Number of questionnaires were returned to the researchers amounted to 260 copies. Number of questionnaires were returned later in the filter and in teilti back completeness of the data. There is a questionnaire which did not complete the charging data so do not be diikut included in the phase of analysis later. By thus, a questionnaire that can be processed more advanced totaled 190 copies.

Based on the results of the processing of data in statistics, characteristics of employees can be grouped on age, education, type of sex and long work . Based on age, there are 62% male respondents and 38% female respondents. Most large respondents educated last diploma is 50 % , the rest have a level of education bechelor 29 % and high school 11 % . The majority of respondents have worked at the hotel for less than 1 year, namely as much as 40%, while respondents who worked between 2-3 years were 40% and others had worked for more than 3 years, namely as many as 20%.

The next stage is testing the validity and reliability of the construct. The results of the validity and reliability tests are presented as follows:

**Tabel 1.** Validity and Realibility Test.

<b>Construct</b>	<b>Cronbach Alpha</b>	<b>VE</b>	<b>CR</b>	<b>DV</b>	<b>Standardized Loading Factor</b>
POS	0.628	0.590	0.784	0.877	0.79
					0.81
					0.80
					0.82
ED	0.756	0.533	0.811	0.739	0.88
					0.79
					0.89
					0.73
JS	0.792	0.575	0.837	0.896	0.89
					0.77
					0.84
					0.80
IQ	0.887	0.597	0.822	0.834	0.76
					0.73
					0.85
					0.78

Based on the table above can be seen that the value of Cronbach's alpha of each construct and value loading factor for each item the question is in the top 0.6. While it is, the value of variance extract more substantial than the value of the critical namely 0.5. The construct reliability value is above 0.7 while the discriminant validity value is above 0.7.

SEM analysis

The analysis further is the analysis of SEM in full model to test the model and hiotesis were developed in the research of this. The result of the feasibility of the model is presented as follows:

**Table 2.** Goodness of Fit Result.

<b>Goodness of Fit Index</b>	<b>Result</b>
Chi Square	108.240
Probability	0.171
GFI	0.920
TLI	0.903
CFI	0.987
CMIN/DF	1.678
RSMEA	0,056

The full model test results show that the model can be categorized as fit. It is can be seen from sebagain criteria can be met by either. The result of the calculation of the chi-square shows the value that is smaller than the chi square table with a degree significantly by 5%. Then the value of the probability indicates the value in the above criteria 0.05 so it can be said to be good. Furthermore, the GFI value is greater than 0.9 so it can be categorized as good. The TLI value is greater than 0.90 so it can be categorized as good. The CMIN / DF value is below the criteria of 2.00 so it can be said to be

good and the RSMEA value is far below the 0.08 standard so that the overall model can be said to be fit.

**Hypothesis Testing**

Phase latter is testing the hypothesis that has been in proposing. Hypothesis testing is based on data processing using SEM analysis by analyzing the value of the critical ratio and the probability of data processing. The required value is above 1.96 for the critical ratio and below 0.05 for probability.

Hypothesis 1 of this research is organizational support has an effect on employee job satisfaction. Based on the results of the analysis of the data is known that the value of cr for relationship effect between the two constructs is located on the value of 2.566 with a probability of 0.000. By thus can be said that the hypothesis 1 is supported.

Hypothesis 2 study that emotional dissonance effect on employee resilience Based on the results of the analysis of the data is known that the value of cr for relationship effect between the two constructs is located at value 2.327 with a probability of 0.000. By thus can be said that the hypothesis 2 on the support.

The research hypothesis 3 is emotional resilience has a positive effect on counterproductive work behavior. Based on the results of the analysis of the data is known that the value of cr for relations pengartuh between the two constructs is located on the value of 2.204 with a probability of 0.000. By thus can be said that the hypothesis 3 in support.

Summary results of testing hypothesis 1 up to 3 is presented in the table below:

**Table 3.** Hypothesis Test.

Hypothesis	CR and P Value	Result
H1	CR=2.576	Confirmed
H2	CR=1.327	Confirmed
H3	CR=2.204	Confirmed

Testing Hypotheses 4 and 5 require the testing of the effect of direct, no direct and total correlation between variables can be analyzed on the basis of standardized direct, indirect and total. A summary of the value of the direct, indirect and total effect is presented in the following Table 4.

**Tabel 4.** Rangkuman Pengaruh Langsung, Tidak Langsung dan Total antar Construct

Path	Direct	Indirect Effect	Total
POS-JS-IQ	0.013	0.169	0.182
ED-JS-IQ	0.013	0.169	0.182

Based on table 4, shown that the relationship did not immediately have a coefficient that is more substantial than the relationship that directly. By thus, can be concluded that the hypothesis 4 and 5 received.

**5. Conclusion**

This study aims to examine the effect of organizational support and emotional dissonance on intention to quit with job satisfaction as a mediating variable. Results of the study showed that job satisfaction

plays a role in mediating the relationship between organizational support and emotional dissonance with the intention to quit. Emotional dissonance has the potential to occur in surface acting situations that have an impact on the intention to quit. Motivation The employees for permanent stay in the organization is determined by the satisfaction of work. This mechanism is compatible with the assumption of the stress-strain outcome model. For it, in need development strategies support organizational are able to create satisfaction of employees so as a result of emotional dissonance can be managed.

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