

# Do Emotional Labor Strategies Influence the Job-Related Outcomes? Mediation of Emotional Exhaustion and Moderation of Perceived Organization Support

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## ABSTRACT

The objective of this study is to examine the effect of emotional labor tactics on job related outcomes by considering mediation of emotional exhaustion and moderation of perceived organization support. By nature, this investigation is longitudinal, descriptive and quantitative. Questionnaires were distributed in different pharmacy organization in Thailand. Survey forms were distributed in 170 employees of different franchises out of which 150 employees have correctly responds. Simple random sampling was used. Future directions include the study may conduct in other sectors and on other samples.

**Keywords:** Emotional Labor, Job Related Outcomes, Emotional Exhaustion & Perceived Organization Support

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## INTRODUCTION

In different occupations there is essential to show different emotions some are compulsory through the organizations e.g. it is probable that employees in hotels or restaurants deals their customers with smile and show concern with them, and nurses in hospitals must be compassionate, and caring, and judges emerge unemotional. In these scenarios, expression of some emotions and in certain situations repression of some emotions is expected to be useful way of dealing at place of work. To regulate these emotional languages is known as emotional labor. (Martinez, 2001, Fisk, Gandey, Mattila, Sidman and Jansen, 2005). Emotional labor is distinct by way of to accomplish the feelings to produce the publically accepted and bodily display of feelings. Grandey, Hochschild (2000, 1983), Workers can express organizationally required emotions in two behaviors which are “surface acting and deep acting”. In surface acting actual feeling are not express by the worker, Worker shows fake emotion. In deep acting emotions are

altered according to the requirement of organization emotion, person try to feel the actual emotions.

Emotional labor associated to constructive results for persons (Grandey & Brotheridge 2002), as satisfaction self-importance and safety are the feelings which may enhance when employees are more concern to their jobs. Research shows that emotional labor also has adverse effects. For specimen, to manage the emotions to produce the publically accepted and bodily display of feelings might be arduous emotionally. Schaubroeck & Jones, (2000), Burnout will be the outcome of emotional labor. Which will be led toward emotional exhaustion (Shirom, Toker, Shapira, & Melamed, 2006; Kalbers & Fogarty, 2005;). it is obvious that emotional labor have together adverse and optimistic impacts. however, it is not clear yet that when emotional labor give advantageous outcomes and when employees will go through from emotional labor’s venomous effects. Table 1 given below explain the average wage rate of the employees in Thailand.

TABLE 1. Minimum Wage Rate in Thailand

Years	Wage Rate (Baht)
2008	203
2009	203
2010	206
2011	215
2012	300
2013	300
2014	300
2015	300
2016	300
2017	305
2018	310

Figure 1 given below explain the average wage rate of the employees in Thailand.

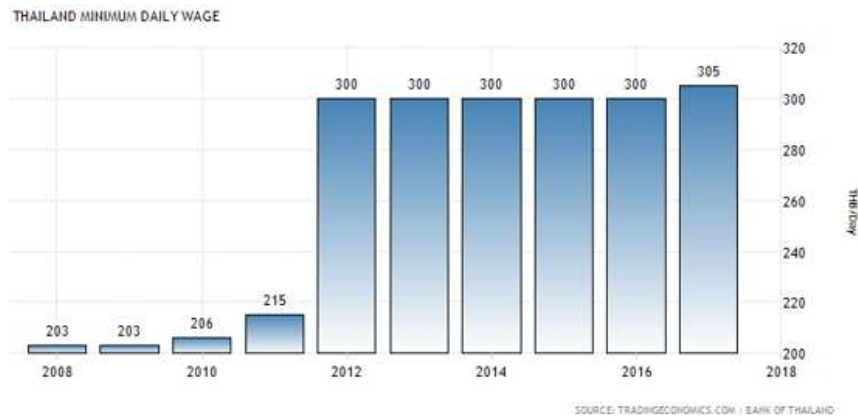


Figure 1: Minimum Wage Rate in Thailand

The intentions of an administrative remission displays so ample consideration from the investigators is primarily grounded on the proposition that “High Organizational Commitment is beneficial to the organization”.

The objective of investigation is to inspect the effect of emotional labor on job related outcomes by considering mediation of emotional exhaustion and moderation of perceived organization support in pharmacy sector.

#### Research questions

1. What is the connection amid emotional labor and job-related outcomes?
2. How emotional exhaustion mediates the connection of emotional labor and job-related outcomes?
3. Do perceived organization moderated the emotional labor and job-related outcomes?

#### Objectives

1. To discover relationship amid emotional labor and job-related outcomes
2. To recognize the connection of emotional exhaustion towards emotional labor and job-related outcomes
3. To scrutinize the effects of perceived organization support on emotional labor and job-related outcomes

### LITERATURE REVIEW

This section deals with the operation definitions of variable that are taken by the study and their relationships in subsections given below:

#### Emotional Labor

Investigation on emotional labor to elucidate how emotions are managed by employees to attain maximum performance. Services sector like doctors, sales squad and air entertainers mostly affected by emotional labor, furthermore emotional labor is fundamental measures of their work that give impact to the person’s mental state and output. Furthermore, currently emotional labor described in context of struggle, organizing and governing mechanism required to elaborate emotional state of an organization throughout relational trade, to which person’s connections show critical impact on work (Jermsittiparsert & Urairak, 2019). Sociologist created the phrase in the volume “The

Managed Heart: Commercialization of Human Feeling”. She elaborated the phrase “management of emotions to generate openly apparent and physically displayed”. Therefore, main purpose of this phrase she highlighted that the impression supervises by service worker is emotional labor. She also elaborated three characteristics of works comprises emotional labor; that are: Need to have man to man communication, need to have some managerial or proficient show rules, encourage advantageous emotional state. Emotional labor as strategic and manageable strength to fulfill expectations during personal trade. Moreover, scholars highlight the managerial desires of emotions for workers during the trade between clients, internal pressure on them at that time actual feeling of the workers can be captured. In addition to the specified the four features of jobs involving emotional labor: Regularity of communication, attention, forms of emotions needed and emotional disagreement.

Workers can set organizationally projected emotions by stating in two methods: Surface Acting; in this actual feeling are not shown by the worker, Worker shows emotion apparently. Deep Acting: In this emotion are changed according to the requirement of organization emotion. Both terms have different significance they are inside false. Therefore, surface acting comprises that the dealing with unconcealed terminologies to tolerate by the organizational defined rules, whereas deep acting involves dealing with basic emotions to actual feelings required by the defined rules. Moreover, in order describe that workers can cope with emotions to fulfill work stress with two key procedures surface acting and deep acting. In surface acting employee’s shows emotion that are instructed even they feel different. Tang et al., (2013), these two procedures “surface acting and deep acting” bring up to the workers how to maintain their inner emotional reactions and their interactional emotion on duty. Richards and Gross (2000), suggested that employees have more to devote their mental resources which is harmful for outcomes even client may not know that employee are pleasing surface acting. Hobfoll (1989), management of resources model also argued that surface acting use more mental capabilities which are periodically measure and correct by self during performing their duty. Therefore, lack of previous review of the service background

or emotional retentions, management processes of surface acting seriously harm the originality of the employee. Gross, et al., (2003, 2009), Deep acting checks employee service environment and normalize the interactional emotion they express what they feel so there no need to control time to time

#### Job Related Outcomes

Lam, and Chen (2012: p9 ;) Trougakos, Weiss, and Green (2006: p1063), numerous scholars agreed upon at surface substitute is difficult and gives long lasting negative influence on job of employees. Kim (2008: p160 ;) Lam, and Chen (2012: p9), Those workers who are dealing in surface substitute procedure feel pain and gives negative outcomes like low performance worst service value quality Conversely few researchers stated that job related outcomes and job satisfaction is not affected by the surface acting but the deep acting has strong impact on the outcomes (Chang 2008: p885 and Yang). Many reports show optimistic results by requesting that emotional labor not only create relations more reliable and support to evade from awkward situations triggered by social dealings (Yang, and Chang 2008: p884). Similarly optimistic person's emotional outcomes resembling job satisfaction, better creativity and self-respect (Yang, and Chang 2008: 884; Reichel, Shani, Uriely and Ginsburg 2014: 152) besides deep acting does not show the way to exhaustion but quite transfer aids to employee's and to clients (Kim 2008: p160). At broad level, emotional feeling insight are observed as long as resolving connection between organizational faces and employee's outcomes like employee performance, attitude and motivation (Lawler, Hall, & Oldham, 1974; Litwin & Stringer, 1968; Payne & Pugh, 1974, FieldField & Abelson, 1982; James et al., 1977). The assumption that employee's observations have key impression on the outcomes of the organization as well as on employee's outcomes, the use of emotional investigation as an analytical instrument for an organizational amendment and modification is extensively recognized in practical surroundings (Burke & Litwin, 1992; Ricci). Jones & James (1979), Emotional observations support a person to understand happenings, forecast feasible outcomes, and measure the suitability of their later activities.

#### Perceived Organizational Support

Eden described that business ethics workers cooperation struggle and wages regard their prosperity staff perceived motivation from company. (Eisenberger, 2008). Therefore, perceived organizational support studies explained the relation among director and workforce that established on combine prediction and commitment (Golparvar and Mahdad, 2009). Furthermore, assurance labor the corporation is backing them if they bear any difficulty accomplish their duty and manage demanding state (Neil, 2007). Moreover, Organizational support theory heightened the labor make common suggestion related in what manner business beliefs their article and possessive regards welfare that perceived organization support explained excess intensity struggle from workforce (Colakoglu et al. 2010; Jermisittiparsert, Suan, & Kaliappen, 2019; Kerdpitak & Jermisittiparsert, 2020). According to George organizational

support is essential as which promised to support by the organization to manage as stated desired situation and to accomplished one's duty efficiently and effectively (George, Colin & Fielding, 1993).

#### Emotional Exhaustion

Önder & Basim, (2008) described that. Emotional exhaustion is measured as a significant status, it should be observed in command to discover and avoid be used up at infancy. Rohland et al, (2004) Emotional exhaustion is the main aspect of burnout. Furthermore Nagar, (2012) summed up overtiredness is the essential strain component of exhaustion on behalf of a sentiment of strength beating and an intellect of being entirely tired away expressive and substantial power. Moreover Maslach et al., (2001) is emotional exhaustion described by thoughts of exciting reduction, intense fatigue needed strength and a passion of being exhausted of emotional possessions to manage with ongoing strain. Therefore, Maslach explored that emotional exhaustion in a reason "workers feel they are no longer able to give themselves at a psychological level". The labor experience drained tired their exciting power are exhausted, when these situations be converted into persistent and extensive permanent the employees are considered as sensitively tired. In addition to Maslach, (1981) suggested usually refer to come during accomplish of today, burnout is a pattern, emerge typically in forefront employees, similarly, emotionally exhausted workers tend to defender refill their exhaust possessions by minimize their pains to present positive emotions and losing ground from occupation.

#### Emotional Labor and Job-related Outcomes

Precisely, surface acting might underwrite to improved business owing to its work-full environment, formation of emotional disagreement, and linked with emotional tiredness, while deep acting may drop business owing to the dependable, optimistic sentiments prompted by this scheme (Brotheridge & Lee, 2002; Brotheridge & Grandey, 2002). Numerous managers imagine that the surface acting of employees is strongly associated to client gratification and improve purchaser assurance (Albrecht & Zemke, 1985; Bowen, Siehl, & Schneider, 1989). In service organizations customer-oriented employee arrogance and activities-initiated clients to remain trustworthy. (DeWitt & Liu, 2002; Hennig-Thurau, 2004). Emotions take part in influencing social events, emotion guideline during service communications affects client results, like service quality and client loyalty, that are serious for provision achievements this is the purpose to trust that employees delivered by (Hochschild, 1979; Hatfield, Cacioppo, & Rapson, 1994), Investigation indicate several success by the use of the expression coding system, which methodically efforts to classify the physical appearance of emotions. While by means of this coding scheme increases recognition exactitude of actuality expressive and dishonesty, the scheme every time consuming, video examination performed by trained specialists

#### Mediation of Emotional Exhaustion

The literature concerning the connection of emotional

exhaustion and turnover purpose is not reliable and abundant. The indications of exhaustion are trailed by indications of turnover meanings. “Burnout has also been found to be the dominant predictor of depression and depression has been proven to predict turnover intentions” (Anderson, 2008). Therefore, another investigation has similarly decided that exertion appointment is plummeting the impression of exhaustion (expressive exhaustion, pessimism) on turnover meanings. The study of behavior qualities ignored the emotional exhaustion mediates the connection of emotional labor and job-related conclusions. This investigation utilizes the emotional exhaustion as the intermediary amid emotional labor and job-related consequences.

### Moderation of Perceived Organization Support

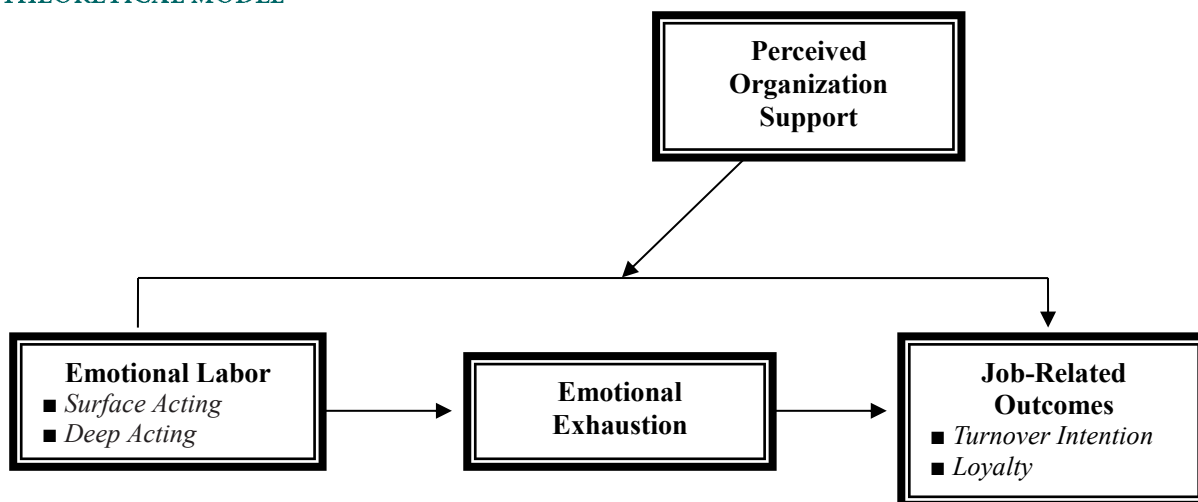
According to the Lena investigation settle the moderating consequence, signifying that once frightened by managers, an absence of POS (added exactly part clarity, contribution in policymaking and helpful managerial relations) will upsurge harassment preys’ tendency to quite from the organization. This strengthens the necessity for organizations to deliver a helpful setting for their workforces, particularly those actually embattled by oppressors. Lena explained that how perceived organization sustenance moderation of the workplace harassment and turnover meanings. Previous studies ignore that perceived organization support as a mediator. Now in our study we use perceived organization sustenance as the moderator amid

emotional labor and job-related outcomes.

### Hypotheses

- H1: Surface acting meaningfully and adversely affects the job loyalty.
- H2: Surface acting meaningfully positively disturbs job turnover intention.
- H3: Deep acting meaningfully and positively disturbs the job loyalty.
- H4: Deep acting suggestively and negatively disturbs the job turnover intention.
- H5: Emotional exhaustion significantly mediating the connection amid surface acting of emotional labor and job loyalty.
- H6: Emotional exhaustion significantly mediating the surface acting of emotional labor and turnover intention.
- H7: Emotional exhaustion significantly mediates amid deep acting of emotional labor and job loyalty.
- H8: Emotional exhaustion significantly mediates amid deep acting of emotional labor and turnover intention.
- H9: Perceived organization support moderates the connection amid surface acting of emotional labor and job loyalty.
- H10: Perceived organization support moderates the surface acting of emotional labor and turnover intention.
- H11: Perceived organization support moderates the deep acting and job loyalty.
- H12: Perceived organization support moderates the deep acting and turnover intention.

## THEORETICAL MODEL



## METHODOLOGY

This investigation designed in order to assess the linkages of emotional labor, emotional exhaustion, job grounded outcomes and perceived organizational support by conducting quantitative and descriptive study. For this aim, self-developed survey administered and spread among the population. With regard to hair et al., (2010), sample size chosen through multiplication whole questions with 10, therefore, sample size determined as 150. And the data were gathered by utilizing simple random sampling procedure. In this longitudinal study, 170 survey dispersed among the distinct pharmacy outlets.

### Measures

Survey technique was applied to check the connection amongst proposed paradigms. Questionnaire used to collect data. All the scales used in the study taken from previous research.

Emotional labor: Scale of (Brotheridge & Lee, 1998) was adopted to collect responses. Job related outcomes: 4 items scale of turnover intention and loyalty adopted by Bluedorn (1982) and to collect the responses. Emotional exhaustion: four questions added to assess emotional exhaustion were picked from Maslach and Jackson (1981). Perceived

organization support: 6 items scale of Coyle-Shapiro, Jacqueline A-M. And Conway, Neil 2005)

RESULTS

TABLE 2. Mean, Standard Deviation, and Correlations: Time 1

Construct	Mean	SD	$\alpha$	1	2	3	4	5	6
1 Surface Acting	2.80	.93	.74	---					
2 Deep Acting	3.67	.73	.79	.099	---				
3 Emotional Exhaustion	2.91	.82	.74	.286**	-	---			
4 Perceived Organizational Support	3.90	.68	.85	-.197	.256**	-.065			
5 Turnover Intentions	2.63	1.18	.92	.326**	-.489	.459*	-		
6 Employees Loyalty	3.78	.75	.82	-.248**	.350*	.018	.654**	-	-
								.321**	-
									.315**

Table 2 showing that “means, standard deviation, and correlations of variables” for time 1 and time 2. Surface acting is positively and significantly linked by deep acting ( $r_{T1}=.099$ ,  $r_{T2}=.159$ ) and with Emotional Exhaustion ( $r_{T1}=.286^{**}$ ,  $r_{T2}=.299^{**}$ ). Thus, it is supporting the hypothesis. Perceived organizational Support is absolutely and significantly connected among emotional exhaustion ( $r_{T1}=-0.65^{**}$ ,  $r_{T2}=-.106$ ) and also by turnover intention ( $r_{T1}=.459^{**}$ ,  $r_{T2}=-.301^{**}$ ). Thus, it provides support for

hypothesis. Employees loyalty is positively and significantly interrelated through turnover intention ( $r_{T1}=-.321^{**}$ ,  $r_{T2}=-.315^{**}$ ) providing support for hypothesis. As the reaction from the same population has get together the associations became sturdier with the passageway of period which shows that people have extra optimistic approach and behaviors about substitute variables in time 2 data as contrast to time 1.

TABLE 3. Mean, Standard Deviation, and Correlations: Time 2

Construct	Mean	SD	$\alpha$	1	2	3	4	5	6
1 Surface Acting	2.99	.91	.79						
2 Deep Acting	3.78	.67	.82	.159	---				
3 Emotional Exhaustion	2.95	.78	.79	.299**	-.213**	---			
4 Perceived Organizational Support	3.98	.74	.88	-.165	.298**	-.106			
5 Turnover Intentions	2.86	.59	.91	.395**	-.428	.498**	-		
6 Employees Loyalty	3.94	.68	.85	-.227**	.399*	.094	.699**	-	-
								.301**	-
									.315**

Correlation among all variables is more make stronger in time 2 retort which show that employee’s behavior distorted with the passageway of time in pharmacy sector.

TABLE 4. Psychometric Analysis (Time 1)

	CR	AVE	SA	DA	EE	POS	TI	EL
Surface Acting	0.772	0.511	0.833					
Deep Acting	0.812	0.543	0.434	0.745				
Emotional Exhaustion	0.845	0.656	0.524	0.321	0.754			
Perceived Organizational Support	0.701	0.622	0.678	0.664	0.533	0.758		
Turnover Intentions	0.762	0.545	0.389	0.543	0.437	0.691	0.730	

Employees Loyalty	0.782	0.668	0.521	0.321	0.528	0.662	0.692	0.76
Time 2								
	CR	AVE	SA	DA	EE	PO S	TI	EL
Surface Acting	0.742	0.582	0.821					
Deep Acting	0.841	0.593	0.422	0.713				
Emotional Exhaustion	0.881	0.673	0.547	0.373	0.762			
Perceived Organizational Support	0.710	0.701	0.698	0.698	0.543	0.762		
Turnover Intentions	0.852	0.594	0.473	0.583	0.478	0.681	0.731	
Employees Loyalty	0.828	0.698	0.595	0.382	0.553	0.621	0.679	0.762

Table 3 is describing the CFA model. It provides the convergent and discriminant rationality of model. All the “factor loadings value” are greater than 0.7 both in time 1 and time 2 describing the discriminant validity of data. Moreover, the Ave have to superior than 0.5 and CR must be greater than the 0.7 both these are constituents of convergent reliability. Above mentioned table is describing that AVE for surface acting (T<sub>1</sub>= 0.511, T<sub>2</sub>= .582), deep acting (T<sub>1</sub>= 0.543, T<sub>2</sub>= .593), emotional exhaustion (T<sub>1</sub>= 0.656, T<sub>2</sub>= 0.673), perceived organizational support (T<sub>1</sub>= .622, T<sub>2</sub>= .701),

turnover intention (T<sub>1</sub>= 0.545, T<sub>2</sub>= 0.594) and employees loyalty (T<sub>1</sub>= 0.668, T<sub>2</sub>= 0.698). All the values of CR are greater than 0.7. In addition, it is recounting the values of CR for surface acting (T<sub>1</sub>= .772, T<sub>2</sub>= .742), deep acting (T<sub>1</sub>= .701, T<sub>2</sub>= .710), turnover intention (T<sub>1</sub>= 0.762, T<sub>2</sub>= 0.852) and employees, loyalty (T<sub>1</sub>= 0.782, T<sub>2</sub>= 0.828). Entire standards for CR are superior than 0.7. In contrast values for time 2 are stronger than time 1. It proves the convergent reliability and discriminant rationality of scale.

TABLE 5. Fit Indices for CFA & SEM

Fit Indices	Time1		Time2	
	CFA	SEM	CFA	SEM
Cmin/df	3.01	2.97	3.04	3.03
GFI	0.95	0.96	0.93	0.94
AGFI	0.87	0.88	0.85	0.86
CFI	0.95	0.95	0.93	0.94
RMSEA	0.06	0.05	0.06	0.05

Table 5 is present the fit indices values for together CFA along with SEM. All the values meet to the standard acceptable criteria.

SEM Regression Analysis

TABLE 6. Structural Model Regression Weights

Time 1						
Turnover Intention	<---	Surface Acting	.482	.092	.055	.00
Employees Loyalty	<---	Surface Acting	-.493	.081	0.53	.02
Emotional Exhaustion	<---	Surface Acting	.345	.76	.066	.01
Turnover Intention	<---	Deep Acting	-.412	.98	0.98	.00
Employees Loyalty	<---	Deep Acting	.443	.07	0.99	.03
Emotional Exhaustion	<---	Deep Acting	-.352	.65	1.67	.03
Turnover Intention	<---	Emotional Exhaustion	.298	.49	1.09	.04
Employees Loyalty	<---	Emotional Exhaustion	-.287	.78	0.76	.01
		Time 2				
Turnover Intention	<---	Surface Acting	.523	.087	.054	.01
Employees Loyalty	<---	Surface Acting	-.445	.078	0.51	.01
Emotional Exhaustion	<---	Surface Acting	.398	.79	.068	.01
Turnover Intention	<---	Deep Acting	-.401	.93	0.87	.00
Employees Loyalty	<---	Deep Acting	.498	.09	0.81	.03
Emotional Exhaustion	<---	Deep Acting	-.313	.61	1.63	.01
Turnover Intention	<---	Emotional Exhaustion	.389	.53	1.06	.03

Employees Loyalty	<---	Emotional Exhaustion	-.226	.81	0.81	.02
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Surface acting has significantly and negatively affected with job loyalty is (r1 b= .493, p<0.05) that's why h1 is accepted.

Surface acting has significantly and negatively affected the job turnover intention.

**TABLE 7.** SEM Path Analysis (Time 1)

Independent Variables	Effects	Turnover Intentions	Loyalty
Surface Acting	Direct Effect	.482*	-.493*
	Indirect Effect	.318*	-.362*
	Total Effect	.534*	-.464*
	Direct Effect	-.412*	.443*
Deep Acting	Indirect Effect	-.318*	.374*
	Total Effect	.376*	.487*

Mediating variable: Emotional Exhaustion

		Time 2		
Independent Variables	Effects	Turnover Intentions	Loyalty	
Surface Acting	Direct Effect	.498*	-.532*	
	Indirect Effect	.337*	-.371*	
	Total Effect	.575*	-.464*	
	Direct Effect	-.403*	.461*	
Deep Acting	Indirect Effect	-.304*	.398*	
	Total Effect	.367*	.499*	

Mediating variable: Emotional Exhaustion

Path Analysis: Surface acting straightly influence on turnover intention is optimistic and substantial (rT<sub>1</sub>= .482, p<0.05; rT<sub>2</sub>= .498, p<0.05). Though entire result of surface acting on turnover intention is optimistic and substantial (rT<sub>1</sub>= .534, p<0.05; rT<sub>2</sub>= .575, p<0.05). As stated overhead total upshot is superior to the straight upshot mutually in time 1 and time 2. It is supportive for supposition that perceived organizational support completely and pointedly mediated the connection amid emotional labor and job-

related outcomes. Deep acting direct impact on turnover intention is optimistic and substantial (rT<sub>1</sub>= .443, p<0.05; rT<sub>2</sub>= -.403, p<0.05). While total effect of “deep acting on turnover intention” is optimistic and substantial (rT<sub>1</sub>= .376, p<0.05; rT<sub>2</sub>= .367, p<0.05). It is supportive for supposition that professed administrative sustenance absolutely and meaningfully mediated the connection of emotional labor and job-related outcomes. Values for connection in time 2 are superior than time 1 is informative that retort of citizens has been optimistic concluded a time period.

Moderation Analysis

**TABLE 8.** Moderation of POS on the connection amid Surface Acting & Turnover Intentions

Time 1					
Model	Coeff	S.E.	t	p	
Int.	.37	.06	1.3	.01	
Int_1 S_A	X	F_P_T			
R-Square Increase due to interactions					
	R2-Chng	F	Df1	Df2	P
Int_1	.05	10.2	1.0	99.22	.01

Time 2					
Model	Coeff	S.E.	t	p	
Int.	.39	.09	1.3	.02	
Int_1 S_A	X	F_P_T			
R-Square Increase due to interactions					

	R2-Chng	F	Df1	Df2	P
Int_1	.07	11.3	1.0	100.1	.02

**TABLE 9.** Moderation of POS on the connection amid Surface Acting & Employees Loyalty  
Time 1

Model	Coeff	S.E.	t	p	
Int.	.41	.07	1.4	.03	
Int_1 S_A	X	F_P_T			
R-Square Increase due to interactions					
	R2-Chng	F	Df1	Df2	P
Int_1	.04	8.3	1.0	89.23	.03

Time 2

Model	Coeff	S.E.	t	p	
Int.	-.40	.04	1.1	.03	
Int_1 S_A	X	F_P_T			
R-Square Increase due to interactions					
	R2-Chng	F	Df1	Df2	P
Int_1	.05	11.5	1.0	100.5	.03

**TABLE 10.** Moderation of POS on the connection amid Deep Acting & Turnover Intentions  
Time 1

Model	Coeff	S.E.	t	p	
Int.	-.46	.09	1.4	.01	
Int_1 D_A	X	F_P_T			
R-Square Increase due to interactions					
	R2-Chng	F	Df1	Df2	P
Int_1	.06	10.1	1.0	99.45	.01

Time 2

Model	Coeff	S.E.	t	p	
Int.	-.43	.08	1.9	.01	
Int_1 D_A	X	F_P_T			
R-Square Increase due to interactions					
	R2-Chng	F	Df1	Df2	P
Int_1	.04	11.5	1.0	100.5	.01

**TABLE 11.** Moderation of POS on the connection amid Deep Acting & Employees Loyalty  
Time 1

Model	Coeff	S.E.	t	p	
Int.	.39	.54	1.3	.02	
Int_1 S_A	X	F_P_T			
R-Square Increase due to interactions					
	R2-Chng	F	Df1	Df2	P
Int_1	.07	16.4	1.0	100.6	.02

Time 2

Model	Coeff	S.E.	t	p	
Int.	.44	.09	1.9	.02	
Int_1 S_A	X	F_P_T			
R-Square Increase due to interactions					
	R2-Chng	F	Df1	Df2	P
Int_1	.08	14.6	1.0	134.8	.02



The model outcomes yield supportive findings for the moderating aspect of existence complicated in investigation as coefficient values are greater than p values and the interaction values of r<sup>2</sup> being greater than p value. Thus, moderation analysis presented in above in above tables provides favorable results for moderating role measured at both time 1 and time2. Thus, it supported the hypotheses. Based on the above statistic values it's evident that perceived organizational support moderation and employee's loyalty as well between emotional labor and leaders' emotional exhaustion at time 1 and time 2. However, moderation result measured at time 2 has shown more intensity of moderating role on hypothesized relation as compare to time 1. The outcome of correlation shows that both perceived organizational support and "surface acting and deep acting" have a positive and substantial connection among the emotional exhaustion and turnover intention.

## DISCUSSION AND CONCLUSIONS

The goal of this investigation was to scrutinize the influence of emotional labor on job related conclusions by considering the moderation of perceived organization support and mediating role of emotional exhaustion. Current study verified that emotional labor has mutually optimistic and adverse belongings on job related out comes. Our results exposed that surface acting has optimistic influence on turnover and adverse link was originated amid "surface acting and loyalty", whereas deep acting alternatively affect the turnover, loyalty and by considering moderator perceived organization with mediating the emotional exhaustion surface acting has significant and positively correlated with turnover and negatively to loyalty. The reason for that is most of the employee in Thailand are engaged in deep acting Employees are contributing their intention and deep emotions to the organization so that "perceived organizational support" is significantly and definitely linked with deep acting and surface acting was less observed in the organization. Surface acting has negatively influence loyalty and positively influences the turnover by involving the mediation of emotional exhaustion. This tell that a body which is part of emotional labor less emotional exhauster which engaged with deep acting and along damage to organization. Considering, under moderator "perceived organizational support" with deep acting turnover negatively and loyalty positively influenced and with surface acting results were alternatively affected.

### Limitation & Future Direction

Following are some limitation of our study. First the current study have selected pharmacy sector in future researcher can conduct study in other sectors. Second our area of study is limited as due to time and resource constraint. Third the study may conduct on any other sample. We recommend upcoming researchers to study other upshot variables in addition to job related outcomes, and also other mediating variables other than emotional exhaustion.

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