

EMOTIONAL LABOR IN THE INDONESIAN PHARMACEUTICAL SECTOR AND ORGANIZATIONAL DEVIANCE BY EMPLOYEES: ROLE OF SURFACE ACTING, EMOTIONAL EXHAUSTION, AND JOB BURNOUT

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ABSTRACT

In Indonesia, especially in the pharmaceutical sector, the employees have to hide their original feelings when it comes to incidents between the customers and frontline employees. The most important purpose of this research was to understand the power of surface acting of the employees on organizational deviance through the mediating role played by emotional collapse and job burnout. The data was mainly collected from about 297 frontline employees who were working in the Indonesian pharmaceutical companies. The results were concluded with the help of two main techniques known as SEM and CFA, which are interpreted with the help of AMOS and SPSS. The results basically indicated that all the illustrated hypothesis had been accepted. However, it has been designated by the results that the surface acting has a positive impact on the organizational deviance. The results also showed that all the mediating variables have a positive influence on organizational deviance. Furthermore, it is a novel research as it provides a direction to the future researcher regarding surface acting and its impact on the organization's productivity. Moreover, the research study also provides certain implications to the pharmaceutical companies by indicating them that the surface acting of the employees can actually destroy their reputation.

Keywords: surface acting, job burnout, emotional exhaustion, organizational deviance

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INTRODUCTION

Emotions of workers effect their attitude and workplace behavior and that is why the emotional management at workplace, has gained attention in the past few years. Emotional labor is the term used for the appropriate expressions of the employees during their work (Y. H. Lee & Chelladurai, 2018) and also the inner feelings of the employees about the organization and the top management (Hings, Wagstaff, Thelwell, Gilmore, & Anderson, 2017). Emotional intelligence of the employees determine their working performance (N.-W. Chi & Grandey, 2016) and also their productivity and the emotional intelligence is determined by the emotional experiences of a person's life (Grandey & Sayre, 2019). The psychology of a person determines his emotional intelligence and that eventually result in the employee's perspective about the organization (Y. H. Lee & Chelladurai, 2016). The service industry manages the employees in a certain way, which affects their perspective and this also result in emotional labor that has trust in the organization and are loyal to the company (Roh, Moon, Yang, & Jung, 2016; van Gelderen, Konijn, & Bakker, 2017).

Internal emotions of the employees and their relationship with the organization regulates the surface acting and emotional exhaustion in them (Xanthopoulou, Bakker, Oerlemans, & Koszucka, 2018). If the relationship between the organization and the employees is strong, the surface behavior would also be positive (Hoffmann, 2016) and they will modify it for the benefit of organization, even if the internal personal emotions of the employees are not so good (Bhave & Glomb, 2013). They suppress their inner emotions and their outward expressions are fake, for example the employees in the customer care service section need surface

acting the most for properly dealing with the customers (Yagil & Medler-Liraz, 2017).

Table 1: Job burnout perception by employees in pharmaceutical companies

Job burnout issues	Percentage (%)
Employees who feel regularly	33%
Employees who feel often	23%
An employee who feels sometimes	44%

Surface acting is especially useful for the public dealings in the organizations (Yam, Fehr, Keng-Highberger, Klotz, & Reynolds, 2016) and the areas where the interaction between the workers and other people is highest. More surface acting results in emotional exhaustion that psychologically disturbs the employees (Raman, Sambasivan, & Kumar, 2016), which eventually causes exhaustion at emotional level called the emotional exhaustion (Chen, Chang, & Wang, 2019).

Job burnout is a defined as the syndrome of emotional exhaustion that is the lack of energy for faking the surface acting will results in exhaustion (J. J. Li, I. A. Wong, & W. G. Kim, 2017) and that will drain the energy out of the workers and they will burn out (Larner, Wagstaff, Thelwell, & Corbett, 2017; Joohyun Lee, 2019). High demands of work from the organization with reduced emotional labor considerations causes' emotional exhaustion in employees (Peng et al., 2019). These also negatively impact the worker's

performance. Emotional exhaustion reduces the sense of accomplishments and demotivates the employees and as a result they feel devaluated (Yin, Huang, & Chen, 2019b).

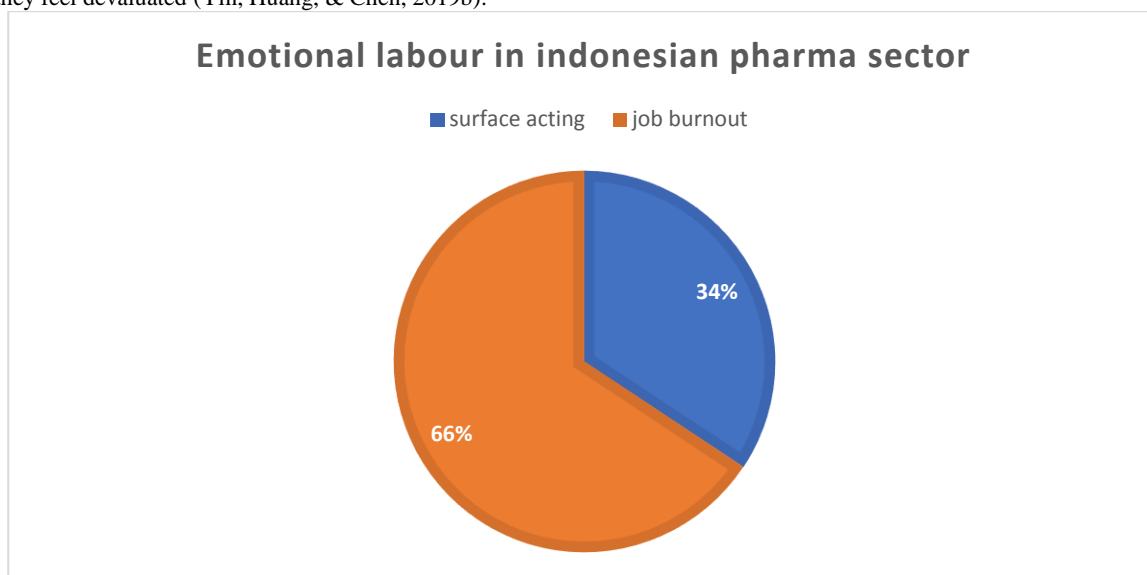


Figure 1: Emotional labor observed in Indonesian pharma sector

The study of surface acting, emotional exhaustion and burn out has not been focused in the pharmaceutical industry's perspective. Mostly the past studies about this topic focused on the different aspects individually and also for the hotel management or sports industry perspective. Moreover, the Indonesian pharmaceutical industries need more of such information for the betterment of their working performance. The theoretical information about this topic is not sufficient for the practical use by the pharmaceutical industries. As they differ from other industries, in their management of employees and public dealings.

The insufficiency of theoretical information regarding the emotional labor in the pharmaceutical industries of Indonesia signifies the need to study this aspect for the evaluation of employee deviance from the company. This also highlights the importance of different emotional factors like surface acting, job exhaustion and burn out in the determination of employee behavior and his relationship with the organization. The study outcomes will provide sufficient information for the practical use and will also address the insufficiency of the literature about this aspect. Research findings will enable the companies to develop a supportive and friendly environment for the workers, which will benefit their emotional behavior and attachment with the organization. It will also make them capable to learn about the emotional labor and how to deal with their employees to reduce organizational deviance.

The objectives for the study are:

- 1- To determine the role of emotional labor in the pharmaceutical industries of Indonesia.
- 2- To investigate the impact of emotional labor on the organizational deviance of workers.
- 3- To understand the relationship of emotional labor in pharmaceutical industries of Indonesia with the surface acting.
- 4- To investigate the relationship of emotional labor in pharmaceutical industries of Indonesia with the emotional exhaustion.
- 5- To understand the relationship of emotional labor in pharmaceutical industries of Indonesia with the burn out.

The next chapters of the study will explain further information used in the study. Chapter two will have the

review of literature of the emotional labor and its impacts on the employee behavior, their surface acting, emotional exhaustion and burn out. Chapter three will explain the used research methodology and data collection techniques. Chapter four will have the results obtained from the analysis of the data and afterwards, the last chapter will present the conclusion and limitations of the study.

REVIEW OF LITERATURE

The mediating role of Surface acting on emotional exhaustion of employees

According to the researchers (Davis, 2016; Yam et al., 2016), the act of hiding person's true emotions and displaying a specific emotion or facial expression is defined as the surface acting. Also, the expressions adapted by the employees, according to the organizational needs and requirements are termed as surface acting. Researchers (Martínez-Íñigo & Totterdell, 2016; Nauman, Raja, Haq, & Bilal, 2019) have investigated the impact of surface acting on the health of employees and the study shows that, hiding one's own feelings and emotions put a negative effect on the physical and psychological health of the employees. Employees have to hide their personal feelings, especially the employees that are dealing with the general public and have to present a perfect image. Research studies (Chen et al., 2019; Yagil & Medler-Liraz, 2017) shows that the employees who deal with public or are in customer care department eventually suffers from emotional collapse because they have to repress their original feelings and have to bear mistreatment from the supervisors or public.

Literature studies (J. J. Li et al., 2017; Mo & Shi, 2017) also show that the employees also bear suppression of their true expressions and these expressions result into emotional exhaustion. Emotional exhaustion drain the energy out of the employees and continuous stress. These situations lead towards psychological issues and disturbs the working performance of employees. Employers need to take care of their employees (J. Li, I. A. Wong, & W. G. Kim, 2017) and provide them enough support to face the tough situations at workplace. Sometimes the pressure from the seniors and top

management also leads towards stress and this results into surface acting, which in turn causes emotional exhaustion. The disturbance of psychological health also disturbs the physical health of the employees. Research studies (Chen et al., 2019; Uy, Lin, & Ilies, 2017; Santoso, et al. 2020) shows that the employees that have to pretend specific emotions were more stressed out than the others and they were also more emotionally exhausted (Kwon, Jang, & Lee, 2019; Santoso, et al., 2019), which effected their working performance. Thus, from the studied literature, following hypothesis has been generated:

H1: There is a positive relationship between the surface acting and emotional exhaustion of employees.

The mediating role of surface acting on the organizational deviance of employees

Work related pressure from the top management causes workers to stress out (Gaucher & Chebat, 2019; Walsh, 2019) and consistent work related stress causes employees to deviate from the company. Research studies (Fehr et al., 2019; J. Li et al., 2017; Wang, 2019) show that if supervisors or top management continuously mistreat their employees, the workers try to get even with the firm and in an attempt to do so, they show deviating behavior. The abusive behavior from the employer or the supervisor also causes sabotage in employees (Fehr, Yam, He, Chiang, & Wei, 2017; S. J. Han, Bonn, & Cho, 2016; Santoso, 2019) and they have to surface act and hide their true behavior. All this is related to the behavior of seniors towards their junior staff members that results in hatred among the workers, which causes organizational deviance. Research studies (N.-W. Chi & Chen, 2019; Watkins, Fehr, & He, 2019) also show that the organizational deviance could also be because of the mistreatment from the colleagues or the general public. Sometimes, the shoppers also tend to treat the employees uncivilly.

Literature studies (Hwang & Han, 2019; Jung & Yoo, 2019; JungHoon Lee & Ok, 2014; Rapini, et al. 2018) have explained the deviance of employees away from the organizations through the “displaced aggression theory”. According to this theory, if a person is mistreated by a person, either from their seniors or from anyone else who is at higher authority than them (Pauget & Wald, 2013), they will outrage their anger on the third person so that they can maintain a psychological balance among themselves. The reason for this indirect anger management is because the first person was too powerful to deal with, so they try to normalize themselves (Lyons, 2019). The employees working with the shopkeepers, have to bear their abusive behavior because they could not say anything to them, as they are the position of second manager. Misbehaving with the manger would harm them at work and (Weiss, Razinskas, Backmann, & Hoegl, 2018) thus they employees either bear all that behavior or suffers from emotional exhaustion or look for other options and deviate from their organization. The different ways of organizational deviance used by the workers are absenteeism i.e. taking long breaks from work and coming late to work (Ely & Meyerson, 2010), presenteeism i.e. intentionally ignoring the instructions of supervisors and showing bad performance by delaying the assigned task. Thus, from the studied literature, following hypothesis has been generated:

H2: There is a positive relationship between the surface acting and organizational deviance of employees.

The mediating role of surface acting on the job burnout of employees

Retailers and shoppers are given the status of “second manager” and this provides them with authority over the

employees of the organization. Research studies (Choi, Mohammad, & Kim, 2019; Kwon et al., 2019) conducted on the surface acting and its impact on the psychological behavior of employees, but did not focus on the other aspects all factors like the behavior of customers towards the staff members and also of the retailers and shoppers. Thus, the studies (Guan & Jepsen, 2020; Yang & Lau, 2019) that focused on these aspects show that along with abusive behavior of seniors and employers, retailers and customers also negatively affect the emotions of employees. As a result of this abusive behavior, employees have to show surface acting. Researchers (S. J. Han et al., 2016; Yin, Huang, & Chen, 2019a) have investigated that the consistent surface acting results in emotional exhaustion.

Emotional exhaustion for longer periods of time causes job burnout (S.-S. Han, Han, & Kim, 2018) and employees suffer from extreme stress. The continuous abusive behavior in the workplace makes the workers deviate from their normal behavior and increases level of mental stress causes exhaustion (Chen et al., 2019; Gong, Park, & Hyun, 2020), which eventually causes job burnout. The employees suffering from the mental stress and psychological pressure does not show good performance and instead, their performance deteriorate (Johnson, Machowski, Holdsworth, Kern, & Zapf, 2017). Thus, from the studied literature, following hypothesis has been generated:

H3: There is a positive relationship between the surface acting and job burnout of employees.

Mediating role of emotional exhaustion on the organizational deviance of employees

Research studies (Alola, Olugbade, Avci, & Öztüren, 2019) show that the organizations have to fulfill their commitment that they have made with their employees during the joining. Affective commitment of organizations with their employees show their seriousness. The organizations that fail to fulfill their commitment, of providing open, supportive and friendly environment to their employees (J. Li et al., 2017; Neves & Champion, 2015), put pressure on them that causes them to stress out. The consistent tensed working environment results in emotional exhaustion and this makes them deviate from the work through any mean that they could use. Research studies (Swimberghe, Jones, & Darrat, 2014; Wang, 2019) show that the employees that faced emotional exhaustion were more likely to deviate from their work as compared to the workers that were having a friendly working environment.

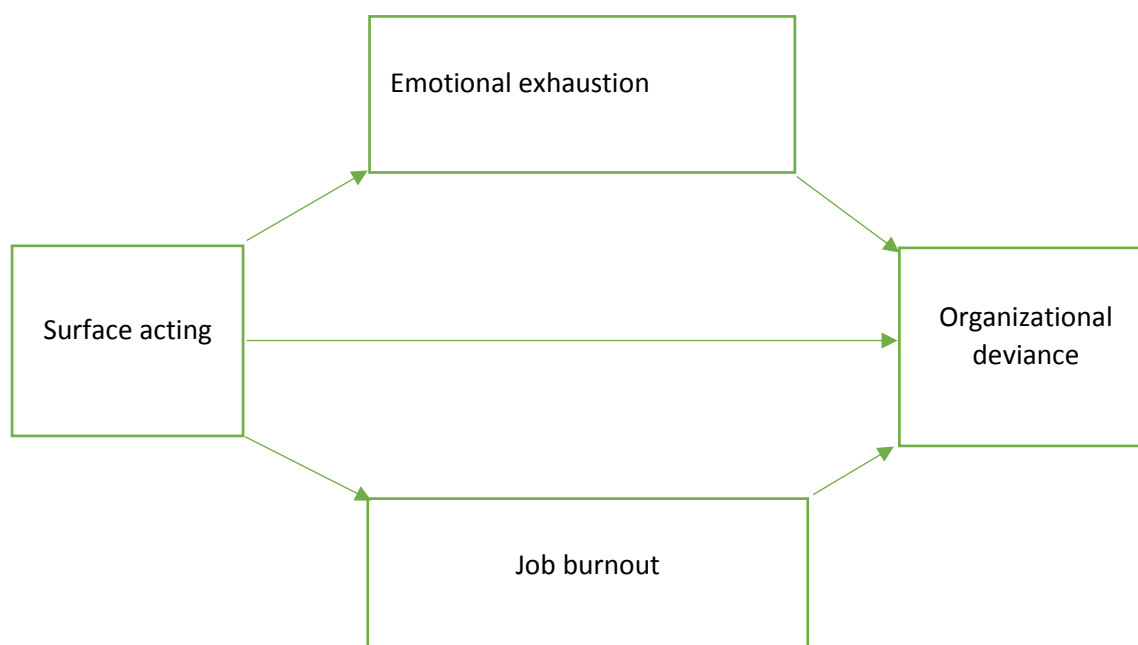
The employees that had an open and supportive climate at work showed better signs of performance (S.-C. S. Chi & Liang, 2013) and progressed with time because they received emotional and other sort of necessary support from their seniors and supervisors. Research studies (S. Lee, Kim, & Yun, 2018; Shkoler & Tziner, 2017) show that another reason that causes emotional exhaustion in employees, is the high expectations of workers from their organization. When the organizations fail to meet the expectations of their workers (Walsh, 2019), the employees feel emotionally exhausted and causes them to deviate from the organization. Research studies (Haldorai, Kim, Chang, & Li, 2019; JungHoon Lee & Ok, 2014) also focused on the behavior of leaders on the job satisfaction of employees and how the emotional exhaustion of employees result into organizational deviance, the study results also shows similar outcomes and also provide information about the negative impacts of emotional exhaustion on the business performance. Thus, from the studied literature, following hypothesis has been generated:

H4: There is a positive relationship between the emotional exhaustion and organizational deviance of employees.

Mediating role of job burnout on the organizational deviance of employees

Job burnout is the ultimate outcome of emotional exhaustion that negatively effects the job performance and satisfaction of employees (Pham, Brennan, & Furnell, 2019), which results in their organizational deviance. Scholarly studies (Yang & Lau, 2019) show that when organizations fail to meet the needs and expectations of their workers, the stress level of employees increases. Along with the stress level, devaluation and demotivation also increases, which causes job burnout and employees tend to deviate from the company (Kasa & Hassan, 2015). Moreover, the perception of employees about their organizational support and commitment also effects their satisfaction. According to the research studies (S. J. Han et al., 2016), job satisfaction of employees not only determines their working performance, but also has an impact on the

Framework for study
The proposed study framework is as follows:



METHODOLOGY

Online Survey

The survey was conducted on 400 employees of pharmaceutical companies in Indonesia, among which 297 made the valid sample size for analysis. The survey elicits the responses of participants on very sensitive questions that include emotional exhaustion, job burnout, and organizational deviance which includes the risk of social biasness. Building upon the recommendation of (Malhotra & Birks, 2007), the study adopted self-administrated online survey. The online responses were not affected by the repeated or non-serious respondents. The total time duration of survey was 10 min for answering all the questions. The responses were recorded on five point Likert scale. The respondents represented the diversified age group and

psychological and mental health of employees and make them show organizational deviance (Chang, Chou, Liou, & Tu, 2016). The psychological health of employees determines their working performance and helps them to progress (Shkoler & Tziner, 2017). Progressive productivity of employees provides more chances of progress of the company. So it is the responsibility of the employer and the organization, to take care of employee's mental health and to minimize the rate of job burnout of employees (Walsh, 2019) to stop organizational deviance. This will also allow the organizations to gain a profitable business (Pham et al., 2019). Thus, from the studied literature, following hypothesis has been generated:

H5: There is a positive relationship between job burnout and organizational deviance of employees.

educational background. Before, formally starting the survey two filter questions were asked that are respondents age if greater than 18 years, and respondents work experience in company is at least six months

Scales Used

All the survey-items are measured on five-point Likert scale from one to five. One denotes to strongly disagree and five denotes to strongly agree with the statement. The use of five point Likert scale is validated by various studies (Allen & Seaman, 2007; Armstrong, 1987; Garland, 1991).

Measures

The dependent variable organizational deviance is measured by seven survey items recommended by (Mulki, Jaramillo, & Locander, 2006). The survey items asked questions on work shirking behavior of employees such as: daydreaming instead of work, long break, neglect boss instruction, pretend to sick,

put little effort, come late, delaying work behavior. The independent variable surface acting based on the scale of (Gosserand & Diefendorff, 2005). The measure comprised of seven items that get responses from respondents of action and pretending at work. The questions were asked about the following aspects of surface acting: put on act when deal with customers, pretend good mood, pretend have emotions, show fake feeling to customers, and put mask on emotions. As far as mediating variables are concern, the emotional exhausting measured is based on the seven items taken from the research of (Mulki et al., 2006). The measure's item took responses of employees on following aspects of emotional exhaustion: emotion drained and fed up from work, face fatigue in morning, frustrated from job, burn out from job, fed up pf routine, and hard work on job. The other mediating variable job burnout is based on the scale of (Jones & Boye, 1992), which comprised on nine survey items to measure job burnout. The loading of all the measures is higher than 0.7 and average variances are equal or higher than 0.5.

Measurement model

The measurement framework is evaluated by finding the internal reliability and convergent and discriminant validity test (Hair Jr, Sarstedt, Ringle, & Gudergan, 2017). To empirically estimate the model, the study employed SPSS and AMOS to conduct regression analysis and pre estimation analysis of data. On SPSS three analysis were conducted that are: Frequency distribution to examine the demographic

features of respondents, descriptive analysis to observe any outlier and normality in data, and reliability test to endorse the validity of measures. Likewise, on AMOS, structural equation model is run to estimate the regression coefficient and check the hypotheses. Confirmatory factor analysis is also conducted on AMOS to check the correlation between latent and observed measure.

Data analysis and Interpretation

Demographic Details

The study is having few purposes to fulfil, the very first aim of this study is to know about the impact of surface acting on organizational deviance. Another aim of the study was to know about the mediating impact of emotional exhaustion between surface acting and organizational deviance. This study is having the aim of to know about the mediating role of job burnout between surface acting and organizational deviance. The study acquired a total sample of 297 individuals, out of which 156 were males and 141 were females. The percentage of males was larger than the females in sample. Out of 297 individuals, 32 were graduates, 130 had post-graduation degree, 103 had master's degree and 32 had some other degree. Out of 297 individuals, 69 were between 21 to 30 years of age, 88 were between 31 to 40 years of age, 93 were between 41 to 50 years of age and 47 were above 50 years of age.

Descriptive statistics

Table 1: Descriptive Statistics

	N	Minimu m	Maximu m	Mean	Std. Deviation	Skewness	Std. Error
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
OrgDev	297	1.00	5.00	3.6065	1.04576	-.938	.141
Jobbout	297	1.00	5.00	3.4529	1.07497	-.645	.141
EmoEx	297	1.00	5.00	3.5345	1.10968	-.736	.141
SurAct	297	1.00	5.00	3.5833	1.04183	-.846	.141
Valid (listwise)	N 297						

The table 1 above is viewing the descriptive details of the study, there is a complete summary about the explanations of the variables, and the descriptive coefficients are being shown in the above table. The data given in the table is a representation of the whole population in the form of a sample. It can be seen through the data that no outlier is present in it, because the maximum values and the minimum values lie

exactly in the threshold range of the 5-point Likert scale. The values for skewness are present between -1 to +1 and so it can be observed that it is present in the threshold range of normality. The given data is proved to be normal and valid and can be proceeded for further testing.

Factor Loading and Convergent Validity

Table 2: Factor Loading and Convergent Validity

	1	2	3	4	CR	AVE
OD1				.658	0.946	0.717
OD2				.733		
OD3				.796		
OD4				.834		
OD5				.799		
OD6				.811		
OD7				.804		
JB1	.833				0.966	0.757
JB2	.859					
JB3	.869					

JB4	.873			
JB5	.876			
JB6	.879			
JB7	.821			
JB8	.819			
JB9	.824			
EE1	.775		0.951	0.737
EE2	.764			
EE3	.779			
EE4	.861			
EE5	.860			
EE6	.846			
EE7	.844			
SA1		.768	0.946	0.716
SA2		.804		
SA3		.866		
SA4		.814		
SA5		.736		
SA6		.876		
SA7		.822		

The above table 2 is showing the factor loading and the discriminant validity of the given variables. All of them are having factor loading of more than 0.7, which shows that all indicators are reliable for further testing and analysis. All of

the factors are in a suitable threshold level and all of the factors are in a suitable sequence and range as well. This data can now go for further analysis, data is reliable.

Discriminant Validity

Table 3: Discriminant Validity

	EE	DV	JB	SA
EE	0.858			
OD	0.638	0.847		
JB	0.395	0.520	0.870	
SA	0.600	0.547	0.443	0.846

This table represents the convergent and divergent validity of the variables included in the study through the values of composite reliability and average variance extract AVE. The value of convergent validity has been given as more than 705

and the value of AVE has been given as more than 50% shown the discrimination between variables.

Confirmatory Factors Analysis and KMO

Table 4: Confirmatory Factors Analysis and KMO

CFA Indicators	CMIN/DF	GFI	IFI	CFI	RMSEA	KMO
Threshold Value	≤ 3	≥ 0.80	≥ 0.90	≥ 0.90	≤ 0.08	0.6 – 1.0
Observed Value	2.757	0.812	0.935	0.935	0.076	0.925

The table 4 is showing results for confirmatory factor analysis and KMO, the table is showing that CMIN is less than the normal range 3, GFI is more than appropriate range 0.80, CFI is more than threshold 0.90, IFI is more than threshold

range 0.90, and RMSEA is less than given range 0.08. All of the results showed that the data is in valid range and is good to go for further testing. Following is the screen shot of CFA in figure one.

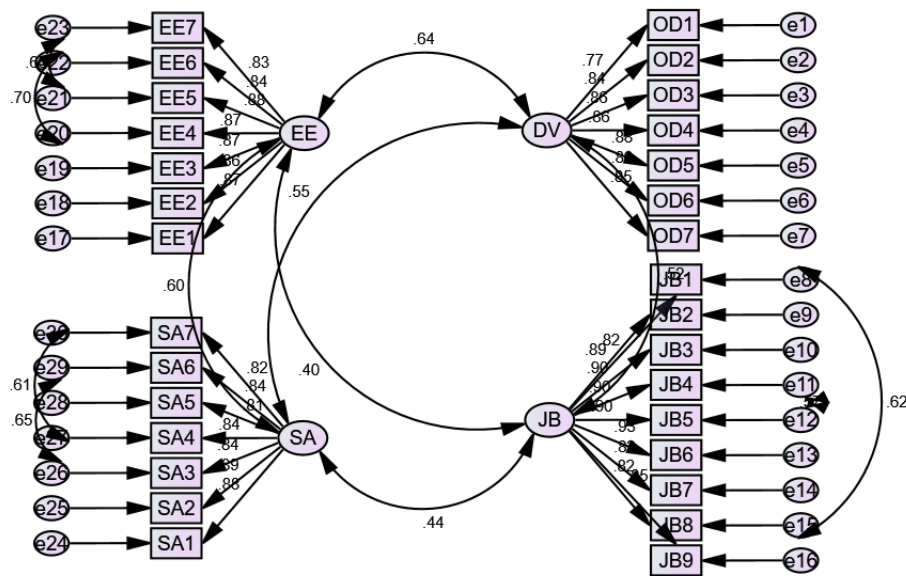


Figure 1: CFA

SEM

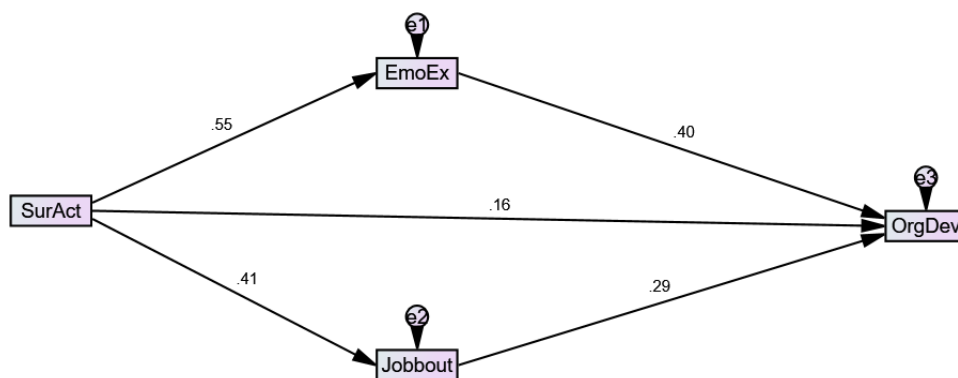
Table 5: Structural Equation Modeling

Hypothesis	B-Value	SE	P-Value	Decision
SA→OD	.164	.055	.003	Accepted
SA→EE→OD	.398	.049	.000	Accepted
SA→JB→OD	.287	.046	.000	Accepted

The table 5 above is showing the relationships among the different variables, it can be seen that the value of significance for relationship between SA and OD that is significant because the p-value is less than 0.05. The mediating impact of EE is also significant between SA and OD because its p-value is also less than 0.05. The mediating impact of JB on SA and OD is

also significant because its p-value is also less than 0.05. It can be seen in the table that OD will change by 16.4% with 1% change in SA. On the other hand, the mediating role of EE and JB have the values of 39.8% and 28.7% between SA and OD. Screenshot of the SEM is given below;

Figure 2: SEM



DISCUSSION AND CONCLUSION

Discussion

The study is having few purposes to fulfil, the very first aim of this study is to know about the impact of surface acting on organizational deviance. Another aim of the study was to

know about the mediating impact of emotional exhaustion between surface acting and organizational deviance. This study is having the aim of to know about the mediating role of job burnout between surface acting and organizational deviance. Current study proposed different hypothesis the

very first hypothesis proposed by the study was that “SA has a significant impact on OD”. This hypothesis was accepted based on the study of (Sohn, 2015). The next hypothesis was “the impact of EE between SA and OD is significant”. This hypothesis was accepted because the p-value of these variables was less than the 0.05. The next hypothesis was “the impact of JB on SA and OD is significant”. This hypothesis was accepted based on the study of (Sidharta & Affandi, 2016).

CONCLUSION

The following research study has provided a fundamental objective of identifying the impact of surface activity on organizational deviance, where emotional exhaustion and job burnout are considered as a mediating variable. In the following study, most of the information is collected with the help of frontline employees of the pharmaceutical firms in Indonesia. In this case, total 156 male employees and 141 female employees were selected who provided the information regarding the emotional labor, surface acting, job burnout and emotional exhaustion. Different tests have been applied to the variables through which the data is analyzed. However, it can be concluded from the results that there is a significant connection between surface acting and organizational deviance. It means that the surface acting of the employees in pharmaceutical companies can lead to organizational deviance and can threaten the reputation of the organization. The results also showed that there is a positive impact of surface acting on emotional exhaustion and organizational deviance. It means that the emotional exhaustion of an employee is increased due to surface acting due to which pharmaceutical employees lose their productivity. The displaced aggression theory has also explained this condition in which an individual is treated unfairly, but he had to restore his psychological balance for the company. The results have also indicated that there is a positive impact of surface acting on job burnout and organizational deviance.

Policy Implications

This research has given benefits to the pharmaceutical sectors of Indonesia, the relationship between surface acting and organizational deviance by employees have given benefit to the pharmaceutical sectors of Indonesia. The mediating roles of emotional exhaustion and job burnout have supported the relationship between surface acting and organizational deviance, and the strong relationship between these variables has given benefit to the pharmaceutical sectors of Indonesia. The companies should examine the employees concerning every aspect like psychological performance, and the nature of employees. The nature of employees plays an important role to deal with the customers, the employees suffering from psychological issues like anger, emotional labor harm the customers. The companies should train those employees that are victim to psychological problems; the ‘deep acting’ plays an important role in modulating the emotions of employees towards the customers. The social sharing plays an important role in reducing stress, anxiety, anger in the employees. Access to financial inducements decreases the frustration from surface acting.

Limitations

There are a few limitations in this research; the first limitation is that this research has present only pharmaceutical sectors of Indonesia. The future researches should research other sectors and other countries as it will produce more precise and accurate results and the conclusion

will be more effective. The other limitation of this research is that this research has not given the solutions to emotional labor, organizational deviance, job burnout, emotional exhaustion, and surface acting. The future researches should give solutions like training of those employees that are victim to psychological problems, deep acting, by providing social sharing, and nice social circle and friends. The last limitation of this research is the collection of data from a small sample size; the future researches should collect data from a large sample size so that the data should be more precise and effective.

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