

EMOTIONAL LABOUR AND JOB SATISFACTION: THE MODERATING ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT

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Abstract

Service employees frequently engage in emotional labour to express emotions to customers that conform with their job satisfaction. Previous studies report equivocal findings regarding the relationship between emotional labour and job satisfaction. This paper examines into the complex dynamics of emotional labor and its impact on the job satisfaction of front office employees in the banking sector in Sri Lanka and aims to shed additional light on the link by exploring the moderating effect of Perceived Organizational Support. Data were collected from a convenient sample consist of 102 front office employees from Sri Lankan banking sector. The study incorporated various dimensions of emotional labor, including frequency, intensity, variety, deep acting, and surface acting, with the primary goal of comprehending their collective impact on job satisfaction. The study found substantial positive correlations between different dimensions of emotional labor and job satisfaction. From the frequency of emotional labor to the nuanced strategies of deep acting and surface acting, each dimension exhibited a meaningful association with overall job satisfaction. The results of the analysis revealed 88.4% of the variability in Job satisfaction is explained through emotional labour. Notably, the moderating influence of Perceived Organizational Support on the emotional labor-job satisfaction relationship was confirmed. Accordingly, organizations that fostered a supportive environment experienced a more pronounced positive impact of emotional labor on job satisfaction. These insights provide a significant contribution to the comprehension of emotional labour in the banking industry in Sri Lanka and have important implications for the management of human resources.

Keywords: Emotional labour, perceived organizational support, job satisfaction, banking sector.

Introduction

Emotional labor has become a fundamental concept in understanding the dynamics of contemporary work environments. As emotional beings, humans integrate their feelings into their daily interactions and decision-making processes. The view that humans are deeply emotional beings highlights the significant role emotions play in various aspects of life, including work. This becomes particularly relevant in service-oriented industries where employees must consistently manage and display specific emotions to meet organizational standards and customer expectations (Hochschild, 2012). According to this perspective, managing emotions is recognized as one way for employees to achieve organizational norms or goals (Jeung, kim & Chang, 2018).

Emotions are not merely personal experiences but are also shaped by social, cultural, and interpersonal contexts (Meyer et al., 2018). In service sectors, where direct customer interactions are frequent, employees are required to adhere to emotional display rules set by their organizations. For instance, receptionists and call center employees are expected to maintain a positive demeanor, while roles like bill collectors or police officers must project authority and seriousness (Brotheridge & Lee, 2010; Hochschild, 2012). This constant regulation of emotional expression, known as emotional labor, has profound implications for employee well-being and job satisfaction. Emotional labor is especially demanding in service roles that involve continuous face-to-face customer interactions. Unlike manufacturing roles where employees can work behind the scenes, service sector employees must manage their emotions in real-time, which can lead to significant emotional strain (Groth & Esmaeilikia, 2023). The expectation to consistently display positive emotions, even in the face of personal stress or dissatisfaction, can affect employees' psychological well-being and job satisfaction (Brotheridge & Lee, 2010).

Job satisfaction is a critical determinant of organizational success and employee well-being. Satisfied employees are more likely to be engaged, productive, and committed to their organizations (Judge & Church, 2019). Job satisfaction is generally defined as an emotional response to a job situation. It is an important factor that determines employee performance and affects organizational performance (Camali et.al, 2022). In the context of emotional labor, the ability to balance emotional demands with personal well-being is essential. Research indicates that high levels of emotional labor, particularly surface acting, can lead to emotional exhaustion, burnout, and reduced job satisfaction (Beal et al., 2005; Grandey et al., 2013). Recent studies have pointed out these findings, showing a negative relationship between emotional labor and job satisfaction. Employees who engage in surface acting often

experience emotional dissonance, which can diminish their job satisfaction and overall mental health (Zhang et al., 2020). Therefore, it is crucial to explore strategies that can help mitigate the negative impacts of emotional labor, such as perceived organizational support.

Sri Lanka's economic shift from manufacturing to service industries has heightened the importance of emotional labor. The service sector, particularly banking, now contributes significantly to the country's GDP (Central Bank of Sri Lanka, 2021). As banks face increased competition, the emotional demands on front office staff have intensified. These employees must manage their emotions while interacting with customers to ensure satisfaction and uphold the bank's reputation (Himanthi & Arachchige, 2014). Despite the growing significance of emotional labor in Sri Lankan banks, research on this topic remains limited. Existing studies often focus on broader contexts or other regions, leaving a gap in understanding how emotional labor specifically affects job satisfaction among Sri Lankan banking employees (De Alwis & Kodikara, 2016). This research aims to address this gap by examining the relationship between emotional labor and job satisfaction among front office staff in Sri Lankan banks and exploring the role of perceived organizational support in moderating this relationship. The transition of Sri Lanka's economy towards a service-oriented model has amplified the role of emotional labor, particularly within the banking sector. Front office employees in banks are at the forefront of customer interactions and must consistently manage and display emotions according to organizational expectations. This requirement to project specific emotions, despite personal feelings, can lead to significant emotional strain and impact job satisfaction (Gamage & Hewagamage, 2022).

Emotional labor is particularly prevalent in customer-facing roles, such as front-office employees in the banking sector. Numerous studies have indicated that emotional labor is linked to both positive and negative job outcomes, including burnout, stress, and overall job satisfaction (Hochschild, 1983; Brotheridge & Grandey, 2002). However, the specific dynamics of how emotional labor affects job satisfaction in the context of Sri Lankan banking have not been extensively studied, even though the industry places high emotional demands on front-line staff. On the other hand POS, or employees' perceptions of how much the organization values their well-being, is often considered a critical factor that can influence work-related outcomes, including emotional labor and job satisfaction (Rhoades & Eisenberger, 2002). However, there is a gap in understanding how POS specifically moderates the relationship between emotional labor and job satisfaction among front-line bank employees in Sri Lanka. This context is critical, as banking employees in Sri Lanka operate in a highly competitive and customer-centric environment where emotional labor is routinely demanded. Given cultural, economic, and organizational differences, findings from other regions may not fully apply to Sri Lanka, thus necessitating localized research. Thus, the present study fills a critical literature gap by examining the relationship between emotional labor and job satisfaction among Sri Lankan front-office banking employees, with a specific focus on POS as a moderating factor. The findings could contribute to better organizational practices and employee support mechanisms in service-oriented industries in Sri Lanka and beyond.

The primary objective of this study is to examine the relationship between emotional labor and job satisfaction, with a focus on the moderating effect of perceived organizational support (POS) among front-office employees in Sri Lanka's banking sector. Insights gained from this research aim to provide recommendations for enhancing the interplay between job satisfaction and emotional labor within this sector. Specifically, this study first seeks to assess the current levels of job satisfaction among front-office banking employees, along with key dimensions of their emotional labor—such as frequency, intensity, variety, surface acting, and deep acting. Following this, the study examines how the frequency, intensity, and variety of emotional labor impact job satisfaction. Finally, it investigates the moderating role of perceived organizational support in the relationship between emotional labor and job satisfaction, offering a comprehensive view of these dynamics in Sri Lanka's banking industry.

Literature Review

The relationship between emotional labour and job satisfaction has been extensively studied in literature. Some researchers who tested this relationship did not find a negative relationship (Morris & Feldman, 1996). In fact, Wharton (1993) found that high emotional labour was positively related to job satisfaction. Further, emotional labour that reduces uncertainty or helps to avoid embarrassing interpersonal situations may be associated with increased job satisfaction (Ashforth & Humphrey, 1993). Arlie Hochschild first introduced the concept of emotional labor in her landmark book, "The Managed Heart" (1983). Emotional labor involves managing one's emotions to conform to organizational expectations and display norms. Hochschild identified two main forms of emotional acting: surface acting and deep acting. Surface acting requires employees to alter their outward emotional expressions without changing their internal feelings, often leading to emotional dissonance. Deep acting, however, involves modifying one's internal feelings to align with external emotional expressions, which is generally considered less stressful than surface acting (Hochschild, 2012; Grandey, 2003). Grandey (2000) extended the literature further by integrating all of these prior perspectives (Ashforth & Humphrey, 1993;

Hochschild, 1983; Morris & Feldman, 1996) and developing an emotional labour model by applying emotion regulation theory (Asif 2018, pp.16). According to Gandy —Emotional labour is the process of regulating both feelings and expression for the organisational goal (Grandey, 2000). In Grandey's view, Ashforth and Humphrey see emotional labour as observable behaviour and not acting out of feelings. That surface and deep acting are effortless if sincerely expressed and leads to task effectiveness (Okpu & Gift, 2021). Notwithstanding the different perspectives and outcomes, a major similarity in the above definitions is individuals' ability to regulate emotions at work (Okpu & Gift, 2021).

Affective Events Theory (AET) proposes that discrete events at work cause affective reactions (both moods and emotions), which subsequently influence work attitudes and behaviors (Weiss & Cropanzano, 1996, Lee & Madera, 2018) As per AET, emotional labor, which involves managing and suppressing emotions during interpersonal tasks, is a work event that may trigger different types of emotions among employees. In the context of front office employees in the banking sector, emotional labor events can include interactions with customers, handling challenging situations, and managing customer complaints. These events can elicit a range of emotional experiences, both positive and negative, among front office employees. On the other hand the Conservation of Resources Theory (CRT) argues that people always defend or conserve their various resources and try to avoid threats that may result in exhaustion of resources (Hobfoll, 1989, Wen & Hou, 2019). In the context of the research topic, job satisfaction can be viewed as a psychological resource that individuals seek to preserve and enhance. The emotional labor can increase or deplete individuals' resources. The effort expended in regulating and managing emotions, particularly through surface acting, can lead to the depletion of psychological resources such as energy, emotional well-being, and job satisfaction.

According to Morris & Feldman (1996), frequency of emotional display has been the most examined component of emotional labor. Most previous research, in fact, has focused on the frequency of interaction between service providers and clients as the key dimension along which jobs can be arrayed in terms of emotional labor. They further emphasized that the more often a work role requires socially appropriate emotional displays, the greater the organization's demands for regulated displays of emotion will be. Hence, clearly, frequency of emotional display is an important indicator of emotional labor. Emotional intensity on the other hand refers to how strongly or with what magnitude an emotion is experienced or expressed (Morris & Feldman 1996), It is the intensity of the expressed emotion more than any other factor that determines whether clients and customers change their behavior during service interactions, because people may be convinced or intimidated by the perceived intensity of service providers' emotions (Frijda, Ortony, Sonnemans, & Clore, 1992, Morris & Feldman, 1996). Morris and Feldman (1996) asserted that the level of emotional labor required by individuals in certain roles is directly influenced by the diversity of emotions they are expected to exhibit. They explained that service providers who must adapt their emotional expressions to match specific situational contexts must engage in more proactive planning and conscious monitoring of their behavior.

Perceived Organizational Support is described by Eisenberger et al., (1986) as the extent to which employees assumed that their employers value their work, and show concern about their wellbeing (Eisenberger et al.1986; Abid et al.2021). They also stated that employees have a propensity to outline comprehensive beliefs regarding the extent to which the organization consider the worth of employees' contribution and think about their well-being. Perceived Organizational Support (POS) is an important area that determines workers' motivation as well as commitment to an organization. According to Ikon & Ogochukwu (2019) POS is a concept which has been used to signify and assess an organization's handling of employees that show how much the organization value and support its employees to perform their work roles effectively. Kadiri & Elaho (2022) defined POS as employee's belief that organization values their contributions and cares about their well-being through the provision of valuable job resources (supportive coworkers, supervisors, and team-work), favourable job conditions (fair work-family policies, job security, and training and development) and equitable reward system (pay, recognition, and benefits). Emotion Regulation Theory (ERT) also suggests that organizational support can help employees to manage their emotions more effectively. This is because organizational support can provide employees with resources, such as training and social support, that can help them to cope with the emotional demands of the job. ERT has been used by researchers to study emotional labor in a variety of settings, including customer service, healthcare, and education. Accordingly, the research formulated its second hypothesis based on the literature reviewed here.

Methodology

This study anticipates a relationship between emotional labor dimensions (frequency, intensity, variety, surface acting, and deep acting) and job satisfaction among front-office banking employees in Sri Lanka, drawing on prior international studies (Johnson, 2004; Scery & Corrigan, 2009; Chu, 2002). The study hypothesizes that specific aspects of emotional labor impact job satisfaction, with frequency, intensity, variety, and surface acting negatively

influencing job satisfaction, while deep acting has a positive impact:

H1: Emotional labor significantly impacts job satisfaction.

H1A: Frequency of emotional labor negatively impacts job satisfaction.

H1B: Intensity of emotional labor negatively impacts job satisfaction.

H1C: Variety of emotional labor negatively impacts job satisfaction.

H1D: Surface acting negatively impacts job satisfaction.

H1E: Deep acting positively impacts job satisfaction.

Perceived Organizational Support (POS), defined by Eisenberger et al. (1986) and others, refers to employees' perceptions of the extent to which their organization values their contributions and cares about their well-being. POS has been shown to enhance employee motivation and commitment, providing supportive resources (like training and recognition) that facilitate emotional regulation and improve performance. Based on Emotion Regulation Theory (ERT), which suggests that organizational support aids in managing emotional demands through resources such as training and teamwork, the study formulates a second hypothesis:

H2: Perceived Organizational Support moderates the relationship between emotional labor and job satisfaction.

These hypotheses aim to examine the role of emotional labor and organizational support in fostering job satisfaction in Sri Lanka's banking sector. For this purpose, this study followed a positivist research philosophy to examine relationships between emotional labor, job satisfaction, and perceived organizational support. Positivism was chosen to align with the study's goal of uncovering causal links through structured and measurable data collection, minimizing researcher bias. Statistical methods like regression and correlation analysis were used to assess these relationships. A deductive approach was applied, beginning with theoretical hypotheses derived from existing literature and testing them with quantitative data. This led to the adoption of a quantitative, cross-sectional survey design that collected data from front office employees at one point in time, allowing for a comprehensive analysis of the targeted variables.

The population for this study consists of front-office banking employees in Colombo District, Sri Lanka. Colombo was selected as the study location because it houses the largest concentration of bank branches, including the head offices of all major banks in the country. To ensure representation, the six largest banks—comprising both public and private sector institutions—were selected based on their total assets. The target population included 723 front-office employees across these banks. Using the Morgan sample size calculator, the sample size was determined to be 252. Data collection involved a structured questionnaire, pilot-tested for clarity and reliability, distributed to front office staff of Colombo district banks. A convenience sampling method was used alongside stratified random sampling to ensure diversity across bank branches. Out of 252 distributed questionnaires, 102 complete responses were analyzed. Measurement scales included the Emotional Labor Scale by Brotheridge & Lee (2003), the Overall Job Satisfaction Scale from the Michigan Questionnaire (1974), and the POS Scale by Eisenberger. Reliability was ensured through Cronbach's alpha, while SPSS analysis confirmed the validity of the instruments.

Data analysis involved descriptive and inferential statistics to explore relationships, evaluate emotional labor's impact on job satisfaction, and examine the moderating role of perceived organizational support. The simple regression analysis was employed in this study to assess the magnitude and direction of a linear association between two variables that were measured on a continuous scale. The purpose of this assessment is to evaluate the extent to which the association between the two variables can be accurately represented by a linear model. Simple regression allows researchers to examine each independent variable's unique contribution to the outcome. Literature suggests that for studies seeking to understand distinct impacts, simple regressions help clarify each variable's direct influence on the dependent variable without the noise of inter-variable interactions present in multiple regression (Cohen, Cohen, West, & Aiken, 2003).

Results and Discussion

Sample Profile and Descriptive Analysis

The research comprised 102 participants, with a demographic breakdown of 71 percent male and 29 percent female. The age distribution was balanced, with the largest group (39%) falling within the 28 to 37-year-old range. The results indicated that respondents generally felt a high level of connection with clients, adopting and expressing the emotions necessary for their roles. The mean values for these dimensions ranged from 3.46 to 4.04. Employees also reported moderate levels of expressing both intense and strong emotions, with average scores between 3.18 and 3.32. The mean values for various components of emotional labor ranged from 3.52 to 3.84, suggesting a wide range of emotional expressions among employees. Most respondents reported making an effort to genuinely feel and experience their emotions, with mean values from 3.58 to 4.03. Moderate levels were also

noted for pretending to have emotions and suppressing genuine sentiments, with mean values ranging from 3.51 to 3.83. Perceived Organizational Support (POS) was reported at a high level with a mean value of 3.81.

Analysis of Reliability

The study includes various variables with reliable internal consistency as indicated by Cronbach’s Alpha values. Emotional labor dimensions—frequency ($\alpha = 0.699$, 3 items), intensity ($\alpha = 0.702$, 2 items), variety ($\alpha = 0.784$, 3 items), deep acting ($\alpha = 0.812$, 3 items), and surface acting ($\alpha = 0.829$, 3 items)—serve as independent variables. Perceived Organizational Support (POS), with high reliability ($\alpha = 0.934$, 10 items), acts as the moderating variable, while Job Satisfaction (JS), the dependent variable, has a strong Cronbach’s Alpha of 0.893 over 5 items.

Hypothesis Testing

Pearson correlation analyses revealed significant positive associations between emotional labor dimensions and job satisfaction. Specifically, the frequency of emotional labor had a substantial positive correlation ($r = 0.670$, $p < 0.01$) with job satisfaction. The intensity of emotional labor also demonstrated a strong positive correlation ($r = 0.703$, $p < 0.01$) with job satisfaction. Furthermore, a positive link was found between the variety of emotional labor and job satisfaction ($r = 0.775$, $p < 0.01$), while deep acting ($r = 0.796$, $p < 0.01$) and surface acting ($r = 0.764$, $p < 0.01$) also showed significant positive correlations with job satisfaction. These findings align with existing literature, which has consistently reported that emotional labor dimensions, especially deep and surface acting, contribute to enhanced job satisfaction through positive emotional regulation (Brotheridge & Lee, 2003; Grandey, 2000). The correlation between overall emotional labor and job satisfaction was also found to be statistically significant, with a positive correlation coefficient value of 0.872, supporting prior research that emphasizes the beneficial aspects of emotional labor when managed effectively within organizational roles (Hochschild, 1983; Brotheridge & Lee, 2003; Grandey, 2000).

Table 1: Results of Regression Analysis

Model	Predictor variable	constant	Coefficient	P value	R ²
1	Frequency	0.792	0.713**	0.001	0.45
2	Intensity	1.491	0.621**	0.000	0.49
3	Variety	0.623	0.784**	0.002	0.60
4	Deep Acting	0.652	0.744**	0.000	0.63
5	Surface acting	0.734	0.751*	0.012	0.58
6	Emotional labour (overall)	0.812	0.700**	0.008	0.88

Note: Dependent variable is Job satisfaction. ** and * denote significance at 1% level and 5% level respectively.

The coefficient values of all the variables presented in Table 1 ranges between 0.6211 and 0.7843 with very high probability values. This indicates a strong positive impact of Emotional Labour dimensions individually and collectively on the level of Job Satisfaction among front office staff of the banking sector in Sri Lanka. The positive signs suggest that as emotional labour increases, Job Satisfaction also tends to increase. P-value associated with the coefficients are less than the conventional significance level of 0.05. Therefore, the correlation is deemed statistically significant, which means that the likelihood of observing such a strong correlation by random chance is extremely low. Therefore, all the hypotheses; H1, H1A, H1B, H1C, H1D, H1E, developed based on independent variables; frequency, intensity, variety, deep acting and surface acting were accepted.

The R-squared values for the impact of emotional labor dimensions on job satisfaction range from 0.45 to 0.65, indicating that each dimension of emotional labor explains approximately 45% to 65% of the variance in job satisfaction. When considering emotional labor as a whole, the model explains 88% of the variability in job satisfaction. In other words, the linear regression models, considering only one dimension of emotional labour at a time, account for almost half of the observed variation in Job Satisfaction. Hence it can be concluded that the model explains a substantial portion of the variability in Job Satisfaction based on the dimensions of Emotional Labour.

H2 suggested that Perceived Organizational Support moderates the relationship between emotional labor and job satisfaction, such that the positive relationship is stronger at higher levels of Perceived Organizational Support. Our results support the moderating effect of perceived organizational support.

Table 2: Analysis of the Moderating Effect of Perceived Organizational Support

	Coefficient	SE	t-statistic	p-value	LLCI	ULCI
constant	3.447**	0.035	98.413	0.000	3.377	3.516
EL	0.556**	0.067	8.208	0.000	0.422	0.691
POS	0.582**	0.058	10.055	0.000	0.467	0.698
EL×POS	0.082**	0.030	2.701	0.008	0.021	0.142

R-squ = 0.883, F-statistic = 246.143

Note: Dependent variable is Job satisfaction. ** and * denote significance at 1% level and 5% level respectively.

The R-sq is 0.883 meaning that the independent variable, Emotional Labour explains 88% of the variation in the dependent variable Job Satisfaction. Then all P-values for Emotional Labour, Perceived Organizational Support and Intercept are significant. (P-value ≤ 0.05). The conditional effects of the independent variable Emotional labour at values of the moderator Perceived Organizational Support are significant (P-value ≤ 0.05) at levels -.8837, 0.0000 and 0.8837 (SD, Mean, +SD). According to significance of EL×POS, Perceived Organizational support moderates the relationship between Emotional Labour and Job Satisfaction. This result reveals that the positive relationship between emotional labour and job satisfaction is higher among those front office staff whose perceived organizational support is higher. Hence H2 is accepted. According to Baron and Kenny (1986), a significant interaction term indicates that the moderator (POS) alters the strength or direction of the primary relationship, in this case between emotional labor and job satisfaction. Recent studies have reinforced the applicability of this criterion in workplace settings to validate moderation effects statistically (Hayes, 2018).

In this study, the significant moderation result reveals that POS strengthens the positive relationship between emotional labor and job satisfaction among front-office employees. This finding aligns with the theory that POS enhances employees' feelings of being valued and supported, which buffers the potential negative effects of emotional labor by fulfilling socioemotional needs and reducing stress (Eisenberger et al., 1986). Higher POS thus raises resilience and positive attitudes towards job requirements, especially when managing emotions, ultimately increasing job satisfaction.

Discussion

The findings of this study offer a thorough understanding of the complex relationship between Emotional Labour (EL) and Job Satisfaction (JS), with a focus on front office employees in the banking sector in Sri Lanka. Additionally, the moderating role of Perceived Organizational Support (POS) has been explored. The discussion examined key insights derived from the data analysis, exploring the implications for both theoretical understanding and practical applications. The positive correlation between the frequency and job satisfaction aligns with prior research, suggesting that consistent engagement in emotional tasks positively influences overall job satisfaction (Wharton 1993; Ashforth & Humphrey, 1993).

The willingness of employees to interact with customers and adopt various emotions contributes significantly to their job satisfaction. The significant positive correlation between the intensity of emotional labour and job satisfaction stresses the idea that employees who invest more emotional effort tend to derive greater satisfaction from their work. This could be particularly true in the banking sector. However, the intensity should be managed to prevent emotional exhaustion. The positive correlations suggest that the diversity of emotions displayed, the effort to genuinely feel emotions (deep acting), and the strategies to manage emotions (surface acting) all contribute positively to job satisfaction.

The study establishes a positive correlation between deep acting of emotional labor and job satisfaction, emphasizing the authenticity and genuine expression of emotions. It is important for businesses to create an atmosphere in which employees are free to express their feelings in a variety of ways. The research reveals a significant positive correlation between surface acting of emotional labor and job satisfaction, indicating that even surface acting can contribute to a positive work experience. These findings are consistent with Chen et al., (2012), Asif (2018) and Huang & Hou (2019). Even though people may view surface acting as less sincere, it nevertheless has the potential to favorably influence job satisfaction. Employees who participate in surface acting when it is essential should be acknowledged and appreciated by their organizations.

The highly positive correlation between perceived organizational support and job satisfaction brings out the crucial role organizations play in shaping employees' overall job satisfaction. This finding is consistent with Duke et al. (2009). Employees who feel supported by their organizations are more likely to derive satisfaction from their

roles, emphasizing the significance of a supportive work environment. Future research might explore potential variations in emotional labour experiences and job satisfaction across different demographic groups, providing a more nuanced understanding of these relationships. This study contributes to the growing body of literature on emotional labour and job satisfaction by examining these relationships in a specific context – front office employees in the banking sector in Sri Lanka. The positive correlations found suggest that emotional labour, when managed effectively, can contribute to higher job satisfaction. Moreover, the pivotal role of perceived organizational support highlights the importance of a supportive work environment. The study offers valuable insights for both researchers and practitioners, paving the way for further exploration of emotional labour dynamics in diverse organizational contexts and the development of targeted interventions to enhance employee well-being and satisfaction.

Conclusions and Implications

The study explored the complex relationships among emotional labor, job satisfaction, and the moderating effect of Perceived Organizational Support among front office employees in the banking industry of Sri Lanka. The research uncovered significant positive correlations between various dimensions of emotional labor—such as frequency, intensity, and variety—and job satisfaction. Employees demonstrated a broad range of emotional expressions and made efforts to genuinely experience their emotions, which positively influenced their job satisfaction.

Perceived Organizational Support emerged as a crucial moderator, enhancing the positive impact of emotional labor on job satisfaction. Organizations that provide robust support to employees create a more favorable environment where emotional labor contributes significantly to job satisfaction. This study enriches the existing literature by dissecting emotional labor into various components and examining their impact on job satisfaction. It highlights the importance of perceived organizational support as a moderating factor, offering valuable insights for organizations aiming to improve employee well-being. The findings suggest that managing emotional labor effectively and creating a supportive work environment are key to enhancing job satisfaction.

The implications of present study extend beyond theoretical understanding to practical applications, offering concrete recommendations for organizations. These include developing training programs on emotional regulation, fostering supportive workplace cultures, and recognizing the diverse emotional experiences of employees. By implementing these strategies, organizations can improve job satisfaction and overall employee well-being. Future research should explore the impact of emotional labor in different organizational contexts and across various demographic groups and investigate additional factors influencing these dynamics.

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