

THE MEDIATING ROLE OF EMOTIONAL LABOR IN THE EFFECT OF WORK COMMITMENT ON JOB PERFORMANCE AND INTENTION TO QUIT¹

O PAPEL MEDIADOR DO TRABALHO EMOCIONAL NO EFEITO DO COMPROMETIMENTO COM O TRABALHO SOBRE O DESEMPENHO NO TRABALHO E A INTENÇÃO DE SAIR

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Abstract

This study determines the mediating role of emotional labor in the effect of work commitment on job performance and intention to quit. Conducted in Antalya's hospitality sector, In the literature review section, the concepts of work engagement (independent variable), job performance and turnover intention (dependent variables), and emotional labor (mediating variable) are defined along with their sub-dimensions. Furthermore, previous studies examining the relationships between these variables were reviewed, and explanatory information regarding their results was presented. SEM was employed to test research hypotheses, treating emotional labor through its sub-dimensions and other variables as unidimensional constructs. The SEM results revealed a positive relationship between work commitment and job performance, surface acting, and deep acting, while showing a negative relationship with intention to quit. Surface acting and deep acting partially mediate the effect of work commitment on job performance and intention to quit, though no significant relationship was found between surface acting and job performance.

Keywords: Emotional Labor. Intention to Quit. Job Performance. Work Commitment.

Resumo

Este estudo examina o papel mediador do trabalho emocional no efeito do comprometimento com o trabalho sobre o desempenho no trabalho e a intenção de sair. Realizada no setor de hospitalidade de Antalya, a pesquisa define essas variáveis juntamente com suas subdimensões e revisa os principais achados da literatura relevante. A SEM foi utilizada para testar as hipóteses da pesquisa, considerando o trabalho emocional por meio de suas subdimensões e tratando as demais variáveis como construtos unidimensionais. Os resultados da SEM revelaram uma relação positiva entre comprometimento com o trabalho e desempenho no trabalho, atuação superficial e atuação profunda, bem como uma relação negativa com a intenção de sair. Além disso, a atuação superficial e a atuação profunda mediam parcialmente o efeito do comprometimento com o trabalho sobre o desempenho no trabalho e a intenção de sair. No entanto, não foi encontrada uma relação significativa entre atuação superficial e desempenho no trabalho.

Palavras-chave: Comprometimento com o Trabalho. Desempenho no Trabalho. Intenção de Sair. Trabalho Emocional.

¹ This study was derived from the PhD thesis titled "The Mediating Role Of Emotional Labor In The Effect of Work Commitment on Job Performance and Intention to Quit" completed by Ahmet Serhat ANAÇ.



1 INTRODUCTION

The tourism sector holds strategic importance due to its industrial interactions, employment generation, and contribution to national income. Countries enhance international competitiveness through tourism development, where specialization in sports, healthcare, and technology significantly drives demand. According to Turkish Statistical Institute (TÜİK) data for June 2025, the sector employs 1.58 million individuals—representing 10% of total employment—underscoring its socio-economic weight.

Organizational competitiveness relies on service quality and a motivated workforce. In labor-intensive sectors, employee attitudes and behaviors are key determinants of customer satisfaction. To maintain a sustainable advantage, organizations must reduce turnover by fostering favorable conditions, as low work commitment leads to decreased performance and increased intention to quit. Tourism requires frequent face-to-face interaction and emotional labor, where employees regulate emotions to meet organizational expectations. While this process can increase burnout, job characteristics such as wages and career opportunities are associated with higher motivation and work commitment (Bingöl, 2006:109). High commitment levels ultimately lead to greater vigor and dedication.

This study investigates the effects of work commitment on job performance and intention to quit by examining the mediating role of emotional labor. While literature has explored the direct effects of work commitment on performance (Carmeli & Freund, 2004; Danish et al., 2015; Yeşiltaş et al., 2019) and intention to quit (Çakar & Ceylan, 2005; Biçer & Erdoğan, 2025), a gap exists regarding the mediating role of emotional labor. This research contributes to organizational behavior by addressing how continuous emotion regulation influences these critical outcomes.

2 THEORETICAL BACKGROUND

The dynamic business environment requires effective human capital management for sustainable success, with work commitment acting as a catalyst for physical, cognitive, and emotional focus. High commitment fosters "psychological ownership" and

increases job performance, while low commitment weakens belonging and strengthens intention to quit (Turgut et al., 2023:148). This interaction forms a strategic cycle determining value contribution and organizational memory.

Social exchange theory explains this relationship: employees reciprocate positive socio-economic and psychological resources with stronger commitment and higher performance based on the norm of reciprocity (Cropanzano & Mitchell, 2005). Conversely, an imbalance leads to decreased commitment and withdrawal.

Work commitment ensures consistent involvement (Becker, 1960:32). Definitions vary from identification with work (Lodahl & Kejner, 1965) and cognitive identification (Kanungo, 1982) to a state of high energy and effective communication (Schaufeli et al., 2008). Organizational sustainability relies on maximizing human resource productivity. Commitment types are critical due to their links with performance, absenteeism, and labor turnover (Çakır, 2001:35). While interaction-intensive roles (Lodahl & Kejner, 1965:32) and positive psychological states (Ulukan et al., 2023:197) enhance commitment, low levels result in withdrawal and increased intention to quit (Özdevecioğlu & Aktaş, 2007:13–14).

Work commitment is a multidimensional, fulfilling mental state consisting of vigor, dedication, and absorption (Schaufeli et al., 2002; Bakker et al., 2012:556). Vigor involves high energy, resilience, and willingness to invest effort (Hakanen et al., 2006:498), which reduces burnout and intention to quit while increasing satisfaction. Dedication reflects enthusiasm and the perceived significance of work (Bakker et al., 2012:556), fostering inspiration and organizational commitment.

Absorption is characterized by deep concentration and psychological involvement, where employees lose track of time and find it difficult to detach from tasks (Fidan & Çetinkaya, 2022:58; Schaufeli et al., 2002:75). Work commitment aligns individual effort with organizational goals (Diefendorff et al., 2002:94). Influencing factors are generally categorized into two approaches: employee needs/personal characteristics and job characteristics/work environment (Sekaran, 1981:55).

Job performance represents the outcomes achieved within organizational objectives. These outcomes highlight elements such as tasks, time, behaviors, effectiveness, and efficiency. Organizations evaluate performance to maintain competitiveness, achieve sustainability, and assess outcomes like profitability and work-

life quality (Al & Anıl, 2016:383–384). Consequently, job performance is a dynamic, multidimensional construct indicating goal achievement (Chen & Silverthorne, 2008:6). Borman and Motowidlo (1997) and Carlos and Rodrigues (2015) conceptualized it as consisting of task performance (core duties and competence) and contextual performance (prosocial behaviors beyond formal requirements). Performance is influenced by factors such as working conditions, psychological pressure, pay inequities, and dark leadership (Taşkiran & Bayraktar, 2023:3050). Numerous studies indicate that work commitment positively affects job performance, as evidenced among lawyers (Carmeli & Freund, 2004), education and hospitality employees (Danish et al., 2015), and hospital staff (Yeşiltaş et al., 2019).

Another critical organizational issue is intention to quit and turnover behavior (Çetinceli, 2024:636). Retaining employees is as vital as recruiting them, as turnover drains time and financial resources invested in training, negatively impacting productivity and profitability. Furthermore, trained employees joining competitors creates significant competitive disadvantages. Intention to quit is defined as employees' attitudinal evaluation regarding whether to remain in or leave their jobs (Mobley, 1982:122). It represents destructive reactions to work environment dissatisfaction (Çakar & Özyer, 2016:232). While distinct from actual turnover, it is recognized as its strongest precursor; thus, early identification is vital for developing commitment-strengthening interventions (Özkan, 2023:240). Research consistently demonstrates a negative relationship between intention to quit and organizational commitment (Joo & Sunyoung, 2010). Mobley (1977:238) outlined the turnover process: job evaluation, dissatisfaction, thoughts of quitting, cost-benefit analysis, searching for alternatives, comparison with the current job, and the final decision. Factors such as salary expectations, career opportunities, reputation, and managerial practices influence this cycle (Orhan & Seyhan, 2023:201). When expectations are unmet, intention to quit rises as commitment falls. Empirical studies confirm a negative relationship between work commitment and intention to quit (Çakar & Ceylan, 2005:57). Blau and Boal (1987) and Biçer and Erdoğan (2025:121) similarly found that high work commitment leads to lower intention to quit.

Emotions are central to organizational life, influencing service quality and customer satisfaction through effective management (Öngel, 2023:1326). Emotion is defined as the intense feelings individuals experience toward situations, people, or objects

(Akçay & Çoruk, 2012:4). The concept of emotional labor was first introduced by Arlie R. Hochschild in 1983 in her book *The Managed Heart*, involves regulating facial expressions and bodily gestures to meet organizational expectations during service interactions (Sharma & Sharma, 2014:30). It is further defined as the effort to suppress genuine feelings in favor of required emotional displays (Kruml & Geddes, 2000). Emotional labor consists of three subdimensions:

Surface Acting: Displaying emotions not genuinely felt by suppressing real feelings (Hochschild, 1983:37; Ashforth & Humphrey, 1993:92–93; Grandey, 2000:97; Hu & Shi, 2015:1132). This may create psychological pressure and limit natural expression (Köskün, 2025:84). **Deep Acting:** Genuinely attempting to experience required emotions through cognitive regulation (Ashforth & Humphrey, 1993:93; Grandey, 2000:100; Süzer, 2025:765). This alignment between internal feelings and external behavior can reduce stress and anxiety (Scott & Barnes, 2011:118). **Genuine Expression (Emotional Consonance):** Displaying naturally felt emotions that spontaneously correspond to organizational rules, requiring no acting (Beğenirbaş & Çalışkan, 2014:111). Continuous emotional regulation can decrease motivation and performance while increasing intention to quit (Beğenirbaş & Çalışkan, 2014:115). Empirical research indicates a positive relationship between work commitment and emotional labor (Türkay et al., 2011). Furthermore, surface acting negatively impacts job performance, while deep acting influences it positively (Beğenirbaş & Çalışkan, 2014). High levels of emotional labor are also linked to increased intention to quit (Güzel et al., 2013).

3 METHOD

3.1 Research group (population – sample)

Based on the sample size calculation table by Yazıcıoğlu and Erdoğan (2004), the minimum required sample size to adequately represent the population and ensure reliability—given a margin of error of $p=0.05$ —was determined to be 384. The research exceeded this threshold, utilizing data obtained from 414 participants.

3.2 Data collection tools and research model

The work commitment variable was measured using the Utrecht Work Engagement Scale developed by Schaufeli et al. (2002). The validity and reliability of the Turkish version of the scale have been tested in numerous previous studies. In this research, the scale was adopted in the form used by Eryılmaz and Doğan (2012). The scale consists of 17 items. A second-order confirmatory factor analysis was conducted for the work commitment scale, and two items with low factor loadings were removed from the absorption dimension. Additionally, a modification was performed within each dimension to improve the model fit indices. After removing the two items, the Cronbach's alpha coefficient was calculated as 0.953. The goodness-of-fit index values were χ^2/df : 3.302; RMSEA: 0.075; NFI: 0.995; CFI: 0.996; GFI: 0.920, indicating acceptable model fit.

The job performance scale used in the study was adapted into Turkish by Çöl (2008:41) based on the items developed by Kirkman and Rosen (1999) and Sigler and Pearson (2000), and its validity and reliability had previously been tested. The scale consists of four items structured as a single factor. Factor loadings ranged between 0.64 and 0.77, indicating sufficient levels. A first-order single-factor confirmatory factor analysis was conducted, and the Cronbach's alpha coefficient was found to be 0.819. The goodness-of-fit index values were χ^2/df : 1.019; RMSEA: 0.007; NFI: 0.996; CFI: 1.000; GFI: 0.998, suggesting excellent model fit.

Participants' intention to quit was measured using the scale developed by Schwepker (2001), which originally consists of six items. In the primary confirmatory factor analysis, Item 4—having a factor loading below 0.30—was removed. Two modifications were applied to improve the model fit. The remaining factor loadings ranged between 0.80 and 0.91. After removing one item, the Cronbach's alpha coefficient was calculated as 0.942. The goodness-of-fit index values were χ^2/df : 3.628; RMSEA: 0.080; NFI: 0.995; CFI: 0.996; GFI: 0.989, indicating good model fit.

To measure the emotional labor levels of participants, the emotional labor scale developed by Dieffendorf et al. (2005) was employed. This scale was developed by adapting items from the emotional labor scales of Kruml and Geddes (2000) and Grandey (2003) and by adding new items, and it is widely used in the literature. The scale consists

of 13 items. A confirmatory factor analysis using structural equation modeling was conducted to test the validity of the scale in terms of its sub-dimensions. The analysis revealed that two items had insufficient factor loadings. Therefore, the item belonging to the deep acting sub-dimension (Item 25 in the survey) and the item belonging to the genuine expression sub-dimension (Item 30 in the survey) were removed. Following the second-order confirmatory factor analysis, the emotional labor scale was analyzed with 11 items and two factors: surface acting and deep acting. The distinction between the deep acting and genuine expression sub-dimensions was not fully understood by the participants, and the statistical software reduced the emotional labor construct to two dimensions. Accordingly, the scale was evaluated within the two-factor structure of surface acting and deep acting. The Cronbach's alpha coefficient was found to be 0.895. The goodness-of-fit index values were χ^2/df : 3.451; RMSEA: 0.077; NFI: 0.959; CFI: 0.971; GFI: 0.948, indicating good model fit.

The study was conducted with employees working in five-star hotels located in Antalya, Türkiye. Data were collected through a face-to-face survey method. At the beginning of the questionnaire, participants were informed about the confidentiality of personal data, the purpose of the study, and how the collected data would be used. The remaining sections of the questionnaire included items measuring work commitment, job performance, intention to quit, and emotional labor behaviors, as well as questions related to participants' demographic characteristics.

3.3 Hypothesis of the research

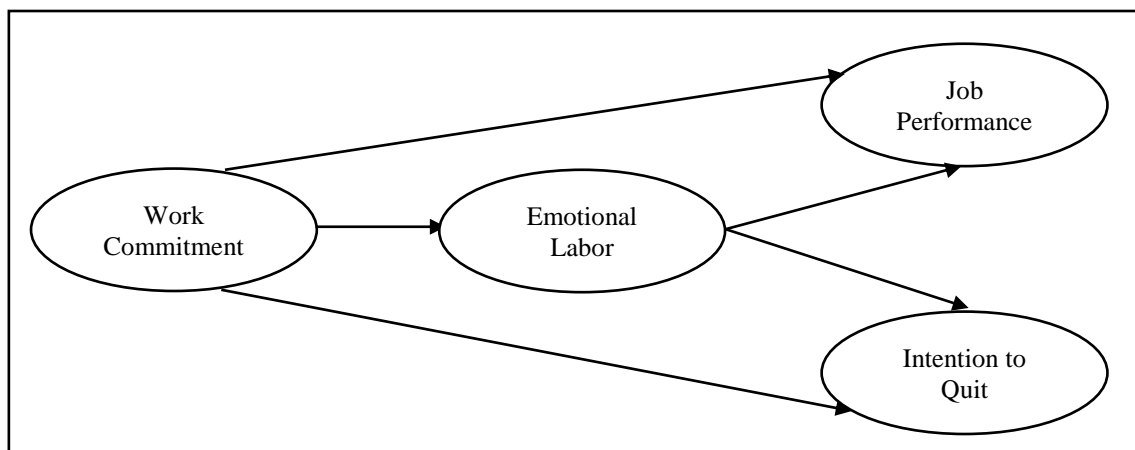
The hypotheses of the study were developed based on the conceptual definitions of the variables, the relationships identified in the literature, and the proposed research model.

- H1: Work commitment significantly affects job performance;
- H2: Work commitment significantly affects intention to quit;
- H3: Work commitment significantly affects surface acting;
- H4: Work commitment significantly affects deep acting;
- H5: Surface acting significantly affects job performance;

- H6: Surface acting significantly affects intention to quit;
- H7: Deep acting significantly affects job performance;
- H8: Deep acting significantly affects intention to quit;
- H9: Surface acting mediates the relationship between work commitment and job performance;
- H10: Deep acting mediates the relationship between work commitment and job performance;
- H11: Surface acting mediates the relationship between work commitment and intention to quit;
- H12: Deep acting mediates the relationship between work commitment and intention to quit.

Figure 1

Research Model



3.4 Data analysis of the study

The research was conducted with employees of five-star hotels in Antalya, Türkiye, using a 49-item questionnaire. After excluding incomplete or incorrect submissions, the analysis was performed using 414 valid responses. The demographic distribution of the participants is detailed below:

Table 1*Demographic Characteristics of the Research Participants*

	Category	Frequency	Percentage (%)		Category	Frequency	Percentage (%)
Gender	Female	207	50,0	Marital Status	Married	209	50,5
	Male	207	50,0		Single	205	49,5
Age	18-24	74	17,9	Education	Primary Edu.	152	36,7
	25-30	142	34,3		High School	163	39,4
	31-40	136	32,9		Associate Degree	56	13,5
	41-50	55	13,3		Bachelor's Degree	40	9,7
	51 and above	7	1,7		Graduate Degree	3	,7
	Front Office	26	6,3		3 years or less	70	16,9
Department	Housekeeping	127	30,7	Work Experience (Overall)	4-6 years	88	21,3
	Kitchen	177	42,8		7-10 years	102	24,6
	Accounting	12	2,9		11-14 years	53	12,8
	Sales	6	1,4		15 years and above	101	24,4
	Human Res.	10	2,4		1 or less	96	23,2
	Procurement	3	,7		2-3	216	52,2
	Technical Serv.	23	5,6		4-5	61	14,7
	Security	9	2,2		6-7	15	3,6
	Animation	3	,7		8 years or more	26	6,3
	Other	18	4,3				
				Tenure (Current Hotel)			

The demographic characteristics of the hotel employees who participated in the study are consistent with the findings reported in other studies conducted within the same sector.

4 FINDINGS

In accordance with the research model, the findings obtained from the statistical analysis of the collected data are presented under this section. A correlation analysis was conducted to determine the relationships among the variables included in the research model—work commitment, job performance, intention to quit, surface acting, and deep acting—and the resulting values are presented in Table 2.

Table 2*Correlation Analysis of the Research Variables*

Variables	1	2	3	4	5
1. Work Commitment	1				
2. Job Performance	,556**	1			
3. Intention to Quit	-,252**	-,161**	1		
4. Surface Acting	,424**	,040	,203**	1	
5. Deep Acting	,496**	,477**	-,238**	,329**	1

** $p < 0,001$

Upon examining the analysis results, all relationships among the research variables were found to be significant at the $p < 0.001$ level. A positive and significant relationship was observed between work commitment and job performance ($p < 0.001$, $r = .556$), whereas a negative and significant relationship was identified between work commitment and intention to quit ($p < 0.001$, $r = -.252$). Work commitment was also positively and significantly related to the mediating variables surface acting ($p < 0.001$, $r = .424$) and deep acting ($p < 0.001$, $r = .496$). No significant relationship was found between surface acting and job performance. However, a positive and significant relationship was identified between surface acting and intention to quit ($p < 0.001$, $r = .203$). Furthermore, deep acting demonstrated a positive and significant relationship with job performance ($p < 0.001$, $r = .477$) and a negative and significant relationship with intention to quit ($p < 0.001$, $r = -.238$).

4.1 Analyses and findings related to the testing of the research hypotheses

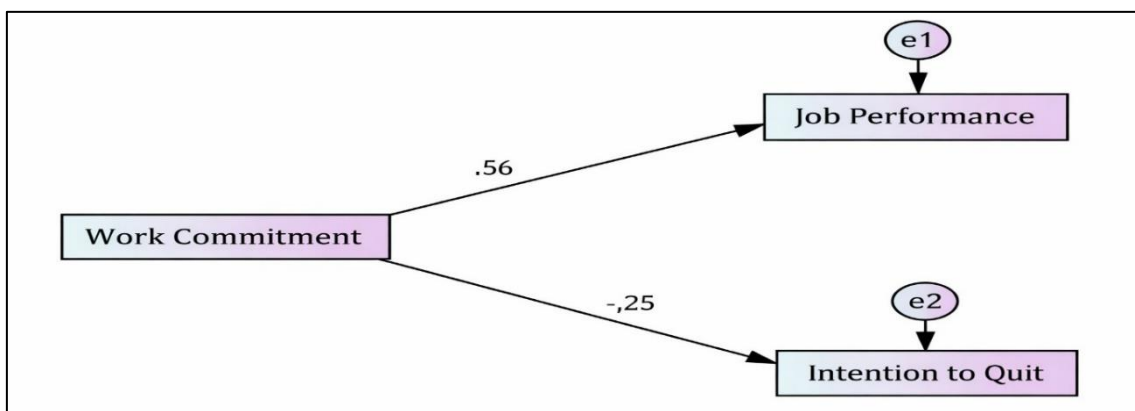
Structural Equation Modeling (SEM) was employed to test the research hypotheses, as it effectively determines relationships and causal links while accounting for measurement errors and mediating effects (Dursun & Kocagöz, 2010:2). Following Meydan and Şeşen (2011), the variables are conceptualized as "influencing" and "influenced." In the research model, work commitment serves as the influencing variable, while job performance and intention to quit are the influenced variables. Emotional labor functions as both an influencing and an influenced variable, acting as the mediator in these relationships.

During the analysis process, the relationships among the variables were first examined through path analysis without including the mediating variable. The goodness-

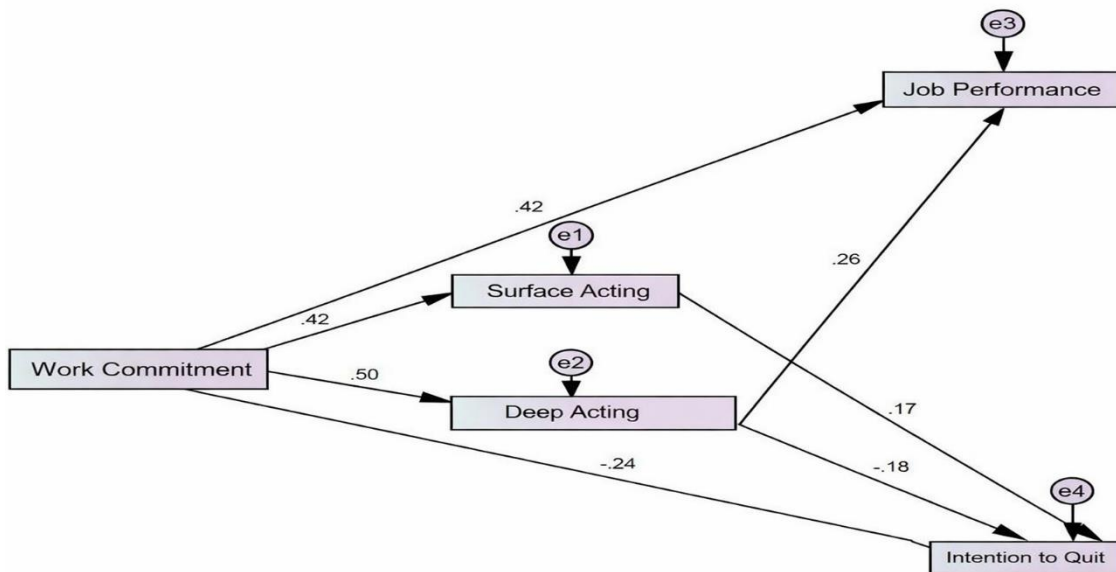
of-fit values and regression weights of this initial model were calculated. Subsequently, the model including the mediating variable was tested and the mediation effect was evaluated. Finally, the theoretically proposed model was examined. The structural equation model constructed to determine the relationships among work commitment, job performance, and intention to quit is presented in Figure 2.

Figure 2

Structural Equation Model Established Between Work Commitment, Job Performance, and Intention to Quit



Subsequently, the research model constructed to determine the mediating effect of emotional labor between the other variables was tested, and the structural equation model developed based on this analysis was established. The tested model is presented below in Figure 3.

Figure 3*Structural Equation Model of the Research*

The goodness-of-fit index values for the established model were analyzed, and the results of this analysis are presented in Table 3.

Table 3

Goodness-of-Fit Indices of the Structural Equation Model Established for the Research Model

	χ^2	df	χ^2/df	RMSEA	NFI	CFI	GFI
Research Model	9,634	3	3,211	0,073	0,978	0,985	0,991

The goodness-of-fit index values of the research model were examined, and it was observed that the indices demonstrated an acceptable level of model fit. The structural equation model identifies three types of effects between independent and dependent variables when the mediating variable is included in the model. These are: the direct effect, which represents the direct influence of an independent variable on a dependent variable; the indirect effect, also referred to as the mediating effect, which occurs in the presence of a mediator variable; and the total effect, defined as the sum of the direct and indirect effects between variables. In light of this information, the direct, indirect, and total effects among the variables included in the research model are presented in Table 4.

Table 4*Effects Among Variables*

Independent Variable	Dependent Variable											
	Job Performance			Intention to Quit			Surface Acting			Deep Acting		
	Direct	Indirect	Total	Direct	Indirect	Total	Direct	Indirect	Total	Direct	Indirect	Total
Work Commitment	,424	,132	,556	-,236	-,015	-,251	,424	-	,424	,496	-	,496
Surface Acting	-	-	-	,170	-	,170	-	-	-	-	-	-
Deep Acting	,266	-	,266	-,176	-	-,176	-	-	-	-	-	-

The research model indicates that work commitment has both direct and indirect effects on job performance and intention to quit. In addition, work commitment directly affects the mediating variables surface acting and deep acting. According to Table 4, work commitment has a significant and positive direct effect on job performance ($\beta = 0.424$) and a significant and negative direct effect on intention to quit ($\beta = -0.236$).

Work commitment also has significant positive effects on surface acting ($\beta = 0.424$) and deep acting ($\beta = 0.496$). Although no significant relationship was found between surface acting and job performance, surface acting has a significant positive effect on intention to quit ($\beta = 0.170$). Deep acting, on the other hand, has a significant positive effect on job performance ($\beta = 0.266$) and a significant negative effect on intention to quit ($\beta = -0.176$). Furthermore, work commitment has a significant positive indirect effect on job performance ($\beta = 0.132$) and a significant negative indirect effect on intention to quit ($\beta = -0.015$). These indirect effects indicate the presence of mediation relationships among the variables in the research model.

To test the statistical significance of these mediation effects, the Sobel test was conducted. This test uses unstandardized regression coefficients and standard error values. In the present study, the interactive Sobel test analysis tool developed by G. J. Leonardelli (University of Toronto) and K. J. Preacher (Vanderbilt University) was used to evaluate the significance of the mediator variables (<https://quantpsy.org/sobel/sobel.htm>).

Table 5*Sobel Test Values for the Mediation Effects of the Research Model*

Path Relationship Between Variables	Mediation Status	Sobel Test (z-value)	Sobel Test (p-value)
surface acting \Rightarrow intention to quit	partial mediation	3,19	0,001
deep acting \Rightarrow job performance	partial mediation	5,34	0,000
deep acting \Rightarrow intention to quit	partial mediation	-3,16	0,000

When the Sobel test values are evaluated at the significance level of $p < 0.05$, it is determined that all mediation effects included in the research model are statistically significant.

4.2 Hypothesis results

This section presents the acceptance or rejection status of the research hypotheses based on the structural equation models shown in Figures 2 and 3. Each hypothesis was evaluated by examining the relevant model paths and their effects. According to the first model (Figure 2), which includes only the independent and dependent variables, work commitment has a significant and positive effect on job performance ($\beta = .56$); therefore, H1 is supported. The same model shows that work commitment has a significant and negative effect on intention to quit ($\beta = -.25$), supporting H2.

To test mediation, the final research model including the mediating variables was constructed (Figure 3). The results indicate that work commitment has a significant and positive effect on surface acting ($\beta = .42$), supporting H3. Similarly, work commitment significantly and positively affects deep acting ($\beta = .50$), supporting H4 and highlighting the potential mediating role of deep acting. The structural equation model in Figure 3 demonstrates the mediating role of emotional labor between work commitment, job performance, and intention to quit. No significant relationship was found between surface acting and job performance; therefore, this path was removed from the model and H5 was rejected. However, surface acting has a significant positive effect on intention to quit ($\beta = .17$), supporting H6. Deep acting has a significant positive effect on job performance ($\beta = .26$), supporting H7, and a significant negative effect on intention to quit ($\beta = -.18$), supporting H8.

For mediation to occur, the effect of the independent variable on the dependent variable should decrease after including the mediator. As shown in Table 4, work commitment has an indirect effect on job performance ($\beta = .132$). The direct effect of work commitment on job performance decreased from ($\beta = .56$) to ($\beta = .42$) after including the mediators. Since surface acting does not significantly affect job performance, it does not mediate this relationship and H9 is rejected. In contrast, deep acting partially mediates the relationship between work commitment and job performance, supporting H10. Table 4 also indicates an indirect effect of work commitment on intention to quit ($\beta = -.015$). The direct effect decreased from ($\beta = -.25$) to ($\beta = -.24$) after including the mediators. Because work commitment significantly affects both mediators and intention to quit, and the mediators significantly influence intention to quit, the mediation conditions are satisfied. Accordingly, surface acting and deep acting mediate the effect of work commitment on intention to quit, supporting H11 and H12.

5 CONCLUSION AND DISCUSSION

This study was conducted on employees working in five-star hotels, and it examined the mediating role of emotional labor in the effect of work commitment on job performance and intention to quit. For this purpose, a research model was developed, and the hypotheses established for this model were tested.

5.1 Conclusion

Performance is a critical outcome in business science. Analysis indicates that work commitment—defined as employees' integration with their work—has a significant positive effect on job performance ($\beta = .56$). In the hotel industry, where face-to-face interaction is vital, highly committed employees perform with greater energy and enthusiasm, directly enhancing service quality and customer satisfaction. Conversely, work commitment has a significant negative effect on intention to quit ($\beta = -.25$). This variable represents destructive behavioral considerations stemming from dissatisfaction (Çakar & Özyer, 2016:232). High turnover is problematic due to the time and financial

investment required to replace trained staff and may signal systemic issues in recruitment or compensation. Emotional labor, analyzed through surface acting and deep acting, is positively affected by work commitment. It involves regulating emotions to meet organizational expectations during service interactions (Akyüz, 2018:172). When genuine feelings conflict with these expectations, emotional dissonance occurs. Continuous emotion regulation can conflict with personal values, causing employees to struggle with finding meaning in their work. This may degrade work commitment over time, leading to decreased performance and increased intention to quit. For hotel businesses, high-quality service is essential for competitive advantage. Since strengthening work commitment alone is insufficient to optimize performance or retention, managers must also consider the significant role of emotional labor. The findings of this study indicate that strengthening work commitment alone is insufficient to enhance job performance or reduce intention to quit; emotional labor behaviors also play a significant role in shaping these outcomes. Employees in the hotel sector frequently interact with customers face-to-face, and service quality is closely linked to customer satisfaction. Addressing these organizational behavior variables provides vital insights for maintaining service quality and organizational attractiveness.

5.2 Recommendations

Face-to-face interviews revealed that hotel managers generally lacked sufficient knowledge and had not implemented organizational behavior practices related to the studied variables. Therefore, managers should enhance their understanding of work commitment, analyze relationships among organizational behavior variables, and systematically evaluate employees' emotions, thoughts, and attitudes to better manage behavior. To improve professional knowledge, organizations should implement training and development programs, consultancy services, seminars, and monitoring visits, alongside experience-sharing groups where high-performing employees can mentor others. Regarding future research and generalizability, results may vary between seasonal and permanent employees; thus, repeating the study in different seasons or regions is recommended. Furthermore, future research should involve public institutions or high-stress occupations requiring the display of negative emotions—such as prison guards or

debt collectors—to provide broader insights and comparative value for the field of organizational behavior.

5.3 Limitations and strengths

The research was conducted with employees from a single sector; therefore, the findings are limited to the hotel industry and specifically to five-star hotels in Antalya, requiring the results to be interpreted within this regional context. A significant limitation is the approximately fourfold difference in staff numbers between peak and off-seasons, suggesting that the differing perspectives of seasonal and permanent employees could lead to varied outcomes. While the study focused on the hotel sector, collecting data from various organizations within the same industry or across different sectors could enhance external validity and strengthen the generalizability of the findings. The results depend on the accuracy of participant responses and are limited by the convenience sampling method and the specific scales used; consequently, the findings cannot be generalized beyond this sample. Despite these limitations, the research provides in-depth insights into Antalya's high-density hotel environment. The distinction between seasonal and permanent staff highlights critical sectoral dynamics, facilitating comparative analyses that can contribute to richer datasets and more robust comparative frameworks in future organizational behavior research.

AUTHOR CONTRIBUTION STATEMENT

Each author contributed equally to the preparation of this article, with Author 1 and Author 2 each providing a 50% contribution.

CONFLICT OF INTEREST STATEMENT

The authors declare that they have no known conflicts of interest or personal relationships that could have influenced the work reported in this article.

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All authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study's findings are fully available within the article.

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