



The Effect of Deep Acting on Job Satisfaction, Organizational Commitment and Job Performance: A Moderated Mediation Effect of Social Support

Jing Jiang

Department of Business, Semyung University of Korea, Shandong, Weihai, China

iceair_10211@163.com

Abstract. This study explored the complex mechanisms of action between affective commitment and job satisfaction (mediated by perceived organizational support) and the impact of deep acting on job performance. By applying the statistical software PROCESS macro and Mplus to analyze questionnaire data from 262 Korean hotel employees using structural equation modeling, the study concluded that deep acting improves job performance by positively affecting commitment and job satisfaction. These associations were reinforced by perceived organizational support, demonstrating the critical role of organizational support in optimizing the benefits of deep acting. The differences in the ability to test the two methods conducted by Mplus and PROCESS macro are compared. The study also discusses the actual implications of improving employee support in hospitality management.

Keywords: Deep Acting, Organizational Commitment, Job Satisfaction, Job Performance, Perceived Organizational Support, Mediation Analysis, Moderation Analysis, Moderated Mediation Analysis.

1 Introduction

In hospitality firms, human resource practices not only play a key role in improving organizational competitiveness and performance, but also in building relationships and motivating all members of the organization, including employees, by setting their attitudes and behaviors ^{[1][2]}. Since the performance of service workers is directly related to the performance of the organization, managers must enhance employee performance through training, development, compensation, job analysis, recruitment and selection, relationship management, empowerment, and social support ^[3].

Hotel employees are required to show warmth and friendliness to customers in all situations, following the rules of emotional expression set at the organizational level. To meet these requirements, service workers tend to hide their true emotions and use a wide range of emotions, including positive affective expressions, a form of emotional labor that has evolved over time ^[4]. Emotional labor includes surface behaviors, which refer to false expressions of emotion, and deep acting, which refer to true

expressions of emotion ^[5]. Conflicts in this emotion regulation process can affect individual and organizational physical and mental health, job satisfaction, and job performance, which in turn affects customer service quality ^[6].

According to social exchange theory, employees' perceived involvement in the organization, the level of social support, affects their sense of obligation to the organization, which in turn affects job satisfaction and performance ^[7]. Social support, as an organizational resource, can provide employees with positive emotional experiences and perceptions, supplementing the resources consumed by emotional labor and further increasing job satisfaction ^[8].

It has been shown that emotional labor has inconsistent effects on job satisfaction, organizational commitment, and performance. Deep acting has a significant impact on organizational performance, but there are studies with opposite results ^[9]. In addition, there are differences in the effects of deep acting on job satisfaction and organizational commitment ^[10]. Therefore, it is necessary to introduce mediating or moderating variables to investigate the effects of deep-seated behaviors on job satisfaction and organizational commitment.

In this study, the effects of deep acting on job performance were examined through relevant theories and previous studies, and job satisfaction and organizational commitment were analyzed as mediating variables, while social support was introduced as a moderating variable to analyze its moderating effect on the effects of deep acting. By analyzing the combination of mediating and moderating models, theoretical insights are presented and suggestions are provided for human resource management practices in hotel companies.

2 Theoretical Background

In the hospitality industry, emotional labor can be defined as the process by which employees manage their emotions during customer interactions in order to comply with the standards set forth by the organization. This encompasses both surface acting and deep acting. Surface acting involves the alteration of outward expressions without a corresponding change in inner feelings. This can result in emotional dissonance and a reduction in well-being. In contrast, deep acting entails genuinely adjusting internal emotions to match external expressions, thereby aligning inner feelings with outward behavior. This congruence is associated with enhanced work outcomes, including elevated job satisfaction and superior performance ^[11].

Job satisfaction is a crucial factor that influences both job performance and organizational effectiveness. The term "job satisfaction" can be defined as the positive emotional state that results from fulfilling job-related values and expectations. Social support can be considered a valuable resource, one which has the ability to replenish the emotional resources that are drained by the demands of emotional labor. This, in turn, has the capacity to enhance job satisfaction and reduce stress. Organizational commitment is defined as an employee's emotional attachment, identification, and involvement with the organization. This attachment is categorized into three distinct types: affective commitment, continuance commitment, and normative commitment.

Among the aforementioned factors, affective commitment has the most significant impact on enhancing job performance. The practice of deep acting has been demonstrated to enhance job satisfaction by reducing emotional dissonance and fostering genuine emotional expression. It has been demonstrated that employees who engage in deep acting typically exhibit higher rates of job satisfaction and organizational commitment, which subsequently enhances their job performance ^[12].

As postulated by the conservation of resources (COR) theory, individuals endeavor to preserve their resources to prevent depletion. Social support is regarded as a valuable resource that can replenish the emotional resources drained by emotional labor, thus enhancing job satisfaction and mitigating the effects of stress. Social support within the organization, whether from supervisors, colleagues, or the organization itself, plays a crucial role in reducing work stress, enhancing job satisfaction, and increasing commitment^[13]. It moderates the relationship between deep acting and job satisfaction, amplifying the positive effects of deep acting by providing emotional and instrumental resources.

Job satisfaction plays a crucial role in influencing job performance and organizational productivity. It has been demonstrated that satisfied employees are more committed and perform better, thereby contributing to overall organizational success. However, it should be noted that research findings in this area can vary. A strong organizational commitment is associated with high job performance. Committed employees are more likely to exert extra effort, display loyalty and contribute to organizational goals ^[14].

The integration of these findings provides insight into the significance of deep acting, job satisfaction, organizational commitment, and social support in enhancing job performance in the hospitality industry. Future research should continue to explore these relationships, considering potential mediating and moderating variables, in order to provide a comprehensive understanding of how to improve employee performance and organizational outcomes.

3 Research Design

3.1 Research Model and Hypotheses

Building upon a theoretical foundation, this study posits a moderated mediation model in which deep acting influences job performance via two mediators—job satisfaction and organizational commitment—which are, in turn, influenced by perceived social support. The following hypotheses were formulated for testing purposes:

H1: Deep acting has a positive effect on job satisfaction and organizational commitment, and this relationship is moderated by social support.

H2: The impact of deep acting on job satisfaction and organizational commitment is moderated by social support.

H3: Social support moderates the indirect effects of deep acting on job performance through job satisfaction and organizational commitment.

These hypotheses provide the foundation for our analysis, allowing for the investigation of the intricate interconnections between deep acting, job satisfaction, organi-

zational commitment, social support, and job performance. The rationale behind each hypothesis enables an exhaustive examination of the manner in which emotional labor strategies and social support influence job outcomes within the hotel service industry. The research model is illustrated in Fig. 1.

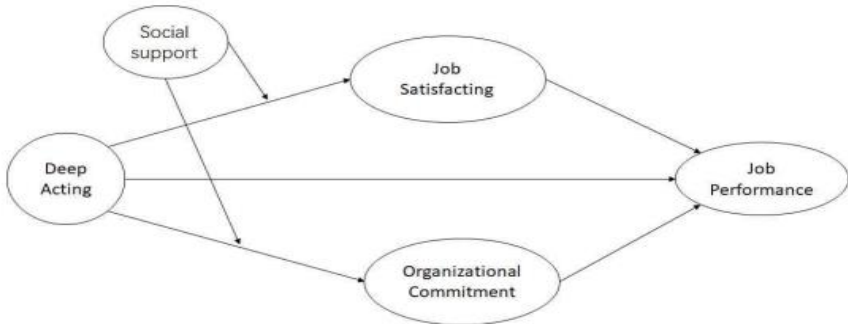


Fig. 1. Research Model (Moderated Mediation Model)

3.2 Measuring the Variables

This study employed well-established scales utilized previously by researchers such as Diefendorff (2005), Hartline (1996), and Karatepe (2007) to examine five variables: deep acting, organizational commitment (particularly affective commitment), job satisfaction, job performance, and social support. The construct of deep acting is measured using a four-item scale (e.g., "I strive to genuinely feel the emotions I am supposed to display to customers")^[15]. Affective commitment is assessed using an eight-item affective commitment scale (e.g., "My organization is of personal significance to me")^[16]. The degree of job satisfaction is gauged using an eight-item scale (e.g., "I am satisfied with my hotel's policies")^[17]. Job performance is assessed with a five-item scale (e.g., "I am well-informed about the services I provide")^[18]. Social support is measured using a six-item perceived organizational support scale (e.g., "My hotel considers my goals and values")^[19]. All scales use a 7-point rating where higher scores denote stronger endorsement of each variable.

3.3 Data Sources

This study surveyed front desk employees from hotels in Korea. Out of 320 distributed questionnaires, 280 were returned. After excluding 18 incomplete or insincere responses, 262 questionnaires were used for statistical analysis. The data were collected through a survey measuring deep acting, job satisfaction, organizational commitment, job performance, and perceived social support. Questionnaires were distributed after meetings with hotel human resources personnel to explain the study's purpose and response instructions, with participants returning them by mail.

4 Empirical Analysis

4.1 Descriptive Statistics

The descriptive statistics and correlation coefficients among the five factors were calculated (as shown in Table 1). All correlations are significantly positive and below 0.8, indicating discriminant validity. The mean scores are relatively high, with organizational support perception being the highest, reflecting high levels of deep acting among hotel employees. Job satisfaction, although the lowest, still exceeds the median value of 3.5.

Table 1. Descriptive Statistics and Correlation Coefficients of Factors

Variable	DA	JS	POS	AC	JP
DA	1				
JS	0.434***	1			
POS	0.334***	0.317***	1		
AC	0.434***	0.487***	0.371***	1	
JP	0.493***	0.493***	0.238***	0.487***	1
Mean	5.1718	4.7768	5.2996	5.1355	4.9351
Standard Deviation	1.2919	1.2948	1.0932	1.1272	4.9351

Note: *** $P < .001$, DA: deep acting, POS: perceived organizational support, AC: affective commitment, JP: job performance, JS: job satisfaction

4.2 Factor Analysis

Factor analysis involved both confirmatory and exploratory approaches. Confirmatory factor analysis was conducted with Mplus, and exploratory factor analysis with SPSS, using VARIMAX rotation. Factors were extracted if their eigenvalue exceeded 1.

To check reliability, we analyzed the five factors, with Cronbach's alpha values ranging from 0.880 to 0.951, confirming reliability. All observed variables were correctly categorized, with communalities above 0.6 and factor loadings above 0.7, indicating a solid research model with a cumulative variance of 72.24%.

Confirmatory factor analysis using Mplus showed good fit indices ($\chi^2(df=424) = 629.652$, $P < .001$, $RMSEA = 0.043$, $CFI = 0.966$, $TLI = 0.962$, $SRMR = 0.045$), meeting the criteria by Hair et al. (2010). All standardized factor loadings were significant and above 0.7.

Harman's one-factor test indicated no common method variance, with a single factor explaining 39.5% of the variance. Construct reliability (CR) and average variance extracted (AVE) values were above the thresholds, confirming reliability and validity. Specifically, CR values exceeded 0.7, and AVE values were all above 0.5, indicating adequate reliability. Convergent validity was confirmed with standardized factor loadings and AVE values above 0.7 and 0.5, respectively. Discriminant validity was also

established, as AVE values were greater than the square of the correlation coefficients, indicating unique constructs.

4.3 Analyzing Mediated (Indirect) Effects

We analyzed the indirect effects using Mplus and the PROCESS macro, comparing the effect sizes. First, the mediation model's goodness of fit was checked using Mplus, showing excellent fit indices ($\chi^2(df=270)=440.145$, $P<.001$, $CFI=0.966$, $TLI=0.962$, $RMSEA=0.049$, $SRMR=0.056$).

The analysis showed statistically significant and positive effects of deep acting on job satisfaction, emotional involvement, and job performance. However, individual paths did not confirm significant indirect effects, which required direct testing using the Sobel test. The Sobel test results confirmed significant indirect effects of deep acting on job performance through job satisfaction and affective commitment, with 99% confidence intervals excluding zero (as shown in Table 2). These findings support Hypothesis 1.

Table 2. Indirect Effect Analysis Results Using Mplus

Indirect Effect Size(A)	Standard Error(B)	A/B	P
Indirect Effect(Deep Acting→Job Satisfaction→Job Performance)			
0.113	0.043	2.652	.008
Indirect Effect(Deep Acting→Affective Commitment→Job Performance)			
0.107	0.046	2.340	.019

The PROCESS macro results were similar to those obtained using Mplus, confirming significant effects of deep acting on job satisfaction, affective commitment, and job performance. The indirect effect analysis using the PROCESS macro, which tested 10,000 bootstrap samples, also confirmed significant indirect effects through job satisfaction and affective commitment with 95% confidence intervals excluding zero (as shown in Table 3).

Table 3. Indirect Effect Analysis Result Using PROCESS macro

Indirect Effect Size	Bootstrap Standard Error	lower bound of the 95% bootstrap confidence interval	upper bound of the 95% bootstrap confidence interval
Indirect Effect (Deep Acting→Job Satisfaction→Job Performance)			
0.110	0.037	0.047	0.191
Indirect Effect (Deep Acting → Affective Commitment → Job Performance)			
0.090	0.035	0.033	0.166

Comparing the results from Mplus and the PROCESS macro, the indirect effects measured by Mplus were slightly larger than those measured by the PROCESS macro.

4.4 Analyzing Moderation Effects

This section examines two moderation effects using both Mplus and the PROCESS macro. Firstly, the results of the simple moderation effects analyzed with Mplus are presented in Table 4. Increasing deep acting significantly enhances job satisfaction and affective commitment as perceived organizational support increases. The interaction terms for both job satisfaction and affective commitment are also statistically significant, indicating that higher perceived organizational support strengthens these relationships.

Table 4. Results of Moderation Analysis (Mplus)

Variable	Estimate(A)	Standard Error(B)	A/B	<i>P</i>
Dependent variable: JS				
DA	0.395	0.077	5.136	.000
JS	0.415	0.095	4.532	.000
DA*POS	0.242	0.047	5.160	.000
Dependent variable: AC				
DA	0.339	0.077	4.382	.000
POS	0.427	0.087	4.921	.000
DA*POS	0.212	0.050	4.227	.000

Moreover, it is important to probe these interactions to understand specific conditions under which deep acting affects job satisfaction and affective commitment. This involves examining the conditional effects at distinct values of perceived organizational support. At low levels of perceived organizational support, deep acting has a negative effect on job satisfaction and affective commitment. Significant positive effects are observed only when perceived organizational support is above average. The magnitude of these effects increases with higher perceived organizational support, emphasizing its critical role in enhancing the impact of deep acting on job attitudes.

These results support Hypothesis 2, suggesting that organizational support moderates the relationship between deep acting and job attitudes, highlighting the importance of adequate organizational support for maximizing the benefits of deep acting.

The results from the PROCESS macro indicate a statistically significant interaction between deep acting and perceived organizational support for both job satisfaction and affective commitment (Table 5). Specifically, as perceived organizational support increases, the moderating effect of deep acting strengthens on both outcomes.

Table 5. Simple Moderation Analysis Results (PROCESS macro)

Variable	Regression coefficient	Standard Error	<i>t</i>	<i>P</i>
Dependent variable: JS				
DA	0.402	0.057	7.096	.000
POS	0.375	0.071	5.258	.000
DA*POS	0.218	0.039	5.586	.000
Dependent variable: AC				
DA	0.338	0.048	6.954	.000
POS	0.376	0.061	6.145	.000
DA*POS	0.183	0.034	5.480	.000

In conclusion, deep acting positively influences job satisfaction and affective commitment, but only within a supportive organizational context. This highlights the critical role of perceived organizational support in enhancing the positive effects of deep acting on job attitudes.

4.5 Analyzing Moderated Mediation Effects

In the previous section, we analyzed two indirect effects and one simple moderation effect. Here, we examine the moderated mediation effect by combining these analyses. We employed the three-step procedure by Cheung & Lau (2017) for this analysis^[20]. Initially, we assessed the baseline model excluding the latent interaction term, which showed good fit indices ($\chi^2(df=426) = 655.454$, $P < .001$, $CFI = 0.962$, $TLI = 0.958$, $RMSEA = 0.045$, $SRMR = 0.065$). All factor loadings of the indicator variables were statistically significant, allowing us to proceed.

Next, we introduced the latent interaction term using Mplus 8.1, and the moderated mediation model results are presented in Table 6. The findings indicate that increased deep acting enhances job satisfaction and affective commitment. The interaction between deep acting and perceived organizational support further amplifies these effects. Thus, higher perceived organizational support strengthens the positive impact of deep acting on job satisfaction and affective commitment. Moreover, deep acting independently boosts job performance.

Table 6. Moderated Mediation Analysis Results Using Mplus

Variable	Estimate(A)	Standard Error(B)	A/B	<i>P</i>
Dependent variable: JS				
DA	0.404	0.077	5.236	.000
POS	0.434	0.098	4.431	.000
DA*POS	0.255	0.048	5.313	.000
Dependent variable: AC				
DA	0.349	0.078	4.483	.000

POS	0.440	0.087	5.032	.000
DA*POS	0.223	0.050	4.487	.000
Dependent variable: JP				
DA	0.273	0.074	3.670	.000
JS	0.272	0.083	3.267	.001
AC	0.286	0.105	2.716	.003

The significance of the adjusted mediators was tested using the Sobel test in Mplus. The moderated mediation index for the indirect effects "Deep Acting → Job Satisfaction → Job Performance" and "Deep Acting → Affective Commitment → Job Performance" were both significant, indicating that these indirect effects were moderated by perceived organizational support. The results of the moderated mediation analysis using the Mplus are depicted in the path diagram in Fig. 2.

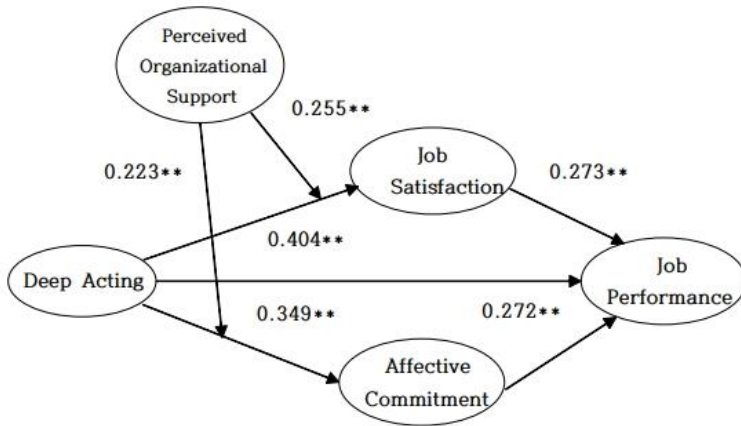


Fig. 2. Moderated Mediation Analysis Results Using Mplus

To further validate these findings, we conducted a bootstrap analysis using the PROCESS macro, which provides bootstrapped confidence intervals due to sample distribution non-normality. The results are presented in Table 7. The 95% bootstrap confidence intervals for the moderated mediation index of the indirect effect of deep acting on job performance via job satisfaction and affective commitment did not include zero, confirming the significance of these moderated mediation effects.

Table 7. Test Results of Moderated Mediation Index Using PROCESS macro

Moderated Mediation Index	Boot SE	Boot LLCI	Boot ULCI
Mediated Process (Deep Acting→Job Satisfaction→Job Performance)			
0.076	0.019	0.041	0.117
Mediated Process (Deep Acting→Affective Commitment→Job Performance)			
0.067	0.022	0.029	0.113

These results suggest that the positive indirect effects of deep acting on job performance via job satisfaction and affective commitment are more pronounced among employees with higher perceived organizational support.

In conclusion, the moderated mediation analysis supports Hypothesis 3, demonstrating that perceived organizational support significantly moderates the indirect effects of deep acting on job performance through job satisfaction and affective commitment.

5 Conclusions

5.1 Research Conclusion

This study examined the effects of deep acting on job performance, job satisfaction, and affective commitment among 262 hotel employees, focusing on the moderating role of perceived organizational support. Key findings are summarized as follows:

1. Indirect Effects: Deep acting significantly positively impacts job satisfaction and affective commitment, which in turn enhance job performance. The indirect effects were slightly higher when measured using Mplus compared to PROCESS macro, with PROCESS macro showing an indirect effect of 0.11 and Mplus showing 0.113 for job satisfaction, and 0.09 and 0.091 respectively for affective commitment.

2. Moderation Effects: Perceived organizational support significantly strengthens the positive effects of deep acting on job satisfaction and affective commitment. This moderating effect was more pronounced in the Mplus analysis.

3. Moderated Mediation: Combining moderation and mediation analyses, the study demonstrated that the positive indirect effects of deep acting on job performance through job satisfaction and affective commitment are significantly amplified when perceived organizational support is high.

These findings have both theoretical and practical implications. Theoretically, the study presents a comprehensive moderated mediation model, integrating deep acting, job satisfaction, affective commitment, and perceived organizational support, highlighting the importance of organizational support in maximizing the positive outcomes of deep acting. It also addresses inconsistencies in previous research regarding the impact of deep acting on job satisfaction by introducing perceived organizational support as a moderating variable, thereby providing a clearer understanding of these relationships. The results support the person-environment interaction theory, showing that personal resources (deep acting) and social resources (perceived organizational support) interact to influence job satisfaction and affective commitment, thus confirming the theoretical framework.

Practically, hotel managers should create an environment where employees feel supported and valued, as this enhances job satisfaction and affective commitment, consequently boosting job performance through deep acting. It is therefore critical to encourage staff to promote deep action rather than superficial action at work. This is because deep action is better aligned with internal emotions, reduces cognitive dissonance and ultimately improves overall job performance.

In conclusion, this study offers valuable insights into the ways in which deep acting, moderated by perceived organizational support, can enhance job satisfaction, affective commitment, and job performance. These findings provide both theoretical and practical guidance for hotel management seeking to optimize employee performance through effective emotional labor strategies and supportive organizational practices.

5.2 Limitations and Future Research

This study makes two significant contributions to the existing literature. The study's findings corroborate the moderated mediation effect, indicating that the practice of deep acting among hotel employees in Korean hotels has a positive impact on job satisfaction and affective commitment, which in turn enhances job performance. The second contribution of this study is to provide empirical evidence that the indirect effect is further amplified when employees perceive high levels of support from their hotel. The indirect effect is further amplified when employees perceive high levels of support from their hotel. Nevertheless, despite its value, the study is not without limitations that future research should address.

First, the cross-sectional design of this study limits the ability to accurately infer causality between variables. Future research should employ longitudinal or experimental designs to better establish causal relationships.

Second, the sample in this study was homogeneous, consisting solely of hotel employees. To enhance the generalizability of the findings, future studies should include participants from a variety of occupations.

Third, while this study focused on job satisfaction, affective commitment, and job performance as outcomes of deep acting, other potential outcome variables such as job burnout, organizational citizenship behavior, and turnover intention should also be explored in future research.

Fourth, this study used perceived organizational support as the moderating variable. Future research should consider other potential moderators, such as leader-member exchange, proactive personality, core self-evaluations, the Big Five personality traits, and employee social skills.

By addressing these limitations, future studies can provide a more comprehensive understanding of the effects of deep acting and the factors that influence these outcomes.

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