

## THE INFLUENCE OF JOB SATISFACTION AND PSYCHOLOGICAL WELL BEING ON EMOTIONAL LABOR IN EMPLOYEES OF BANK BRI

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### Abstract

*The aim of this research is to determine the effect of job satisfaction and psychological well-being on the emotional labor of BRI employees. The research method used was quantitative. The population was 324 employees. 110 samples with purposive sampling technique. The data analysis technique used is multiple regression analysis technique. Based on the results of the first hypothesis testing, the regression value is 0.518 with sig < 0.050, namely 0.001 < 0.050, this value is equal to 51.8%, meaning there is a significant influence between job satisfaction and psychological well-being on surface action, with an influence size of 51.8%. Based on the results of testing the second hypothesis, the regression magnitude value was obtained, namely 0.678 with sig < 0.050, namely 0.001 < 0.050, this value is equal to 67.8%, meaning that there is a significant influence between job satisfaction and psychological well-being on deep action, with an influence magnitude of 67.8%. Based on the results of testing the third hypothesis, the regression value obtained is 0.664 with sig < 0.050, namely 0.001 < 0.050, this value is equal to 66.4%, meaning that there is a significant influence between job satisfaction and psychological well-being on action games, with an influence size of 66.4%.*

**Keywords:** *Job Satisfaction, Psychological Well-being, Emotional Labor*

### INTRODUCTION

Human resources in an organization play a very important role. Because a company's success in achieving its goals cannot be separated from the role of its employees. Organizations or companies in carrying out their activities require quality human resources to face the development of the business world with intense competition between companies. Human resources are the potential abilities possessed by humans which consist of the ability to think, communicate, act and have morals to carry out technical and managerial activities in an organization or company. Emotional involvement cannot be separated from a person in his life, because emotions encourage a person to act and make decisions, whether positive emotions such as happiness and love or negative emotions such as anger and hatred. Previously, emotions were considered irrational, and expressing negative emotions such as anger, regret, and frustration, if done in inappropriate situations could disrupt individual performance and cause losses to the company (Robbins & Judge, 2012). However, research conducted by Hochschild (2012) revealed that emotions are an aspect that cannot be separated from the organizational sphere.

Emotional regulation carried out by employees to meet work demands is called emotional labor. Emotional labor itself means controlling or regulating a person's physical and mental health to express the emotions desired by the organization (Hochschild, 2012). In other words, Hochschild defines emotional labor as controlling feelings to create a facial and body appearance that can be observed by the public (Grandey, et al., 2013). On the same hand, emotional labor has three different dimensions. An individual's ability to express their emotions is a skill that can influence three ways of expressing their emotions. Until now, ways of expressing emotions consist of deep acting, surface acting, and genuine acting (Robbin & Judge 2008). *Deep acting* occurs when individuals think deeply about an emotion they need to feel, ultimately internalizing it and assuming a mood as if they were actually feeling the emotion. Surface acting can actually be described as emotional dissonance. This occurs when an emotion that is not

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actually felt is displayed as if it were necessary based on the display rules, because conditions require it. Meanwhile, genuine acting can also be seen as sincere or natural behavior, meaning that employees display genuine emotions and moods as they are, without any effort. Genuinely felt genuine emotion is actually an important form of emotional labor. Based on the observation results, it can be explained that several employees of several bank branches still show expressions that are not in accordance with the company's expectations. This means that the emotions that should be carried out are not in line with the main tasks that are being carried out. Employees should not show this even though they feel optimal at work.

Apart from that, in the service standards for individual aspects there is the term grooming or appearance. Based on the results of observations, it can be explained that when employees approach break hours, they appear less than optimal, such as employees no longer looking fresh, and having expressions that are less expected by consumers, such as smiling and being responsive in situations that require this expression. Of course, this needs to be paid attention to because it is part of the basic knowledge when accepted for work. Individuals who are able to apply emotional labor when working will have an influence on their performance and job satisfaction. This is in accordance with research by Chu (2002), hotel employees who express real emotions without suppressing other emotions (deep acting) produce higher job satisfaction and their performance is more intrinsically appreciated because they feel that managing emotions is not a burden but is done sincerely. on his job.

Employees who interact with clients also have positive and sometimes negative oriented emotions, and these feelings are sometimes involved and involved in doing the work. Likewise with employees of Bank Rakyat Indonesia, which is a service company that operates in the service sector. Research conducted by Groth (2009) states that employees who deal directly with customers are expected to be able to express or show emotions in accordance with company expectations such as happiness and hide angry emotions in their daily work communicating or interacting with customers to adjust with job requirements and organizational expectations. However, this is not in line with the results of the observations made, it can be explained that several employees of several branch banks still show expressions that are not in accordance with the company's expectations. This means that the emotions that should be carried out are not in line with the main tasks that are being carried out.

The ability of employees to suppress personal feelings and show emotions that the organization desires in their work is called emotional labor (Guy, Newman, & Mastracci, 2008). Overall, emotional labor is a problem because based on the Policy and Procedure Division, it has issued Standard Operating Procedures (SOP) Number SO.31-SCC/12/2023 dated 19 December 2023 concerning Service Quality Standard SOPs initiated by the Service & Contact Center Division. On the other hand, job satisfaction plays an important role in the process of regulating each individual's emotions (Fisher, 2000). According to Landy and Conte (2009) job satisfaction is a positive attitude and emotional state which is the result of a person's assessment of their work or work experience so that when individuals try to achieve job satisfaction, there is emotional involvement in the process. Job satisfaction contained in work will drive strong motivation, so that it can produce good emotional labor.

Apart from job satisfaction, employee psychological well-being is also very helpful in suppressing personal feelings and showing bad emotions. Ryff and Keyes (1995) explain that psychological well-being is an individual's ability to value himself positively, including awareness of his past life (self-acceptance), development of personal growth, belief that his life is meaningful and has a purpose (personal in life), having the quality of positive relationships with other people (positive relationships with others), the capacity to manage one's life and environment effectively (environmental mastery) and the ability to determine one's own actions (autonomy). Psychological well-being is considered capable of influencing emotional labor because psychological well-being is synonymous with positive emotions that must be given to employees in the service sector in accordance with the demands of their work (Van Gelderen, Konijn, and Bakker, 2010).

Based on the explanation above, the aim of this research is (a) to determine the influence of job satisfaction and psychological well-being on surface acting in BRI bank employees. (b) to determine the effect of job satisfaction and psychological well-being on deep acting among BRI bank employees. (c) to determine the effect of job satisfaction and psychological well-being on genuine acting among BRI bank employees. Based on the research objectives, a hypothesis can be drawn that (a) there is an influence of job satisfaction and psychological well-being on surface acting in BRI bank employees. (b) there is an influence of job satisfaction and psychological well-being on deep acting among BRI bank employees. (c) there is an influence of job satisfaction and psychological well-being on genuine acting among BRI bank employees.

## RESEARCH METHODS

This research method uses quantitative methods. The population in this study was 324 BRI bank employees. The sampling technique used was purposive sampling. Purposive sampling technique is a sampling technique that has criteria (Azwar, 2015). The criteria in this research are all employees who interact directly with customers. So employees who do not have direct interaction are not included in the research sample. The sample in this study was 110 employees. Data collection methods in research activities use scale instruments. The scale is measured based on a Likert scale with four answer choices, containing positive (favourable) and negative (unfavourable) statements.

## RESEARCH RESULT

This research collected a sample of 110 employees, but not all of them filled in properly so there were outlier data. After removing all outlier data, the final sample that took part in the data analysis was 83 employees, meaning that there were 27 employees who did not follow procedures in research administration or were deliberately deleted for data normality. Based on gender, male employees tend to have a higher level of surface acting than women, while women are more dominant in deep acting and genuine acting. In addition, demographic data shows that male employees have higher job satisfaction and psychological well-being than female employees.

**Table 1. Demographic Data by Gender**

		Valid	Mean	Std. Deviation
Surface Acting	Man	33	19,760	3,728
	Woman	50	18,818	2,833
Deep Acting	Man	33	12,420	5,284
	Woman	50	13,697	4,391
Genuine Acting	Man	33	7,660	3,336
	Woman	50	9,727	3,185
Job satisfaction	Man	33	142,940	23,031
	Woman	50	136,697	23,074
Psychological well-being	Man	33	14,320	14,551
	Woman	50	8,394	12,013

Meanwhile, based on status, unmarried employees are more dominant in carrying out the three dimensions of emotional labor than married employees. The table shows that unmarried employees are more satisfied at work than married employees, but married employees have better psychological well-being.

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**Table 4.2 Demographic Data by Status**

		Valid	Mean	Std. Deviation
Surface Acting	Not married yet	23	19,870	3,389
	Marry	60	19,200	3,434
Deep Acting	Not married yet	23	14,261	4,938
	Marry	60	12,417	4,914
Genuine Acting	Not married yet	23	9,565	2,982
	Marry	60	8,067	3,498
Job satisfaction	Not married yet	23	141,957	22,880
	Marry	60	139,883	23,367
Psychological well-being	Not married yet	23	10,565	12,135
	Marry	60	12,500	14,491

The initial data was not normal because there was a lot of respondent bias, so it was modified according to statistical rules by removing 6 samples that had extreme values and 23 samples that gave similar answers to each statement so that the total sample was 83. Then the normality was tested using skewness and kurtosis analysis, showing that each variable has a normal value because it is not more than 2

**Table 3. Normality Test**

	Skewness	S.E Skewness	Normal	Kurtosis	SE Kurtosis	Normal
Surface Acting	0.14	0.264	0.53	-0.857	0.523	-1,639
Deep Acting	0.095	0.264	0.36	-0.768	0.523	-1,468
Genuine Acting	0.059	0.264	0.223	-0.718	0.523	-1,373
Job satisfaction	-0.503	0.264	-1,905	-0.192	0.523	-0.367
Psychological well-being	0.057	0.264	0.216	-0.751	0.523	-1,436

Multivariate normality can be seen from the histogram visualization which shows that the data is more spread out in the middle than on the right and left, which shows that the multivariate data is classified as normal. Based on the table, it is known that job satisfaction has a positive correlation with surface acting, but job satisfaction has a negative correlation with deep acting and genuine acting.

**Table 4. Correlation**

Variables	1	2	3	4	5
1. Surface Acting	r —				
	p —				
2. Deep Acting	r -0.163	—			
	p 0.142	—			
3. Genuine Acting	r -0.240*	0.756***	—		
	p 0.029	< .001	—		
4. Job satisfaction	r 0.665***	-0.328**	-0.443***	—	
	p < .001	0.002	< .001	—	

Variables	1	2	3	4	5
5. Psychological well-being	r 0.658***	-0.774***	-0.801***	0.688***	—
	p < .001	< .001	< .001	< .001	—

\* p < .05, \*\* p < .01, \*\*\* p < .001

In the psychological well-being variable, the results showed that psychological well-being had a positive correlation with surface action, but psychological well-being had a negative correlation with deep acting and genuine acting. In the first hypothesis, based on the results of the regression analysis, the regression magnitude value was 0.518, this value is equal to 51.8%, meaning that there is an influence between job satisfaction and psychological well-being on surface action, with an influence magnitude of 51.8%.

**Table 5. First Hypothesis Regression Test**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	RMSE
H <sub>0</sub>	0,000	0,000	0,000	3,414
H <sub>1</sub>	0.720	0.518	0.506	2,399

Significance explains that the influence of job satisfaction and psychological well-being on surface action is significant because the p value < 0.050 is 0.001 < 0.050

**Table 6. Significance of the First Hypothesis**

Model	Sum of Squares	df	Mean Square	F	p
H <sub>1</sub> Regression	495.165	2	247,582	43,011	< .001
Residual	460,498	80	5,756		
Total	955,663	82			

Furthermore, in the second hypothesis, based on the results of the regression analysis, the regression magnitude value was 0.678, this value is equal to 67.8%, meaning that there is an influence between job satisfaction and psychological well-being on deep action, with an influence magnitude of 67.8%.

**Table 7. Second Hypothesis Regression Test**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	RMSE
H <sub>0</sub>	0,000	0,000	0,000	4,960
H <sub>1</sub>	0.824	0.678	0.670	2,849

Significance explains that the influence of job satisfaction and psychological well-being on deep action is significant because the p value is <0.050, namely 0.001 <0.050.

**Table 8. Significance of the Second Hypothesis**

Model	Sum of Squares	df	Mean Square	F	p
H <sub>1</sub> Regression	1368.221	2	684.111	84,283	< .001
Residual	649,345	80	8,117		
Total	2017.566	82			



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The third hypothesis test explains that based on the results of the regression analysis, the regression magnitude value was 0.664, this value is equal to 66.4%, meaning that there is an influence between job satisfaction and psychological well-being on game action, with an influence magnitude of 66.4%.

**Table 9. Third Hypothesis Regression Test**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	RMSE
H <sub>0</sub>	0,000	0,000	0,000	3,412
H <sub>1</sub>	0.815	0.664	0.656	2,002

Significance explains that the influence of job satisfaction and psychological well-being on genuine action is significant because the p value is <0.050, namely 0.001 <0.050.

**Table 10. Significance of the Third Hypothesis**

Model		Sum of Squares	df	Mean Square	F	p
H <sub>1</sub>	Regression	633,951	2	316,975	79,053	< .001
	Residual	320,772	80	4,010		
Total		954,723	82			

**DISCUSSION**

Managing emotions in the service sector is an important key (Campos, 2004) and one way is through emotional labor, namely the process of regulating feelings and expressions when working in accordance with company rules (Grandey, 2009), which is influenced by various factors such as service quality, loyalty customer, employee satisfaction, job satisfaction, organizational commitment, and psychological well-being. Groth's (2009) research highlights the importance of front office employees displaying the emotions expected by the company, such as happiness, while hiding negative emotions such as anger. Job satisfaction reflects the comparison between expectations and reality of work, where satisfaction can encourage motivation and produce good emotional labor. Components of job satisfaction include income, work, supervision, career promotion, work group, and work environment, all of which influence the level of employee emotional labor.

Several studies regarding the relationship between job satisfaction and emotional labor show different results. Hochschild (1983), the figure who first used the term emotional labor, revealed a relationship, but the relationship was negative between emotional labor and job satisfaction. Two other studies also support the concept that surface acting, one of the strategies in emotional labor, has a negative relationship with job satisfaction (Abraham, 1998; Morris & Feldman, 1997). Nelson, et al, (2014) explained that employees in the service sector with high psychological well-being will have a wide network of friends, increased energy, a better immune system, greater creativity, cooperation, work quality, performance and productivity. Good. Similar to Usman (2017) who stated that individuals with high psychological well-being can function fully in optimizing their potential and have an influence on optimizing work performance.

On the other hand, the detrimental consequences for employees with psychological well-being disorders at work are related to poor mental health conditions, for example depression, anxiety, sleep disorders and suicide, this can be reflected in how to overcome problems through expressions that appear to match the employee's feelings (Harries, et al, 2015). Research conducted by Groth (2009) states that employees in the front office or employees who deal directly with customers are expected to show or show emotions that are in line with what the company expects, such as being happy and hiding angry

emotions in their daily work. day to communicate or interact with customers to adjust to job requirements and organizational expectations. One of the fundamental components of work in the service sector is emotional control to manage positive relationships with customers (Brotheridge & Grandey, 2002). The fundamental goal of employee service to customers is to make interactions with customers warmer and friendlier as well as preventing boredom and frustration (Kinman, 2008). Job satisfaction is an important factor in an organization because it can influence employee work behavior (Hariandja, 2002), such as the level of productivity and quality of work, and involves a comparison between employee expectations and work experience (Gomes, 2003). In addition, psychological well-being is also important because it includes aspects such as self-esteem, personal growth, and positive relationships with others, all of which contribute to an individual's quality of life and work performance (Ryff and Keyes 1995).

## CONCLUSION

The first hypothesis test explains that based on the results of the regression analysis, the regression magnitude value is 0.518 with sig < 0.050, namely  $0.001 < 0.050$ , this value is equal to 51.8%, meaning that there is a significant influence between job satisfaction and psychological well-being on surface action, with the magnitude of the influence 51.8%. The next hypothesis test explains that based on the results of the regression analysis, the regression magnitude value is 0.678 with sig < 0.050, namely  $0.001 < 0.050$ , this value is equal to 67.8%, meaning that there is a significant influence between job satisfaction and psychological well-being on deep action, with an influence magnitude of 67.8%. The third hypothesis test explains that based on the results of the regression analysis, the regression magnitude value was obtained, namely 0.664 with a sig < 0.050, namely  $0.001 < 0.050$ , this value is equal to 66.4%, meaning that there is a significant influence between job satisfaction and psychological well-being on game action, with an influence magnitude of 66.4%.

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