



The Effect of Emotional Labor and Emotional Exhaustion on Turnover Intention, Mediated by Job Satisfaction in the Healthcare Sector in Ubud, Bali

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ABSTRACT

Hospitals are service-oriented industries that involve intensive interaction between staff and patients. Emotional exhaustion resulting from the demands of constant interaction can reduce organisational commitment, which in turn drives staff to consider leaving their jobs. This study aims to analyse the influence of Emotional Labour and Emotional Exhaustion on Turnover Intention, with Job Satisfaction acting as a mediating variable. The method used in this study is quantitative, employing SEM-PLS data analysis. The study sample comprised 107 respondents, consisting entirely of non-medical staff. Data collection utilised a questionnaire distributed via Google Forms. The results of this study indicate that job satisfaction is the key factor in explaining the relationship between Emotional Labour, Emotional Exhaustion, and Turnover Intention. Job satisfaction is a factor contributing to high turnover intentions in healthcare organisations operating in the service sector, such as hospitals. The practical implications of these findings can be utilised by healthcare organisations in hospital management to formulate more effective employee retention strategies.

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1. INTRODUCTION

Ministry of Health Regulation number 30 of 2020 stipulates that hospitals are required to provide inpatient, outpatient, and emergency care services ([Indonesian Ministry of Health, 2020](#)). Research by [Ayuningtyas et al. \(2024\)](#) shows that choosing the right hospital, particularly for emergency care, increases patients' chances of recovery. According to research by [Bella et al. \(2025\)](#), as service-providing institutions, hospitals must strive to improve the quality of their human resources. Employees are intellectual assets who possess the skills, talents, and motivation to provide optimal service. Research by [Oktaviani \(2024\)](#) explains that health care services do not rely solely on medical expertise to provide excellent service and ensure smooth operations. Non-medical employees are individuals who do not have a background in health care education. A study by [Harahap et al. \(2025\)](#) shows that high work demands have become a common feature across various companies. Non-medical employees are not involved in medical procedures, but the high work demands in hospitals lead to fatigue, stress, and emotional strain. These conditions place physical and emotional strain on employees as they strive to meet company standards and targets. Research findings by [Miranda \(2023\)](#) show that individuals experiencing fatigue exhibit reduced empathy and increased cynicism, which lower the quality of service. Research by [Hartini et al. \(2023\)](#) indicates that many employees are required to work at maximum capacity or even work overtime which leads to emotional exhaustion. Maslach and Jackson (1981) define emotional exhaustion as a state of physical, mental, and emotional exhaustion characterized by a loss of energy and motivation to work.

The findings of a study by [Dewi et al. \(2022\)](#) show that employees experiencing high levels of emotional exhaustion tend to feel frustrated at work. Emotional exhaustion is closely linked to the emotional labor that employees engage in to project a friendly or cheerful demeanor due to job demands. According to [Hochschild's theory \(2012\)](#), emotional labor is the ability to regulate emotions in order to produce expressions that align with one's job role in exchange for benefits such as compensation. Emotional labor can improve organizational performance within a company, but it has a negative impact on employees' mental well-

being. These emotional demands give rise to many challenges that companies often face in retaining their employees.

According to a study by [Ogungbamila \(2024\)](#), newly established healthcare organizations tend not to have well-established human resources management systems, resulting in higher risks of work-related stress and employee turnover compared to larger, more stable hospitals. [Tett and Mayer \(1993\)](#) propose that turnover is a conscious decision by an employee to leave the company. This decision begins with the intention to leave the organization known as turnover intention which is also defined as the manifestation of an employee's behavioral and cognitive tendencies to leave the company. Turnover intention is influenced by various factors, such as uncomfortable working conditions, dissatisfaction with the organization, and inadequate incentives. The results of a study by [Akman \(2025\)](#) indicate that job satisfaction is an individual's overall assessment of their role, which reflects their level of satisfaction with their job.

According to [Mangkunegara's theory \(2015\)](#), job satisfaction is an emotional state reflecting how employees subjectively view their work. Satisfaction is influenced by the work environment, incentives, harmony among coworkers, and opportunities for career development. Job satisfaction has a significant impact on work behavior, work pace, and attendance, and is a factor in an individual's decision to leave an organization. Preliminary survey results indicate that there is a hospital in the Ubud area of Bali that opened in 2021: Kenak Medika Hospital. Kenak Medika Hospital has observed an increase in turnover in recent months. Turnover intentions are driven by various internal and external factors, such as role conflict, work-related stress, emotional exhaustion, heavy workloads, difficulties adjusting to the job, and job offers from other sectors.

Various previous studies have examined the effects of emotional labor, emotional exhaustion, and job satisfaction on turnover intention in the healthcare sector. The researchers were motivated to conduct this study because the unique aspect under investigation psychological factors has rarely been explored in previous research. This research gap stems from the limitations of previous studies, which have not specifically examined the effect of emotional labor and emotional exhaustion mediated by job satisfaction on turnover intention among non-medical staff in hospitals. This study was conducted to provide relevant empirical evidence to support more effective human resource management efforts. This study aims to analyze and explore emotional labor and emotional exhaustion mediated by job satisfaction which are assumed to influence high turnover intention.

The results of this study are expected to make a positive contribution to the development of theories on emotional labor management, emotional exhaustion, job satisfaction, and turnover intention in the private healthcare sector in Bali. A limitation of this study is that it was conducted at only one private hospital, namely Kenak Medika Hospital in Ubud, Bali, during January 2026. The findings of this study cannot be fully generalized to other hospitals with different characteristics, such as public or private hospitals with varying capacities and organizational cultures. This study is also expected to serve as a baseline reference for healthcare workers and business leaders in the healthcare sector to help them formulate policies aimed at preventing turnover intention.

Literature Review

Turnover Intention

According to the theory proposed by [Tett and Meyer \(1993\)](#), turnover intention is an individual's deliberate and conscious intention to leave an organization. The theory by [Mobley et al. \(1978\)](#) outlines the indicators of turnover intention, namely the thought of leaving the company, beginning to seek other job alternatives, and having the intention to leave the company all of which are influenced by factors such as organizational culture, compensation, work engagement, and emotional exhaustion. Some of the impacts of unmanaged employee turnover on a company include high recruitment costs, training costs, and workplace safety risks.

Emotional Labor

[Hochschild's theory \(2012\)](#) defines emotional labor as the ability to regulate emotional expressions through facial expressions while performing work. According to [Grandey \(2013\)](#), there are several indicators of emotional labor, including surface acting, deep acting, frequency, variation, and intensity. Factors influencing emotional labor in a company include job satisfaction, organizational commitment, and psychological well-being. The impact of continuously performing work that involves emotional labor makes it difficult for employees to distinguish between the emotions they feel and the emotions they display.

Emotional Exhaustion

According to [Maslach & Jackson \(1981\)](#), emotional exhaustion is defined as a feeling of emotional, physical, and mental exhaustion resulting from constant job demands. [Christianto et al. \(2022\)](#) state that the factors causing emotional exhaustion include excessive workload, role conflict, time pressure, work-related

stress, and a lack of social support. Houkes (2003) explains that the indicators of emotional exhaustion are workload, time pressure, lack of social support, and role stress.

Job Satisfaction

According to Robbins's theory (2015), job satisfaction is defined as an individual's general attitude toward their job, through which employees can assess how satisfied or dissatisfied they are with their work. There are various factors related to job satisfaction, including employee turnover, absenteeism, age, job level, and the organization. Luthans (2006) defines the dimensions of job satisfaction measurement as job content, pay and incentives, promotion, working conditions, and communication.

Hypothesis

a. The Effects of Emotional Labor and Emotional Exhaustion on Job Satisfaction

A study by Kusuma et al. (2020) states that a company's greatest asset is its employees in providing optimal service. Emotional labor has come under the spotlight as a key factor in shaping the future of organizations in the service sector, while job satisfaction is a major factor in providing optimal service. The study's findings conclude that emotional labor has a significant negative relationship with job satisfaction. Other research findings support the findings presented by Simanjuntak (2024), showing that emotional labor has a positive correlation with job satisfaction. Individuals who employ emotional labor strategies tend to experience job satisfaction. Job satisfaction makes individuals feel comfortable with their work and fosters psychological well-being. Yuliastini et al. (2025) also explain that, according to their findings, one of the factors influencing job satisfaction is emotional state. This study shows that emotional exhaustion has a negative effect on job satisfaction. These findings are consistent with those of Dewi et al. (2022), who found that emotional exhaustion is positively associated with job satisfaction; employees experiencing emotional exhaustion may experience increased job satisfaction due to a clearer understanding of their role at work.

H¹: *Emotional Labor Has a Significant Negative Impact on Job Satisfaction*

H²: *Emotional Exhaustion Has a Significant Negative Impact on Job Satisfaction*

b. The Effects of Emotional Labor, Emotional Exhaustion, and Job Satisfaction on Turnover Intention

A study by Satyaningrum et al. (2020) found that emotional labor has a positive effect on turnover intention. Emotional labor involves managing one's feelings to project certain expressions, which may be perceived as a form of friendliness, but these expressions are merely a result of one's job role. Another study conducted by Ogungbamila et al. (2024) shows that most service sectors that require employees to interact with customers cause employees to suppress their true emotions. The findings of a study by Fu et al. (2020) also show that the prevalence of surface acting which is part of the emotional labor dimension is positively correlated with employees' desire to leave their jobs.

Another study by Rahmawati et al. (2022) found that high positive turnover intention is influenced by emotional exhaustion. In some companies, this is due to employees feeling out of place in their work environment. This is consistent with the findings of Situmorang et al. (2023), who noted that high turnover is a manifestation of a company's inability to manage its human resources effectively. The results of the study indicate a positive relationship between emotional exhaustion and turnover intention. Saadah et al. (2025) also found that high turnover intention is driven by emotional exhaustion resulting from excessive work demands and a lack of opportunities for self-actualization. Emotional engagement with one's job is a key factor in either strengthening or weakening turnover intention.

A study by Mufidah (2026) found that job satisfaction has a negative effect on turnover intention. Job role dissatisfaction is a major reason why employees leave their jobs. Another study conducted by Friska et al. (2025) showed that job satisfaction has a significant effect on turnover intention. Employees are one of a company's most valuable assets and require special attention, as high turnover rates can negatively impact the work environment and reduce employees' motivation. This is consistent with the findings of a study by Situmorang (2023), which showed that turnover intention can serve as a primary predictor of turnover. An employee's intention to leave their job within a certain period is closely related to job satisfaction. Job satisfaction is defined as the mental, physical, and environmental well-being that employees experience as an affective and cognitive response to their work.

H³: *Emotional Labor Berpengaruh Positif Signifikan Terhadap Turnover Intention*

H⁴: *Emotional Exhaustion Berpengaruh Positif Signifikan Terhadap Turnover Intention*

H⁵: *Job Satisfaction Berpengaruh Negatif Signifikan Terhadap Turnover Intention*

c. Job Satisfaction Mediates the Relationship Between Emotional Labor and Emotional Exhaustion and Turnover Intention

Situmorang et al. (2023) confirm in their research findings that emotional exhaustion has a positive correlation with turnover intention. Employees who experience job satisfaction will reduce their levels of emotional exhaustion, thereby leading to a decrease in turnover intention within the company. Another study by Clement et al. (2023) supports the finding that emotional exhaustion can be defined as fatigue related to one's work, while job satisfaction is the sense of fulfillment a person feels while performing their job. The findings of a study by Rahmawati et al. (2022) also indicate that high turnover intention is often caused by an individual's incompatibility with the work environment, as well as employees' discomfort and inability to persevere in their jobs, leading to emotional exhaustion. Saadah (2025) also explains, based on her research findings, that there is an interconnected correlation between emotional exhaustion, turnover intention, and job satisfaction.

According to a study conducted by Jamaluddin et al. (2023), factors that can influence job satisfaction include service roles that require emotional involvement. Managing emotions by aligning one's emotional expressions with job demands can enhance job satisfaction. This contributes to optimal performance, fosters a positive atmosphere in the workplace, and increases the likelihood of achieving the company's long-term goals. Similar findings were reported by Simanjuntak (2024), who noted that employees who employ emotional labor strategies particularly deep acting tend to experience higher job satisfaction. This satisfaction arises from the alignment between role demands, emotional expression, and the psychological well-being experienced by employees. The findings of a study by Rahmawati et al. (2022) also indicate that high turnover intention is often caused by an individual's mismatch with the work environment, as well as employees' discomfort and inability to persevere in their jobs, leading to emotional exhaustion.

H⁶: Job Satisfaction Significantly Mediates the Relationship Between Emotional Labor and Turnover Intention

H⁷: Job Satisfaction Significantly Mediates the Relationship Between Emotional Exhaustion and Turnover Intention

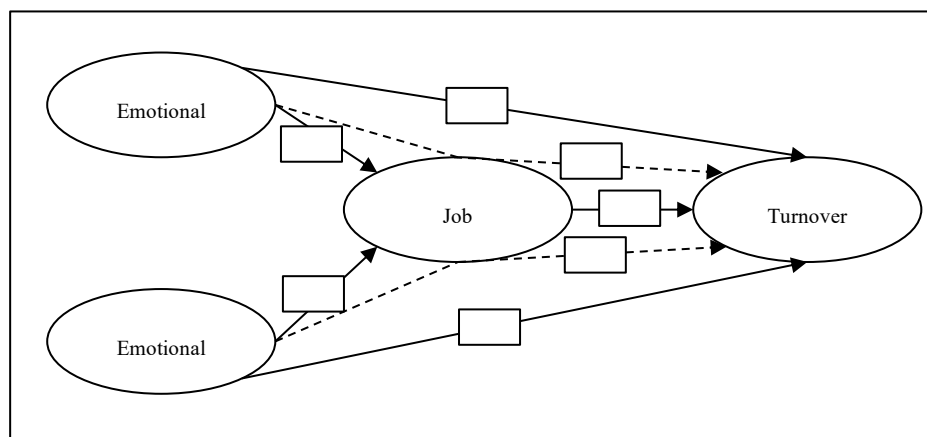


Figure 1. Conceptual Framework

This conceptual framework illustrates the conceptual relationships among the variables hypothesized to influence turnover intention among non-medical staff at Kenak Medika Hospital. The independent variables in this study consist of Emotional Labor (X^1) and Emotional Exhaustion (X^2), which are assumed to have a direct effect on the dependent variable, Turnover Intention (Y), as well as an indirect effect via the intervening variable, Job Satisfaction (Z).

2. METHOD

This research method is a quantitative model of the intervening type. This method was chosen because the researcher sought to describe and test the relationships and influences among variables assumed to be interrelated. Sugiyono (2024) explains that quantitative research utilizes numerical data, which is analyzed using statistical techniques to draw objective conclusions. The population in this study consists of non-medical staff working at the hospital. According to Sugiyono (2024), a population is a domain of generalization comprising objects and subjects with specified characteristics. A sample is a subset of the population that is assumed to be representative of the whole. The sample in this study was selected using a nonprobability sampling technique with a purposive sampling approach. This technique was used because the researcher established specific criteria for selecting respondents who were assumed to meet those criteria.

The criteria for respondents in this study are: being an employee at Kenak Medika Hospital, working in a non-medical field at Kenak Medika Hospital (one medical support department), and not being a member of the Kenak Medika Hospital management team. Respondents in this study will be categorized by educational background high school, associate's degree, and bachelor's degree as well as by age and gender. Based on the theoretical guidelines provided by Hair et al. (2024), the ideal sample size for quantitative research ranges from five to ten times the total number of indicators. Therefore, since this study uses 17 indicators, the researcher determined that a minimum of 85 respondents would participate in the sample. All data collection was conducted using a survey method via a research instrument in the form of a questionnaire. The questionnaire consists of a list of written statements organized according to indicators and distributed via Google Forms to make it easier to complete.

Data analysis in this study was conducted using Partial Least Squares Structural Equation Modeling (PLS SEM) with SmartPLS software, version 4.1. According to Hair et al. (2024), PLS SEM is a statistical technique that tests a relatively complex set of relationships that cannot be tested using linear regression techniques. The data analysis process in this study began with an evaluation of the measurement model (outer model) to ensure that the research instruments possessed adequate validity and reliability. The data analysis involved testing direct effects in path analysis by examining the relationship between the independent variable (X) and the dependent variable (Y) without including the mediator variable (Z), using a significance level of $p < 0.05$. Next is an intervening analysis, which involves testing the mediator variable for indirect effects using bootstrapping, so that the confidence interval does not extend beyond zero (0). Hypothesis testing was conducted using a bootstrapping procedure with 10,000 subsamples. The decision to accept or reject the hypothesis is based on the p-value and t-statistic at a 95% significance level ($\alpha = 0.05$).

3. RESULT AND DISCUSSION

Research Findings

The total number of respondents in this study was 107 internal employees of Kenak Medika Hospital. The characteristics of the respondents, who were members of the medical support department, were categorized based on highest level of education, age, gender, and length of service. The distribution of respondents by department showed that the medical records unit had the highest number of respondents, at 11 people (10.3%). By educational level, the majority of respondents held a bachelor's degree (S1), totaling 58 people (54.7%). by age category, the majority of respondents were in the 20–30 age range, totalling 52 people (49.0%), by gender, there were 59 male respondents (54.2%); by length of service, the majority of respondents 62 people (58.5%) had been employed for 2 years. In this study, the respondents were of working age and were predominantly from generation Z, a group generally associated with those early in their careers and recent graduates who do not yet have sufficient experience in carrying out their duties.

Outer Loading Test, Cronbach's Alpha, CR, AVE & VIF

Table 1. Outer Loading Test, Cronbach's Alpha, CR, AVE & VIF

Variable	Indicator	Outer Loading	Cronbach's Alpha	CR	AVE	VIF	Fornell-Larcker
Emotional Labor (X1)	X1.1	0.901	0.955	0.964	0.818	4.503	0.904
	X1.2	0.902				4.244	
	X1.3	0.932				5.789	
	X1.4	0.909				4.318	
	X1.5	0.885				3.511	
	X1.6	0.897				4.028	
Emotional Exhaustion (X2)	X2.1	0.906	0.948	0.960	0.827	4.049	0.909
	X2.2	0.890				3.684	
	X2.3	0.917				4.629	
	X2.4	0.912				4.138	
	X2.5	0.920				4.809	
Turnover Intention (Y)	Y.1	0.917	0.965	0.967	0.825	5.019	0.908
	Y.2	0.924				5.312	
	Y.3	0.895				4.308	

Variable	Indicator	Outer Loading	Cronbach's Alpha	CR	AVE	VIF	Fornell-Larcker
Job Satisfaction (Z)	Y.4	0.915	0.959	0.971	0.806	5.014	0.898
	Y.5	0.896				3.994	
	Y.6	0.887				3.788	
	Y.7	0.922				5.564	
	Z.1	0.913				4.443	
	Z.2	0.913				4.648	
	Z.3	0.900				4.439	
Job Satisfaction (Z)	Z.4	0.885				3.630	
	Z.5	0.885				3.626	
	Z.6	0.912				4.522	
	Z.7	0.875				3.219	

Source: Smart PLS 4.1.1.6 (2026)

Based on Table 1, which presents the results of the outer loading, Cronbach's alpha, CR, AVE, and VIF tests, it can be concluded that all indicators within each construct have outer loading values above 0.70; Cronbach's alpha and composite reliability values are all above 0.90; and the AVE values for each construct are also above 0.50, all construct scores indicate that the research instrument exhibits very high internal consistency in meeting the criteria for convergent validity, and there are no indicators that need to be eliminated.

Multicollinearity testing of the indicators was conducted by examining the Variance Inflation Factor (VIF) values, using a criterion of $VIF < 10$. Based on the test results, the VIF values for all indicators ranged from 3.219 to 5.789. These values remain below the established critical threshold, so it can be concluded that there is no multicollinearity issue among the indicators in this research model. The results of the Fornell–Larcker test for each construct ranged from 0.898 to 0.909. In absolute terms, these figures indicate that the constructs have a good level of convergent validity. Therefore, the measurement model (outer model) is deemed acceptable, and the analysis can proceed to the structural model evaluation stage (inner model).

Outer Model Test

Outer-model testing was conducted to assess the validity and reliability of the indicators in measuring the research construct. The outer model includes an analysis of convergent validity using outer loadings and average variance extracted (AVE), discriminant validity and construct reliability through composite reliability (CR), using criteria of an outer loading of ≥ 0.70 and an AVE of ≥ 0.50 . Outer loading values between 0.40 and 0.70 will be considered for elimination if doing so increases the AVE or composite reliability above the specified criteria.

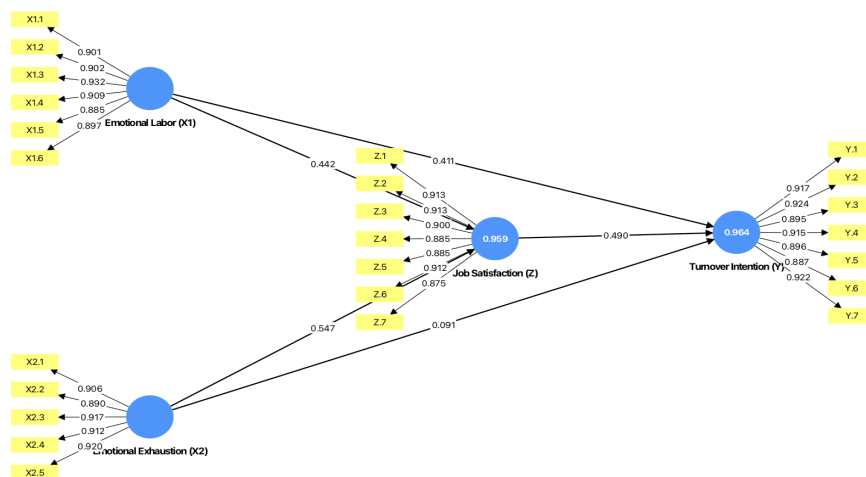


Figure 2. Outer Model Test
Source: Smart PLS 4.1.1.6 (2026)

In Figure 1, the outer model test shows that all indicators met the criteria of outer loading ≥ 0.60 ; AVE ≥ 0.50 ; CR ≥ 0.70 ; Cronbach's Alpha ≥ 0.70 ; and VIF < 5 . Thus, the measurement model of this study is deemed valid and reliable.

Inner Model Test

The structural model (Inner Model) tested in this study illustrates the causal relationships among latent variables. The model consists of two exogenous variables emotional exhaustion and emotional labor with job satisfaction as the intervening variable and turnover intention as the endogenous variable. The values on the connecting lines represent the path coefficients (β), while the numbers inside the circles for the endogenous variables represent the R-squared values (R^2).

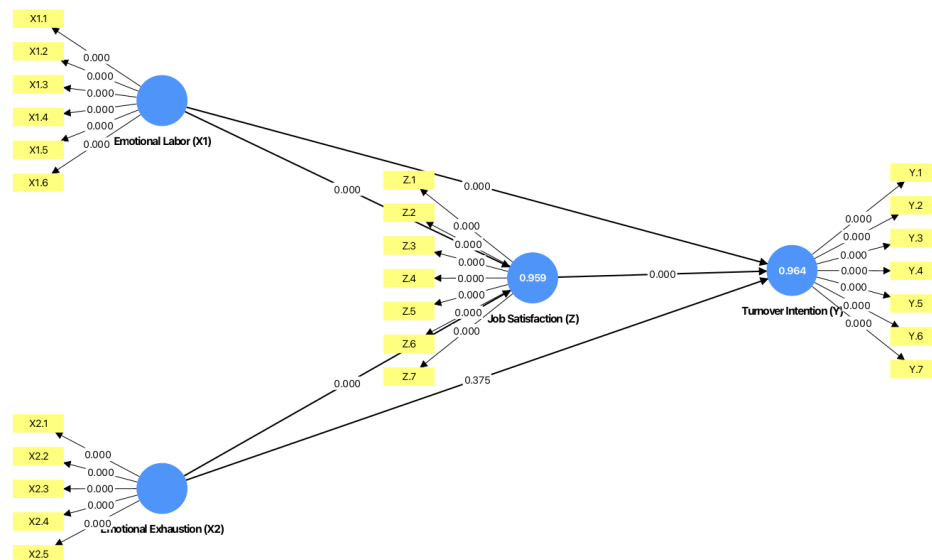


Figure 3. Inner Model Test
Source: Smart PLS 4.1.1.6 (2026)

Based on Figure 3 of the inner model, it can be interpreted that job satisfaction (Z) has an R^2 value of 0.959, while turnover intention (Y) has an R^2 value of 0.964. The R^2 value of 0.959 indicates that 95.9% of the variation in job satisfaction can be explained by the variables emotional labor (X^1) and emotional exhaustion (X^2), while the remainder is explained by other variables outside the research indicator model. An R^2 value of 0.964 indicates that 96.4% of the variation in turnover intention (Y) can be explained by emotional labor (X^1), emotional exhaustion (X^2), and job satisfaction (Z), while the remainder is influenced by other factors.

Path Coefficient Test

Table 2. Uji Path Coefficient

Relationships Between Variables	Path Coefficient Value	Interpretation/Significants
Emotional Labor (X^1) → Turnover Intention (Y)	0,419	Positive, moderate
Emotional Labor (X^1) → Job Satisfaction (Z)	0,506	Positive, moderate
Emotional Exhaustion (X^2) → Turnover Intention (Y)	0,138	Positive, very weak
Emotional Exhaustion (X^2) → Job Satisfaction (Z)	0,480	Positive, moderate
Job Satisfaction (Z) → Turnover Intention (Y)	0,436	Positive, moderate

Source: Smart PLS 4.1.1.6 (2026)

Based on the results of the structural model testing in Table 2, it can be concluded that the strength of the relationships among the variables in this study varies; the strongest relationship in the research model is indicated by the effect of emotional labor (X^1) on job satisfaction (Z), with a path coefficient of 0.506. This value indicates that emotional labor (X^1) has the most dominant positive influence of moderate strength compared to the relationships among the other variables. The weakest relationship in this research model is shown by the influence of emotional exhaustion (X^2) on turnover intention (Y), with a path coefficient of 0.138.

This value indicates that, directly, emotional exhaustion (X^2) has a very weak effect on turnover intention (Y). This effect will be explained through the intervening variable, namely job satisfaction (Z).

F-Square Test

Table 3. F- Square Test

Relationships Between Variables	F-square	Interpretation
Emotional Labor (X^1) → Turnover Intention (Y)	0.253	Moderate effect
Emotional Labor (X^1) → Job Satisfaction (Z)	0.345	Moderate effect
Emotional Exhaustion (X^2) → Turnover Intention (Y)	0.011	Minor effect
Emotional Exhaustion (X^2) → Job Satisfaction (Z)	0.528	Moderate effect
Job Satisfaction (Z) → Turnover Intention (Y)	0.274	Moderate effect

Source: Smart PLS 4.1.1.6 (2026)

Based on the results of the F-square (f^2) test in Table 3, it can be concluded that four out of five tests of the relationships among variables in this research model showed a moderate effect size. Emotional labor has a moderate effect on turnover intention ($f^2 = 0.253$) and job satisfaction ($f^2 = 0.345$); thus, these results indicate that this variable plays an important role in explaining the variation in both endogenous variables. Emotional exhaustion has a moderate effect on job satisfaction ($f^2=0.528$) but has no effect on turnover intention ($f^2=0.011$). This indicates that the direct contribution of emotional exhaustion to turnover intention is relatively limited. Meanwhile, job satisfaction also has a moderate effect on turnover intention ($f^2=0.274$), confirming its role as an important variable in influencing turnover intention.

Hypothesis Test

Table 4. Hypothesis Test

Variable	Original Sample (β)	Mean (M)	Standard Deviation (STDEV)	T-statistic	P values	Interpretation
Emotional Labor (X^1) → Turnover Intention (Y)	0.411	0.415	0.086	4.783	0.000	Accepted
Emotional Labor (X^1) → Job Satisfaction (Z)	0.442	0.443	0.079	5.592	0.000	Accepted
Emotional Exhaustion (X^2) → Turnover Intention (Y)	0.091	0.099	0.102	0.888	0.375	Rejected
Emotional Exhaustion (X^2) → Job Satisfaction (Z)	0.547	0.544	0.078	6.989	0.000	Accepted
Job Satisfaction (Z) → Turnover Intention (Y)	0.490	0.477	0.118	4.136	0.000	Accepted

Source: Smart PLS 4.1.1.6 (2026)

Based on the results of the bootstrapping test in Table 4 of the hypothesis testing, it was found that four hypotheses were significant and one was not significant; specifically, H1, H2, H4, and H5 were accepted, while H3 was rejected. Emotional labor (X^1) was found to have a positive and significant effect on turnover intention ($\beta = 0.411$; $t = 4.783$; $p < 0.001$) and job satisfaction (Z) ($\beta = 0.442$; $t = 5.592$; $p < 0.001$). These results indicate that the higher the level of emotional labor (X^1) experienced by employees, the higher their turnover intention and the greater the change in job satisfaction they experience. Furthermore, emotional exhaustion (X^2) did not have a significant effect on turnover intention (Y) ($\beta=0.091$; $t=0.888$; $p=0.375$), so this hypothesis was rejected. However, emotional exhaustion (X^2) was found to have a positive and significant effect on job satisfaction (Z) ($\beta=0.547$; $t=6.989$; $p < 0.001$). In addition, job satisfaction (Z) has a positive and significant effect on turnover intention ($\beta=0.490$; $t=4.136$; $p < 0.001$). These findings indicate that affective variables in the workplace play an important role in explaining employees' intention to leave, particularly through the mechanism of job satisfaction.

Mediation Test

Table 5. Mediation Test

Variable	Original Sample (β)	Mean (M)	Standard Deviation (STDEV)	T-statistic	P values
Emotional Labor (X^1) → Job Satisfaction (Z) → Turnover Intention (Y)	0.216	0.211	0.066	3.260	0.001
Emotional Exhaustion (X^2) → Job Satisfaction (Z) → Turnover Intention (Y)	0.268	0.259	0.075	3.587	0.000

Source: Smart PLS 4.1.1.6 (2026)

Based on the results of the mediation analysis in Table 5, it can be concluded that job satisfaction plays a significant mediating role in the relationship between emotional labor and turnover intention. This is indicated by an indirect effect coefficient of $\beta = 0.216$, a t-statistic of 3.260, and a p-value of 0.001 (<0.05), indicating that the mediating effect is significant. In addition, job satisfaction also acts as an intervening variable in the relationship between emotional exhaustion and turnover intention, with a coefficient of $\beta = 0.268$, a t-statistic of 3.587, and a p-value of <0.001 . These results indicate that the indirect effect via job satisfaction makes a significant contribution to explaining the occurrence of turnover intention among employees. These findings confirm that job satisfaction is a cognitive-affective mechanism that bridges employees' emotional experiences with the emergence of the intention to leave their jobs.

Discussion

The results of the first hypothesis test concluded that emotional labor has a significant positive effect on job satisfaction. This is indicated by a t-statistic of 5.592 (>1.96) and a p-value of 0.001 (≤ 0.05); therefore, H_0 is rejected and H_1 is accepted. The results of this study indicate that high levels of emotional labor lead to increased job satisfaction, with a coefficient (β) of 0.442. Research by Simanjuntak (2024) supports these findings, stating that emotional labor has a significant positive correlation with job satisfaction. Employees who employ emotional labor strategies and have high job satisfaction do so because of the alignment between job demands, emotional expression, and their perceived psychological well-being. Employees who are able to employ emotional labor strategies adaptively tend to have better psychological well-being, due to a balance between emotional role demands and their individual capacity for emotional regulation.

The results of the second hypothesis test in this study confirm that emotional exhaustion has a significant positive effect on job satisfaction. This is indicated by a t-statistic of 6.989 (>1.96) and a p-value of 0.001 (≤ 0.05); thus, H_0 is rejected and H_1 is accepted. The results of this study indicate that high levels of emotional exhaustion lead to an increase in job satisfaction, with a coefficient (β) of 0.547. Research findings that support this conclusion include those of Dewi et al. (2022), who found that emotional exhaustion has a significant positive relationship with job satisfaction; employees who experience emotional exhaustion will see an increase in job satisfaction. These findings are supported by Indawati (2021), who demonstrated that emotional exhaustion has a positive relationship with job satisfaction in certain contexts. The results of this study indicate that, under certain conditions, emotional exhaustion serves as a contextual factor in shaping job satisfaction, such as job roles and professional responsibilities.

The results of the third hypothesis test in this study concluded that emotional labor has a significant positive effect on turnover intention. This is indicated by a t-statistic of 4.783 (>1.96) and a p-value of 0.001 (≤ 0.05); thus, H_0 is rejected and H_1 is accepted. The results of this study indicate that high levels of emotional labor lead to an increase in turnover intention, with a coefficient (β) of 0.411. These findings are supported by research conducted by Ogungbamila et al. (2024), which shows that sustained exposure to high emotional demands in the service sector can take a toll on employees' emotional well-being, reduce their psychological well-being, and ultimately increase turnover intention. The expectation to remain friendly, empathetic, and professional when dealing with patients with various psychological conditions even when not directly involved in clinical procedures increases the perceived burden of emotional labor.

The results of the test of the fourth hypothesis in this study conclude that emotional exhaustion does not have a significant effect on turnover intention. This is indicated by a t-statistic of 0.888 (>1.96) and a p-value of 0.375 (≤ 0.05); thus, H_a is rejected and H_0 is accepted. The findings of this study indicate that high levels of emotional exhaustion do not affect turnover intention within the company. According to the results of a study by Muhdiyanto et al. (2020), emotional exhaustion does not have a significant direct effect on turnover intention. Emotional exhaustion only affects turnover intention when it develops into unmanaged work-related stress. In

the context of this study, employees who experience turnover intention are still able to adapt to their work conditions, either through individual coping mechanisms or organizational support.

The results of the fifth hypothesis test in this study conclude that job satisfaction has a significant effect on turnover intention. This is indicated by a t-statistic of 4.136 (>1.96) and a p-value of 0.001 (≤ 0.05); thus, H_0 is rejected and H_a is accepted. Research by Saputra et al. (2021) states that, theoretically, high job satisfaction has a low influence on turnover intention; however, this is not always the case in every organization. One of the factors that cause employees to stay with a company even when they are dissatisfied is the economic situation. A sluggish economy tends to lead to high unemployment rates, which employees perceive as a reason to stay with the company. Findings from another study conducted by Mukaromah et al. (2024) indicate that job satisfaction stems from the discrepancy between what employees expect and what they actually receive. The study found a positive relationship between job satisfaction and turnover intention.

The results of the test of the sixth intervening hypothesis in this study conclude that job satisfaction significantly mediates the relationship between emotional labor and turnover intention. This is indicated by a t-statistic of 0.216 (>1.96) and a p-value of 0.001 (≤ 0.05); thus, H_0 is rejected and H_a is accepted. These findings are supported by a study by Jamaluddin et al. (2023), which found that adaptively managed emotional labor can increase job satisfaction and create a more positive work environment. When organizations are able to provide support, role clarity, and a conducive work environment, the demands of emotional labor do not always have a negative impact; rather, they can be adaptively internalized by employees. These conditions enable employees to find meaning in their work, feel valued, and experience satisfaction in performing their roles, thereby reducing or controlling turnover intentions.

The results of the seventh mediating analysis in this study concluded that job satisfaction significantly mediates the relationship between emotional exhaustion and turnover intention. This is indicated by a t-statistic of 3.587 (>1.96) and a p-value of 0.001 (≤ 0.05); thus, H_0 is rejected and H_a is accepted. These findings are also consistent with those of Allam et al. (2022), who emphasize the importance of managing job satisfaction as a key strategy for mitigating the negative effects of emotional exhaustion. While emotional exhaustion is difficult to avoid in service-oriented jobs, an adequate level of job satisfaction can maintain employee engagement and reduce the likelihood of turnover. Job satisfaction acts as a protective mechanism that prevents the effects of emotional exhaustion from directly influencing the intention to leave. Emotional exhaustion is difficult to avoid in service-oriented jobs; an adequate level of job satisfaction can maintain employee engagement and reduce the likelihood of turnover.

The majority of respondents were in the 20–30 age range, which falls within the Generation Z category. Individuals in this age group generally exhibit a high level of adaptability, flexibility in adjusting to job demands, and a tendency to be more open to social and emotional aspects in the workplace. According to Ratnaningtyas (2025), Millennials and Generation Z have different tendencies compared to previous generations when it comes to dealing with organizational rules, work-related stress, and the balance between work and mental health. A study conducted by Rusli (2024) found that Generation Z employees are better able to internalize the emotional demands of their jobs as part of the process of forming their professional identity; as a result, they do not always perceive these emotional demands as a burden, but rather as part of their job competencies that enhance their sense of accomplishment and satisfaction. Generation Z has grown up in a highly dynamic digital environment, accustomed to change, multitasking, and quick access to information.

The findings of Noviani's (2023) study indicate that employees with less than three years of service are still in the career exploration phase and have a higher tolerance for work-related stress. The majority of respondents had less than three years of service, suggesting that employees are still in the early stages of adjusting to their work environment and the demands of their new profession. During the early stages of one's career, individuals are generally still in the process of self-discovery and do not yet have a strong sense of organizational commitment. At this stage, individuals are more likely to consider other job options if they feel that the demands of the job including emotional demands do not align with their expectations or personal capabilities. The predominance of male respondents may also influence how emotional exhaustion translates into work behavior. According to the findings of Sunaryanto's (2025) study, men tend to exhibit patterns that are more task-oriented and focused on suppressing emotions; consequently, emotional exhaustion is not always met with a desire to leave the job, but rather with efforts to persevere or ignore the emotional state they are experiencing. Economic needs as the head of the household, the desire to gain work experience, and expectations regarding career development are retaining factors that reduce the tendency toward turnover intention. This reinforces the role of job satisfaction as an intervening variable that explains the relationship between emotional exhaustion and emotional labor and turnover intention. The results of this study indicate that emotional exhaustion and emotional labor among Generation Z workers do not automatically lead to turnover intention, but do influence that decision by affecting job satisfaction levels.

4. CONCLUSION

The results of this study confirm that job satisfaction is a psychological mechanism that explains how emotional demands influence turnover intention, particularly in the healthcare sector. The effects of emotional labor and emotional exhaustion on turnover intention are not always direct; rather, they often occur through changes in job satisfaction levels. Managing job satisfaction is a key factor in reducing turnover intention, particularly among non-medical staff in the healthcare sector, where demands for emotional labor, attention to detail, speed, and administrative tasks are high. High demands for emotional labor and the potential for emotional exhaustion are job characteristics that are difficult to avoid in healthcare settings such as hospitals. Companies need to ensure that working conditions, managerial support, and reward systems are capable of maintaining employee job satisfaction at an optimal level. This empirical contribution enriches the organizational behavior literature by emphasizing the strategic role of job satisfaction as a buffer against the effects of emotional labor and emotional exhaustion on the sustainability of human resources in healthcare organizations, particularly for non-medical staff.

The results of this study suggest that a human resource (HR) management approach that emphasizes psychological well-being is key to maintaining HR stability in healthcare organizations with high demands for emotional interaction. By integrating strategies to improve job satisfaction and manage emotional factors in the workplace, hospitals are expected to strengthen employee commitment to the organization by improving working conditions, providing recognition, offering career clarity, and fostering supportive working relationships between supervisors and employees. A supportive work environment, along with recognition of employees' contributions, will help maintain employees' emotional attachment to the organization, thereby helping to prevent turnover intentions on an ongoing basis. The findings of this study recommend that efforts to reduce turnover should not focus solely on managing work-related fatigue but must be accompanied by strategies to continuously improve job satisfaction through healthy emotional labor management and the prevention of emotional exhaustion, which should be integrated into various human resources policies. Recommendations for future research open up opportunities for cross-sector research focused on approaches to employee psychological well-being as a long-term strategy for maintaining workforce stability, enhancing employee commitment to the organization, and supporting the sustainability of higher-quality health care services.

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