

THE ROLE OF EMOTIONAL LABOR IN MEDIATING THE RELATIONSHIP OF SELF LEADERSHIP AND PERCEIVED ORGANIZATIONAL SUPPORT ON CUSTOMER ORIENTATION IN PROF. DR W.Z JOHANNES HOSPITAL, INDONESIA

Ardrian Kurnia Laksono Goller 

Master's Programme in Management, Economic and Business Faculty,
Udayana University, Bali, Indonesia
ardriangoller@gmail.com

I Made Artha Wibawa

Faculty of Economics and Business, Udayana University, Bali, Indonesia
arthawibawa@gmail.com

Abstract

The research utilizes the population data of all nurse at Prof. Dr. W.Z Johannes regional public hospital in Kupang, East Nusa Tenggara which amounted 150 people. The data was collected through questionnaire containing statement from each indicator of every research variable, and analysed with Partial Least Square (PLS) technique using SmartPLS Version 2.0 program. Results of this research conclude that emotional labor have a positive and significant influence as mediators of the relationship between self leadership and perceived organizational support on customer orientation. The implication of this study are (1) to support the theoretic concept as well as the previous study results, of which specify that self leadership and perceived organizational support positively and significantly affect emotional labor and customer orientation (2) to improve customer oriented behavior on nurses in RSUD Johannes, the head of the nursing service, should pay serious attention to self leadership as well as the organization perceived support to nurses to have good emotional labor in improving their work performance.

Keywords: Self Leadership, Emotional Labor, Perceived Organizational Support, Customer Orientation

INTRODUCTION

Many hospitals, private and public, now operate as businesses and treat patients as 'customers' which means that there is more pressure on nursing staff to be time efficient (Gountas and Gountas,(2015).Park et al. (2015) states that customer orientation is an organizational behavior designed to create competitive advantage by continuing to provide better service based on customer needs.Every employee uses their physical and mind capabilities continuously while working, but not only those two things, the job also requires emotional labor (Robbins and Judge, 2015).Emotional labor is defined as the involvement of emotional management and emotional expression in compliance with rules defined by the organization (Lee, 2016). (Wang dan Chang, 2016) revealed in his research that positive emotions had a positive effect on customer-oriented performance of nurses.This statement is also supported by Humphrey et al.(2015) in his research which states that organizations need to set rules and use appropriate leadership if they want to have emotional labor and effective customer oriented service.The study conducted by Park et al.(2016), entitled "Factor Affecting Nurses' Customer Orientation" states that self leadership is a significant factor affecting customer orientation on nurses at South Korean hospitals.

Essentially, self-development is the cognitive and behavioral strategy used to influence their own, then things that can be used as the self-controlling and motivating factors that occur during the service process (Park et al., 2015). Singh and Venugopal. (2014) in his research on the performance of a salesperson, mentions that natural rewards are part of a self-leadership strategy to better know about himself and his customers, and this has a positive and significant impact on customer orientation.Hospitals are an organization that emphasizes the performance of services from employees, improving employee performance can not be separated from the support organization. Organizational support on employee work will shape employee perceptions called perceived organizational support (Han et al. 2013). Perceived organizational support refers to employee's beliefs about the extent to which the organizations they work, meet their socio-emotional needs, appreciate their contribution and readiness to give fair rewards, and care about their well being (Anomneze, 2016).

The study was conducted at the regional public hospital Prof. Dr. W.Z Johannes Kupang, this study aims to improve the performance of nurses to improve the quality of hospital services, the head of nursing needs to pay attention to self leadership and perceived organizational support to create customer orientation for the nurse through emotional labor.

LITERATURE REVIEW

Self Leadership

When a person determines what tasks will be done and how that work will be done, this process sometimes called self leadership (Yukl, 2013). Self management and self leadership are more viewed as motivational and self regulatory theories rather than leadership theory, but these can be partially substitutes for leadership, by being self responsible individuals, employees do not need to depend on their leaders in directing and motivating employees. (Houghton et al. 2012) divided self leadership strategies into three main categories, including: behaviour focused strategies, natural reward strategies (a strategy that focuses on basic rewards such as eating, drinking and so on) and constructive thought strategies (strategies that focus on constructive thinking or positive mental form).

Perceived Organizational Support

The perception of organizational support generally refers to employees' beliefs about the extent to which the organizations they work can meet their socio-emotional needs, appreciate their contribution and readiness to reward the same, and care about their well-being (Anomneze, 2016). A meta-analysis by (Rhoades and Eisenberger, 2002) indicates that the three main categories of treatment perceived by employees have to do with perceived organizational support, that is: fairness, supervisor support and organizational rewards and employment conditions.

Emotional Labor

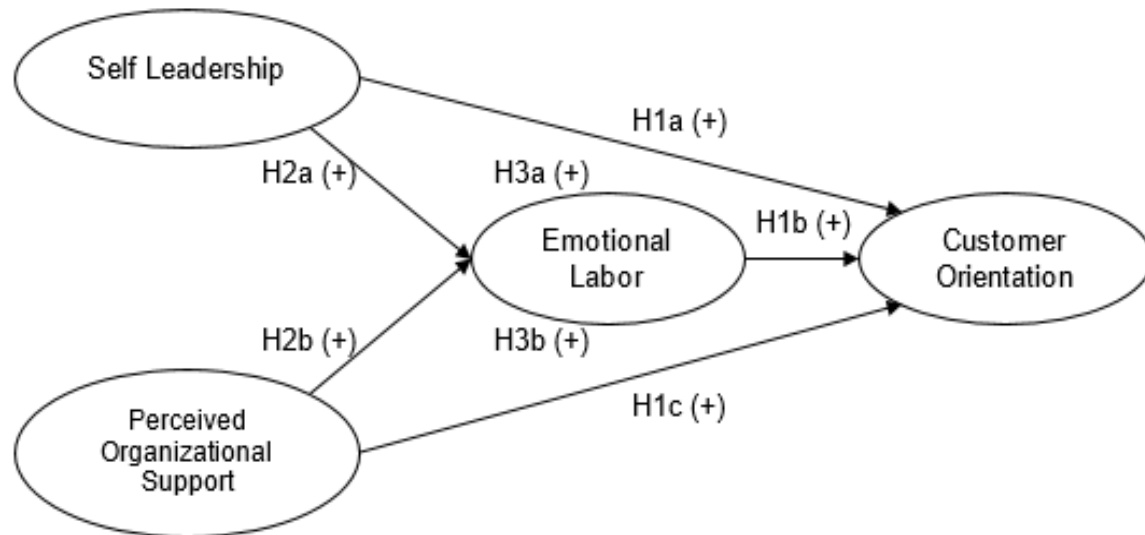
According to (Robbins and Judge, 2015), emotional labor is a situation where a worker displays the emotions the organization wants during interpersonal transactions at work. Research has identified two ways of working emotional labor, namely deep acting and surface acting (Lee et al. 2017) describes deep acting by "involves an emotionally unrealistic simulation performed by showing verbal and nonverbal cues carefully, such as facial expressions, gestures, and tone of voice". In contrast to surface acting, which deceives others, deep action reflects the attempts of the actors to modify the inner feelings to fit the emotional display rules and thus deceive themselves.

Customer Orientation

(Park et al. 2015) states that customer orientation is an organizational behavior designed to create competitive advantage by continuing to provide better service based on customer needs and (Kotller et al. 2014) define customer orientation as the goal of a business in creating

and retaining customers, so that customer satisfaction will bring benefits to the core purpose of the service industry. In addition, customer orientation is structured into two dimensions: enjoyment dimension is to show employees' feelings about how organizations value their well-being and the needs dimension is to show employees' feelings about how organizations value their work contribution (Brown et al. 2002)

Figure 1. Conceptual Framework



HYPOTHESES

Self Leadership to Customer Orientation

In (Singh and Venugopal's, 2014) study of the performance of a salesperson, it is said that natural rewards are part of a self-leadership strategy to better know about itself and its customers, and this has a positive and significant impact on customer orientation. These results indicate that when the employee's self-leadership is good, they will strive to improve their orientation towards customers.

H1a: Self leadership has a positive and significant effect on customer orientation.

Emotional Labor to Customer Orientation

Research conducted by (Wang and Chang, 2016) revealed in his research that positive emotions positively affect the performance of patient-oriented nurses in eight hospitals in Taiwan. Research conducted by (Fu, 2013) mentions that emotional labor partially and significantly mediate the relationship between value of needs and customer orientation of the

flight attendants. These results indicate that when the employee have a good emotional labor, it will affect the customer orientation.

H2a: Emotional labor has a positive and significant effect on customer orientation.

Perceived Organizational Support to Customer Orientation

A study conducted by (Yavas and Babakus. 2010) states that the perceived of organizational support has a positive and significant effect to customer orientation on frontliner employees in the bank of New Zealand, the findings obtained are the support of supervisors greatly affect the workings of psychology on the employees and (Chen and Ro.2011) suggest that customer orientation in employees is an antecedent factor to employee empowerment supported by organizational support consisting of service training, service awards, and communication services. These results indicate that when employees feel they have good organizational support it will improve their customer orientation.

H3a: Perceived organizational has a positive and significant effect on customer orientation.

Self Leadership to Emotional Labor

(Humphrey et al., 2015) mentioned that organizations need to set rules and use appropriate leadership if they want to have effective emotional labor and customer service. Furthermore, Stewart et al., (2011) states that the influence on self emotion is a potential area in self leadership in getting more attention. For example, the emotional strategy that exists in self leadership will be helpful to handle emotional labor in employees.

H2a: Self leadership has a positive and significant effect on customer orientation.

Perceived Organizational Support to Emotional Labor

Nargis and Bukhari (2017) stated that the perceived organizational support is a significant predictor of emotional labor. Kiran and Khan (2014) stated that the perceived organizational support influences significantly on emotional labor, and emotional intelligence participate partially mediate the influence of perceived organizational support to emotional labor.

H2b: Perceived organizational support has a positive and significant effect on emotional labor.

The Role of Emotional Labor in Mediating the Effect of Self Leadership to Customer Orientation

In research conducted by (Park et al., 2015) states that, self-leadership has an effect on improving surface acting and decreasing deep acting in emotional labor. According to Stewart et al., (2011) in his hypothesis states that the influence on self-emotion is a potential area in self-

leadership to get more attention. For example, the emotional strategies that exist in self-leadership may be helpful in dealing with emotional labor in employees. Research on emotional labor consistently shows that surface acting is more detrimental to health and can affect employee well-being, compared to deep acting (Lee et al. 2015). Furthermore, employees with high surface acting are very influential in weakening their customer orientation (Allen et al., 2010). The results confirm that a precise and correct combination of emotional labor and self leadership strategies can prevent the emergence of a sense of desire for the members.

H3a: Emotional labor mediates the effect of self leadership on customer orientation.

The Role of Emotional Labor in Mediating the Effect of Perceived Organizational Support to Customer Orientation

Frontline employees are expected to engage in emotional work by displaying certain feelings (eg, happiness) and suppressing other feelings (eg, anger) in their daily interactions with customers as part of work requirements and organizational expectations in order to connect effectively with customers (Groth et al. 2009). Research conducted by (Ko, 2013) finds the fact that a flight attendant in the face of passengers is obliged to manage their feelings by displaying deep acting on their work in the hope that the stewardess can manage and manage their emotions, if they cannot manage it will have an impact on emotional fatigue. The perceived organizational support relating to work conditions and environment, as proposed by (Zablah et al. 2012) states that positive working environment conditions will strengthen employee values, attitudes and behaviors in establishing relationships with customers by demonstrating the value and support of the organization to employees. This result confirms that the right and proper combination of emotional labor and customer orientation can improve the performance of its employees.

H3b: Emotional labor mediates the effect of perceived organizational support on customer orientation

RESEARCH METHOD

Data collected through research instrument in the form of questionnaire. The statements on the questionnaire were measured using a Likert scale of 1 to 5 scale. The sample of this study amounted 150 people using a proportional random sampling technique with the help of slovin method where the actual total population is 239 people. The questionnaire were distributed to 150 respondents used contains question about each variable using a Likert scale of 1-5 (1=strongly disagree, 5=strongly agree) (Sugiyono, 2014).

Table 1. Variable Measurement

Variable	Dimension	Indicator	References
Self Leadership (X1)	Behavior awareness and	I establish specific goals for my own performance (X1.11)	Manz, 2015; Houghton et al. 2012; Park et al. 2015; 2016; Bruno et al., 2017; Singh & Venugopal 2014; Lee et al. 2011; Nargis & Bukhari, 2017; Kiran & Khan, 2014; Hur et al. 2012; Mishra, 2013; Lee et al. 2012
		I make a point to keep track of how well I'm doing at work (X1.12)	
	Volition	I work toward specific goals I have set for myself (X1.13)	
		I visualize myself successfully performing a task before I do it (X1.21)	
	Task motivation	Sometimes I picture in my mind a successful performance before I actually do a task (X1.22)	
		When I have successfully completed a task, I often reward myself with something I like (X1.23)	
		Sometimes I talk to myself (out loud or in my head) to work through difficult situations (X1.31)	
	Constructive cognition	I try to mentally evaluate the accuracy of my own beliefs about situations I am having problems with (X1.32)	
		I think about my own beliefs and assumptions whenever I encounter a difficult situation (X1.33)	
	Perceived Organizational Support (X2)		
		The organization fails to appreciate any extra effort from me (X2.2)	
		The organization would ignore any complaint from me (X2.3)	
		The organization really cares about my well-being (X2.4)	
		Even if I did the best job possible, the organization would fail to notice (X2.5)	
		The organization cares about my general satisfaction at work (X2.6)	
		The organization shows very little concern for me (X2.7)	
		The organization takes pride in my accomplishments at work (X2.8)	
		The organization strongly considers my goals and values (X2.9)	
		The organization is willing to help me when I need a special favor (X2.10)	

Emotional Labor (Y1)	Surface Acting	I put on an act in order to deal with customers in an appropriate way (Y1.11)	
		I fake a good mood when interacting with customers (Y1.12)	
		I put on a “show” or “performance” when interacting with customers (Y1.13)	
		I just pretend to have the emotions I need to display for my job (Y1.14)	Lee et al., 2017;
		I show feelings to customers that are different from what I feel inside (Y1.15)	Lee et al., 2016; Lee et al., 2012;
	Deep Acting	I try to actually experience the emotions that I must show to customers (Y1.21)	Fu, 2013; Anaza et al., 2016; Hur et al., 2013;
		I make an effort to actually feel the emotions that I need to display toward others (Y1.22)	Mishra 2014
		I work hard to feel the emotions that I need to show to customers (Y1.23)	
		I work at developing the feelings inside of me that I need to show to customers (Y1.24)	
		When working with customers, I try to create certain emotions in myself to present the image the company desires (Y1.25)	
Customer Orientation (Y2)	Enjoyment Dimension	I find it easy to smile at each of my customers (Y2.11)	
		I enjoy remembering my customers' names (Y2.12)	
		It comes naturally to have empathy for my customers (Y2.13)	Yavas & Babakus (2010); Chow <i>et al.</i> , (2006);
		I enjoy responding quickly to my customers' requests (Y2.14)	Gountas &
		I get satisfaction from making my customers happy (Y2.15)	Gountas (2015);
		I really enjoy serving my customers (Y2.16)	Chen & Ro (2011); Zeglat <i>et al.</i> , (2014)
	Needs Dimension	I try to help customers achieve their goals (Y2.21)	
		I achieve my own goals by satisfying customers (Y2.22)	
		I get customers to talk about their service needs with me (Y2.23)	

ANALYSIS AND RESULTS

Data were collected at Prof. Dr. W.Z Johannes regional public hospital in Kupang, East Nusa Tenggara. Based on age characteristics, respondents are dominated by employee with age category 25-35 years' as many as 86 people (57.30%). Most of the respondents viewed from the characteristic of gender are woman is dominant as many as 131 people (87.30%).

The majority of respondents who are nurse either contract or permanent employee in Prof. Dr. W.Z Johannes Regional Public Hospital have dominated by nursing diploma degree as many as 123 people (82%).

Based on years of service, the majority of those who have a working periods of 0-5 years are 17 people (11.30%), 5-10 years are 57 people (38%), 10-20 years are 63 people (42%), and the working periods above 20 years are 13 people (8.70%).

Goodness of fit of structural model in inner model is tested using predictive value – relevance (Q2). Predictive – relevance (Q2) for structural model measures how well observation value is generated by model and also parameter estimation. The R2 value of each endogenous variable in this study can be seen in Table 2.

Table 2. R-square

Endogenous Variable	R-square
Emotional Labor (Y1)	0.479
Customer Orientation (Y2)	0.418

To measure how well the observation value is generated by the model and also the parameter estimation, it is necessary to calculate Q-square as follows:

$$Q^2 = 1 - (1 - R_1^2) (1 - R_2^2)$$

$$Q^2 = 1 - (1 - 0.479) (1 - 0.418)$$

$$Q^2 = 1 - 0.303$$

$$Q^2 = 0.697$$

Q-square has a score with range of 0 and 1, where if the value is close to 1, it means that the model is good. The calculation results obtained value of Q-square is 0.697, so it can be concluded that the model has a good predictive relevance. The results obtained on hypothesis testing showed that four hypotheses had positive and significant effect. The test results shown at Table 3.

Table 3. Hypotheses Testing Result

Independent Variable	Dependent Variable	Path Coefficients	t-statistics	Result
Self Leadership (X1)	Customer Orientation (Y2)	0.392	2,915	significant
Self Leadership (X1)	Emotional Labor (Y1)	0.471	7,124	significant
POS (X2)	Customer Orientation (Y2)	0.337	4,431	significant
POS (X2)	Emotional Labor (Y1)	0.359	4,558	significant
Emotional Labor (Y1)	Customer Orientation (Y2)	0,312	3,949	significant

Direct effect of self leadership to customer orientation with value 0.392 and t-statistics 2.915. Direct effect of self leadership to emotional labor with value 0.471 and t-statistics 7.124. Direct effect of POS (perceived organizational support) on customer orientation with value 0.337 and t-statistics 4.431. Direct effect of POS to emotional labor with value 0.359 and t-statistics 4.558 and lastly direct effect of emotional labor to customer orientation with value 0.312 and t-statistics 3.949. From these results can be seen that all hypotheses have a significant value greater than the value of t-table (≥ 0.05). Thus, it can be stated that all hypotheses of direct effect are significant which means that all hypotheses are accepted.

The indirect effect result is calculated by VAF (variance accounted for) method through emotional labor as mediation variables between self leadership on customer orientation show value of VAF which is obtained 0.324 (32,4%), this calculation are presented in Table 4.

Table 4. Measurement VAF on Indirect Effects between Self Leadership on Customer Orientation

Variable Relationship	Path Coefficients	Results
Direct Effect Self Leadership (X1) > Customer Orientation (Y2)	0.245	Significant
Indirect Effect Self Leadership (X1) > Emotional Labor (Y1) > Customer Orientation (Y2)	0.471	Significant
	0.312	
Total Indirect Effect = (0.471 x 0.312)	0.151	
Total Effect Indirect Effect + Direct Effect (0.151+0.245)	0.465	Significant
VAF Indirect Effect : Total Effect (0.151 : 0.465)	0.324	Significant

Calculation VAF (variance accounted for) in Table 4 shows that variable emotional labor play a role as a partial mediation to the positive relationship between self leadership on customer orientation. Adding variable emotional labor as a mediation variable showing that self leadership have a significant effect on emotional labor (path coefficients = 0.471) and emotional labor have a significant effect on customer orientation (path coefficients = 0.312). Thus, path coefficients in variable self leadership to emotional labor have a greater value, compare than to customer

orientation (path coefficients = 0.245). This results can be seen that all hypotheses have a significant value greater than value of t table (≥ 0.05). Thus it can be stated that all hypotheses of indirect effect are significant which means that all hypotheses are accepted.

The indirect effect result is calculated by VAF (variance accounted for) method through emotional labor as mediation variables between perceived organizational support (POS) on customer orientation show value of VAF which is obtained 0.332 (33,2%), this calculation are presented in Table 5.

Table 5. Measurement VAF on Indirect Effects between POS on Customer Orientation

Variable Relationship		Path Coefficients	Results
Direct Effect	POS (X2) > Customer Orientation (Y2)	0.225	Significant
Indirect Effect	POS (X2) > Emotional Labor (Y1)	0.359	Significant
	Emotional Labor (Y1) > Customer Orientation (Y2)	0.312	
	Total Indirect Effect = (0.359 x 0.312)	0.112	
Total Effect	Indirect Effect + Direct Effect (0.112 + 0.225)	0.337	Significant
VAF	Indirect Effect : Total Effect (0.112 : 0.337)	0.332	Significant

Value of VAF (variance accounted for) in Table 5 shows that variable emotional labor play a role as a partial mediation to the positive relationship between perceived organizational support on customer orientation. Adding variable emotional labor as a mediation variable showing that perceived organizational support have a significant effect on emotional labor (path coefficients = 0.359) and emotional labor have a significant effect on customer orientation (path coefficients = 0.312). Thus, path coefficients in variable self leadership to emotional labor have a greater value, compare than to customer orientation (path coefficients = 0.359). This results can be seen that all hypotheses have a significant value greater than value of t table (≥ 0.05). Thus it can be stated that all hypotheses of indirect effect are significant which means that all hypotheses are accepted.

DISCUSSION AND CONCLUSION

Based on hypotheses testing H1a, it can be stated that self leadership have a positive and significant effect on customer orientation. The results indicates that the better the self leadership (behavior awareness and volition, task motivation, and constructive cognition), the higher the employee to be customer oriented. This study is support the previous studies by Park et al., (2015; 2016) to nurse employee in South Korea Hospital, also mentions that self leadership is a factor that have a significant effect on customer orientation.

H1b statistical test results in this study is in line and also support the previous studies by Wang and Chang, (2015) that states a positive emotion also have a positive influence on customer oriented performance from the nurses. This means that emotional labor that well managed by employee will improve the customer orientation.

H1c statistical results show that perceived organizational support has positive and significant effect to customer orientation. This reflects that the higher perceived organizational support that employees receive such as paying attention to employee well-being, listening to complaints and also providing solutions to nurses will increase customer orientation. Results of this study is in line with Yavas and Babakus (2010) on frontline bank employee in New Zealand that perceived organizational support have positive and significant effect on customer orientation. In addition, the study conducted by Gountas and Gountas (2015) at a hospital in Australia and Zeglat et al. (2014) also found that empowerment and organizational support has significant impact on customer orientation.

H2a statistical results show that effect of self leadership on emotional labor have a positive and significant effect. The results of this study are in line with Park et al. (2015), which states that self leadership has influence in improving surface acting and decrease deep acting on emotional labor. Furthermore, the study conducted by Stewart et al. (2011) also states that the influence on self-emotion is a potential area in self-leadership to get more attention. For example, the emotional strategy that exists in self-leadership will be helpful in dealing with emotional labor.

The result of hypotheses test H2b proved that perceived of organizational support have positive and significant effect to emotional labor. This means, justice in the distribution of resources which provided by the organization has a strong cumulative effect on the perceived organizational support where it indicates that the hospital has a concern for the well-being of its employees. If employee feels fairness, it has an effect on the emotional labor that exists on the employee to direct itself to better management of surface acting emotions. This study is support the previous studies by Nargis and Bukhari (2017) and Mishra (2013), states that perception of organizational support is a significant predictor of emotional labor and have a positive effect on surface acting and negatively effect on deep acting.

VAF test results showed the results of hypothesis test H3a proved that emotional labor is able to give an indirect effect on self leadership variables and customer orientation. This means that the higher the deep acting of the nurses as trying to change negative emotions to be more positive will determine the customer orientation, in other words emotional labor positively mediate self leadership in the nurses at RSUD Johannes. Emotional labor is one of the variables that consistently has a positive influence with self leadership that can improve

customer orientation in the nurse Lee et al.(2015).The same results stated by Humphrey et al.(2015) in his research also mentioned that organizations need to set rules and use the right leadership style if they want to have emotional labor and effective customer orientation.

Based on hypothesis test H3b proved that emotional labor able to mediate effect perceived organizational support in a positive and significant to customer orientation. The research also conducted by Guerrier and Adib, (2003) states that in the tourism and service industries, prioritize the services of frontliner employees make demands of emotional work are enormous, because long working hours as well as the obligation to interact with customers result in the involvement of various emotions in the workplace.Emotional labor which happen in employee also determine the orientation to the customer, in other words emotional labor positively mediate the perceived of organizational support by the nurse in an effort to improve its orientation to the customer.Yoo and Arnold, (2015) suggest that the perception of organizational support has a positive effect on customer orientation behavior from bank employees and insurance companies in South Korea.

LIMITATIONS AND FUTURE RESEARCH

Generally, this study has three limitations. First, about the scope of study. This study is only conducted in one regional public hospital in Kupang and not be compared with public hospital in other region, therefore the future research expected that research on self leadership, perceived organizational support, emotional labor, and customer orientation not only focus on government agencies, but can be considered in improving customer orientation in the private sector such as private hospitals, banking, industry and other sector of government agencies.

IMPLICATIONS

The implication of this study are (1) to support the theoretic concept as well as the previous study results, of which specify that self leadership and perceived organizational support positively and significantly affect emotional labor and customer orientation (2) to improve customer oriented behavior on nurses in RSUD Johannes, the head of the nursing service, should pay serious attention to self leadership as well as the organization perceived support to nurses to have good emotional labor in improving their work performance.

REFERENCES

Allen, Joseph A., Pugh, S. Douglas., Grandey, Alicia A & Groth, Markus. 2010. Following Display Rules in Good or Bad Faith?: Customer Orientation as a Moderator of the Display Rule-Emotional Labor Relationship. *Human Performance*, vol. 23. pp 101-115

- Anaza, Nwamaka A., Nowlin, Edward L & Wu, Gavin Jiayun. 2016. Staying engaged on the job The role of emotional labor, job resources, and customer orientation. *European Journal of Marketing*. vol. 50, no. 7/8
- Anomneze, Edith A., Ugwu, Dorothy I., Enwereuzor, Ibeawuchi K & Ugwu, Leonard I. 2016. Teachers' Emotional Labour and Burnout: Does Perceived Organizational Support Matter? *Asian Social Science*, Vol. 12, No. 2
- Bruno, Andreina., Dell'Aversana, Giuseppina & Zunino, Anna. 2017. Customer Orientation and Leadership in the Health Service Sector: The Role of Workplace Social Support. *Journal Frontier in Psychology*, vol. 8, article 1920
- Brown, T. J., J. C. Mowen, D. T. Donovan, and J. W. Licata. 2002. "The Customer Orientation of Service Workers: Personality Trait Influences on Self and Supervisor Performance Ratings". *Journal of Marketing Research*, vol. 39 (1): 110–19
- Chow, Irene Hau-Siu., Lo, Thamis Wing-Chun., Sha, Zhenquan & Hong, Jiehua. 2006. The impact of developmental experience, empowerment, and organizational support on catering service staff performance. *Journal of Hospitality Management*, vol. 25, pp 478-495
- Diefendorff, J. M., M. H. Croyle, and R. H. Gosserand. 2005. "The Dimensionality and Antecedents of Emotional Labor Strategies." *Journal of Vocational Behavior*, 66 (2): 339–57.
- Eisenberger, R., & Rhoades, L. (2002). Perceived organizational support: A review of the literature. *Journal of applied psychology*, Vol. 87 (4), 698-714
- Gardner, William L., Fischer, Dawn & Hunt, James G. (Jerry). 2009. Emotional labor and leadership: A threat to authenticity?. *The Leadership Quarterly*, vol.20, pp. 466–482
- Gountas, Sandra., Gountas, John., Soutar Geoffrey & Mavondo, Felix. 2014. Delivering good service: personal resources, job satisfaction and nurses' 'customer' (patient) orientation. *Journal of Advanced Nursing*, 70(7), 1553–1563
- Gountas, Sandra & Gountas, John. 2015. How the 'warped' relationships between nurses' emotions, attitudes, social support and perceived organizational conditions impact customer orientation. *Journal of Advanced Nursing*, 72(2), 283–293
- Grandey, Alicia A., Diefendorff, James M and Rupp, Deborah E. 2013. *Emotional Labor in the 21st Century Diverse Perspectives on Emotion Regulation at Work*. Taylor & Francis Group. New York and London
- Groth, Markus, Thorsten Henning-Thurau, and Gianfranco Walsh. 2009. "Customer Reactions to Emotional Labor: The Roles of Employee Acting Strategies and Customer Detection Accuracy,". *Academy of Management Journal*, 52 (5), pp. 958-974.
- Guerrier, Y & Adib, A 2003, 'Work at leisure and leisure at work: A study of the emotional labour of tour reps', *Human Relations*, vol. 56, no. 11, pp. 1399-1417.
- Hair, J.F., Hult, G.T.M., Ringle, C.M. and Sarstedt, M. 2014. *A Primer on Partial Least Squares Structural Equation Modeling*. Sage, Thousand Oaks, CA.
- Houghton, Jeffrey D., Dawley, David and DiLiello, Trudy C. 2012. The Abbreviated Self-Leadership Questionnaire (Aslq): A More Concise Measure Of Self-Leadership. *International Journal of Leadership Studies*, Vol. 7, Iss. 2
- Hochschild, A.R: *The managed heart: Commercialization of human feeling*. University of California Press, Berkeley (1983)
- Humphrey, Ronald H. 2012. How do leaders use emotional labor?. *Journal of Organizational Behaviour*, vol. 33, pp 740-747
- Husein, Umar. 2008. *Metode Penelitian Untuk Skripsi dan Tesis Bisnis*. Jakarta. PT.Rajagrafindo Persada.
- Kottler, Phillip., Bowen, John T. & Makens, James C. 2014. *Marketing for Hospitality and Tourism*. 6ed. Inc, Pearson Education
- Ko. 2013. "Effect of emotional labor on the burnout and organizational commitment among flight attendants". *The Journal of the Korea Contents Association*, Vol. 13 No. 7, pp. 395-405
- Lee, JungHoon., Ok, Chihyung., Lee, Seung-Hoon and Lee Chong-Ki. Relationship between Emotional Labor and Customer Orientation among Airline Service Employee: Mediating Role of Deperzonalization. 2017. *Journal of Travel Research*. pp. 1-18
- Lee, Yong-Ki., Kim, Young Sally., Son, Moon Hyun and Lee Doo-Jin. Do emotions play a mediating role in the relationship between owner leadership styles and manager customer orientation, and performance in service environment?. 2011. *Journal of Hospitality Management*. Vol. 30

- Lee, An, & Noh. 2015. "The effects of emotional display rules on flight attendants' emotional labor strategy, job burnout and performance". *Service Business*, Vol. 9 No. 3, pp. 409-425.
- Manz, Charles C. 2015 Taking The Self-Leadership High Road: Smooth Surface Or Potholes Ahead?. *The Academy of Management Perspectives*, Vol. 29, No. 1, 132–151
- Mishra, Sushanta Kumar. Linking perceived organizational support to emotional labor. 2014. *Personal Review*, Vol 43 (6), pp 845-860
- Nargis & Bukhari, Syeda Razia. 2017. Perceived Organizational Support Predicts Emotional Labor among Nurses. *The International Journal of Indian Psychology*, Volume 4, Issue 3, No. 100
- Ozsahin, Mehtap., Zehir, Cemal., Acar, A.Zafer & Sudak, Melike Kivanc. 2013. The Effects of Leadership and Market Orientation on Organizational Commitment. *Procedia - Social and Behavioral Sciences*. vol. 99. pp 363-372
- Park, Jun-Hee., Han, Jeong-Won., Yeun, Young-Ran. 2015. Effects of Nurses' Self-leadership and Organizational Culture on Customer Orientation: Focused on the Mediating Effect of Emotional Labor. *Advanced Science and Technology Letters*, Vol 120, pp 129-132
- Park, Jun-Hee., Han, Jeong-Won., Yeun, Young-Ran. 2016. Factors Affecting Nurses' Customer Orientation. *International Journal of Bio-Science and Bio-Technology*, Vol.8, No.3 (2016), pp.1-8
- Robbins, S.P. & T.A. Judge. 2015. *Organizational Behavior*, 15th edition. Pearson Education,. Inc. Upper Saddle River, New Jersey.
- Ro, Heejung & Chen, Po-Ju. 2011. Empowerment in hospitality organizations: Customer orientation and organizational support. *International Journal of Hospitality Management*, vol. 30, pp. 422–428
- Singh, Rakesh & Venugopal, Pingali. 2015. The impact of salesperson customer orientation on sales performance via mediating mechanism. *Journal of Business & Industrial Marketing*, vol. 30, no. 5
- Steinbauer, Robert., Renn, Robert W., Taylor, Robert R & Njoroge, Phil K. 2014. Ethical Leadership and Followers' Moral Judgment: The Role of Followers' Perceived Accountability and Self-leadership. *Journal of Business Ethics*, vol. 120, pp. 381-392
- Wang, Mei-Ling & Chang, Shu-Chen. 2016. The Impact of Job Involvement on Emotional Labor to Customer-Oriented Behavior: An Empirical Study of Hospital Nurses. *The Journal of Nursing Research*, vol. 24, no. 2
- Yavas, Ugur & Babakus, Emin. 2010. Relationship between organizational support, customer orientation, and work outcomes. *International Journal of Bank Marketing*, vol. 28, no. 3
- Yoo, Jaewon and Arnold, Todd J. 2015 Frontline Employee Customer-Oriented Attitude in the Presence of Job Demands and Resources: The Influence Upon Deep and Surface Acting. *Journal of Service Research*. pp. 1-16
- Yukl, Gary. 2013. *Leadership in Organizations*, 8th Edition. United States: Pearson. Education.
- Zeglat, Dia., Aljaber, Mohammad & Alrawabdeh, Wasfi. 2014. Understating the Impact of Employee Empowerment on Customer Oriented Behavior. *Journal of Business Studies Quarterly*, vol. 6, no. 1