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THE MEDIATING ROLE OF JOB SATISFACTION IN THE RELATIONSHIP BETWEEN EMOTIONAL LABOR AND SILENT RESIGNATION IN THE HEALTH SECTOR

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ABSTRACT

The aim of this study is to examine the mediating role of job satisfaction in the effect of emotional labor dimensions on silent resignation. In this direction, structural relationships were evaluated between the variables included in the research model. The universe of the study consisted of individuals working in the health sector, and the sample consisted of 424 participants. Data were collected using the Emotional Labor Scale, Job Satisfaction Scale and Silent Resignation Scale, whose validity and reliability were approved in the literature, through a face-to-face survey method. The obtained data were analyzed using SPSS 30.0 and AMOS 24.0 programs. First of all, frequency analyses of demographic variables were performed, and confirmatory factor analysis (CFA), Cronbach's Alpha, composite reliability (CR) and average variance explained (AVE) values were used in the validity analyses of the scales. Discriminant validity was provided between the variables and the suitability of the model was tested with various goodness of fit indices. The normality distribution of the scales was evaluated with skewness and kurtosis coefficients and it was seen that all variables were in the range of (-1.5 to +1.5). Parameter estimates were made with the maximum likelihood method since they met the normal distribution assumption. In the research model, the mediating role of job satisfaction in the indirect effect of emotional labor on silent resignation was tested with the bootstrap method (n=5000). Four of the nine mediation hypotheses tested in the model were found to be significant and accepted. Accordingly; job satisfaction played a partial mediating role in the effects of fake emotions on personal emotions ($\beta = 0.116$; $p < 0.05$) and positive attitude ($\beta = -0.113$; $p < 0.05$). The full mediating role of job satisfaction was determined in the effects of deep action on personal emotions ($\beta = -0.093$; $p < 0.05$) and positive attitude ($\beta = 0.091$; $p < 0.05$). As a result of the research, it was seen that the effect of emotional labor on silent resignation was partially realized through the job satisfaction variable and the basic research hypothesis developed in this context was partially supported. These findings reveal that job satisfaction is a critical variable in managing employees' emotional labor strategies and contribute to the organizational behavior literature.

Keywords: Emotional Labor, Job Satisfaction, Silent Resignation, Structural Equation Modeling, Mediation Effect

1. INTRODUCTION

In recent years, the relationship between emotional labor strategies, job satisfaction, and quiet quitting behaviors among healthcare professionals has emerged as a significant topic in organizational behavior literature. This increasing interest is largely due to the inherently demanding nature of healthcare services, which often involve both physical and emotional labor. The emotionally charged environment in which healthcare professionals operate requires sustained interpersonal interaction, empathy, and responsiveness, all of which may take a toll on workers' psychological well-being and job commitment. Especially in the post-pandemic context, issues such as burnout, disengagement, and emotional exhaustion have come to the forefront as critical challenges to workforce sustainability (Shanafelt et al., 2020; WHO, 2021). The concept of emotional labor was first introduced by Hochschild (1983) and refers to the regulation of internal feelings and outward expressions to fulfill the emotional requirements of a job. Since then, emotional labor has been widely studied, particularly in service sectors where interpersonal interaction is a central aspect of job performance (Grandey, 2003; Hülshager & Schewe, 2011). Emotional labor is generally operationalized through two core strategies: surface acting and deep acting. Surface acting involves faking emotions that are not genuinely felt, while deep acting refers to modifying internal feelings to align with expected emotional displays (Brotheridge & Grandey, 2002). Research has shown that these strategies have distinct effects on job satisfaction, employee well-being, and organizational outcomes.

In the context of healthcare, emotional labor is deeply embedded in professional roles and is often an unavoidable part of daily responsibilities. Healthcare workers, such as nurses and physicians, are expected to exhibit compassion, patience, and calmness regardless of their personal emotional states. The dissonance that occurs when displayed emotions are incongruent with felt emotions may lead to emotional exhaustion, depersonalization, and decreased job satisfaction over time (Zapf et al., 2001). Grandey (2003) emphasized that surface acting is often linked to negative consequences such as emotional exhaustion and lower job satisfaction, whereas deep acting may be associated with more positive organizational outcomes. However, these outcomes are moderated by contextual factors such as organizational support, individual resilience, and coping resources (Mesmer-Magnus et al., 2012).

Within this framework, job satisfaction plays a critical mediating role in the relationship between emotional labor and various employee behaviors. Defined as an employee's general attitude toward their job and the level of contentment derived from it (Locke, 1976), job satisfaction has been closely examined in relation to emotional labor. Numerous studies have reported that surface acting negatively correlates with job satisfaction, while deep acting is positively associated (Judge et al., 2009; Lee & Ok, 2015). Nevertheless, the intensity and frequency of emotional demands can diminish job satisfaction over time, even among employees engaging

in deep acting, especially when emotional labor is unrecognized or undervalued by the organization (Hülsheger et al., 2010).

Parallel to these discussions, the concept of quiet quitting has gained significant attention in recent years. Popularized through social media and later examined in organizational research, quiet quitting refers to the phenomenon where employees psychologically withdraw from their jobs without formally resigning. In this state, workers meet only the minimal requirements of their roles, refrain from taking on additional responsibilities, and emotionally disengage from organizational goals (Gallup, 2022). This behavior is not necessarily about quitting the job itself but rather about quitting the culture of overcommitment, unpaid labor, and continuous overperformance. Quiet quitting has been identified as a response to burnout, a lack of recognition, and poor job satisfaction (Klotz & Bolino, 2022). Emerging empirical evidence suggests a complex interaction between emotional labor, job satisfaction, and quiet quitting behaviors. Employees who frequently engage in surface acting and report low job satisfaction are more likely to withdraw emotionally from their roles, eventually leading to quiet quitting behaviors (Kim et al., 2023). Furthermore, a lack of perceived organizational support exacerbates the negative effects of emotional labor, leaving employees feeling undervalued and emotionally drained, which further drives disengagement (Li et al., 2021). This is especially concerning in healthcare settings, where reduced engagement may directly impact patient care quality and safety.

Therefore, managing emotional labor in a sustainable manner is not only crucial for employee well-being but also for maintaining the integrity and quality of healthcare services. Understanding the mediating role of job satisfaction in the relationship between emotional labor and quiet quitting can offer valuable insights for healthcare administrators, policymakers, and HR professionals. By implementing strategies that support emotional regulation, recognize emotional efforts, and foster job satisfaction, organizations can mitigate the risk of quiet quitting and promote long-term workforce stability. In this context, the present study aims to investigate the mediating role of job satisfaction in the relationship between emotional labor strategies and quiet quitting behavior among healthcare workers. Drawing on theoretical frameworks and recent empirical findings, this study explores how different emotional labor strategies—surface acting and deep acting—impact job satisfaction and, in turn, influence employees' tendencies to disengage from their roles. The findings of this research are expected to contribute to both theoretical advancement and practical interventions in the field of healthcare management and organizational psychology.

Theoretical model**Research Hypotheses**

H1: Fake emotions variable directly affects Personal emotions variable.

H2: Deep action variable directly affects Personal emotions variable.

H3: Fake emotions variable directly affects Positive attitude variable.

H4: Deep action variable directly affects Positive attitude variable.

H5: Fake emotions variable affects Job satisfaction variable.

H6: Deep action variable affects Job satisfaction variable.

H7: Job satisfaction variable affects Personal emotions variable.

H8: Job satisfaction variable affects Positive attitude variable.

Mediating Effect

H9: In the effects of Fake emotions and Deep action variables on Personal emotions and Positive attitude, Job satisfaction variable plays a role as a mediating variable.

2. CONCEPTUAL FRAMEWORK**2.1.Emotional Labor**

The concept of emotional labor was introduced to the literature by Hochschild (1983) and refers to the process by which an individual manages their emotions in accordance with job requirements. In this context, employees may suppress, change or imitate their emotions in order to behave in accordance with organizational expectations. Emotional labor is generally considered in three dimensions: surface acting, deep acting and displaying natural emotions (genuine expression).

Surface acting is when an individual displays an emotion they do not feel or tries to appear professional by suppressing the emotion they feel. Deep acting is when an individual makes an internal effort to really feel the emotion they should feel. These processes can directly affect employees' psychological well-being, job satisfaction and organizational commitment (Grandey, 2000).

2.2.Silent Resignation

Silent resignation is an increasingly common phenomenon in today's business world, and it refers to employees consciously reducing their motivation, commitment, and voluntary participation in their jobs before officially leaving the workplace. This occurs when employees only fulfill the minimum duties specified in their job descriptions; and minimize extra responsibilities, initiative, or voluntary participation (Fleming, 2021). Silent resignation means that employees are physically present at work, but are psychologically and emotionally detached from work and exhibit a passive attitude.

Especially in today's work environments, factors such as intense workload, unclear job descriptions, inadequate reward systems, leadership problems, and lack of organizational support negatively affect employees' job motivation. When these negativities are combined with the burnout experienced by employees at work, loss of meaning in work, and increased emotional labor burden, silent resignation behavior becomes even more pronounced (Maslach & Leiter, 2016).

Karaşin and Öztirak (2023) defines silent resignation as employees withdrawing from work psychologically and emotionally and showing minimum motivation and commitment to their jobs despite being physically present at the workplace. According to Öztirak, this situation is directly related to the decrease in employees' organizational commitment, decrease in job performance and negatively affecting job satisfaction. In addition, Öztirak (2023) emphasizes that silent resignation is an important risk that leads to employees becoming invisible at the workplace and decreasing organizational efficiency.

One of the factors that causes silent resignation is emotional labor. In particular, situations called surface acting, where employees are forced to imitate emotions that they do not experience internally, create psychological fatigue and burnout in the long term. This weakens employees' commitment to their jobs and triggers silent resignation behavior (Brotheridge & Grandey, 2002). On the other hand, employees' sincerely adopted and deep emotional labor strategies can reduce the risk of silent resignation by increasing job satisfaction and commitment.

In conclusion, silent resignation is not only an individual attitude change, but also a complex work life problem that requires the improvement of organizational structures, management styles and working conditions. Therefore, it is critical for organizations to create supportive and fair working environments that take into account the psychological needs of employees in order to prevent silent resignation behavior.

2.3.Job Satisfaction

Job satisfaction is a multidimensional concept that expresses the individual's general attitude towards their job, positive or negative emotional reactions resulting from their job experiences, and the degree to which they are satisfied with their job. Job satisfaction is not limited to financial gains, but also includes many factors such as the employee's social relationships in the work environment, the nature of the

job, career development opportunities, workload, and the meaningfulness of the job (Spector, 1997). Locke (1976) defined job satisfaction as the totality of positive emotions that an individual derives from their job experiences and emphasized that job satisfaction has a decisive effect on employees' psychological well-being, productivity, and organizational commitment. Various studies have shown that individuals with high job satisfaction are more committed to their jobs, their motivation increases, and their job performance is positively affected (Judge et al., 2001).

However, the emotional labor strategies exhibited by employees also play an important role in job satisfaction. Employees who work with surface acting tend to experience burnout and a decrease in their job satisfaction over time because they suppress their true emotions. In contrast, employees who exhibit deep acting manage their emotions more harmoniously and sincerely, increasing job satisfaction and showing higher psychological adjustment at work (Brotheridge & Grandey, 2002; Grandey, 2003).

The fact that job satisfaction is a critical factor not only for individual but also for organizational performance and sustainability necessitates the management and support of employees' emotional experiences in today's business world.

3. METHODOLOGY

The form responses of 424 participants included in the study were analyzed using SPSS for Windows 30.0 and AMOS 24.0 programs. In the frequency analysis of the sample, descriptive information about demographic characteristics and work experience was presented with percentage rates. Confirmatory factor analyses of the Emotional Labor (ELT) Scale, Job Satisfaction (JST) Scale and Silent Resignation (SSI) scales included in the survey form were conducted and their validity and reliability in the sample were measured by calculating Cronbach's alpha, Composite reliability (CR) and Average Variance Explained (AVE) values. Discriminant validity analysis was applied between the variables and it was investigated whether the separation between the variables was sufficient for structural equation modeling. The mediating role of job satisfaction in the effect of emotional labor on silent resignation was examined in the model. Estimand syntax was written and bootstrap (n=5000) method was used to test the mediation hypotheses.

4. RESULT

1. Demographic characteristics of the sample

Demographic and work experience groups of individuals in the sample group of 424 participants are presented in Table 1.

Table 1. Percentage distribution of demographic characteristics of the sample

		n	%
Gender	Female	284	67,0%
	Male	140	33,0%
Age group	18-24	59	13,9%
	25-34	224	52,8%
	35-39	55	13,0%
	40 +	86	20,3%
Education	High School	64	15,1%
	Associate Degree	127	30,0%
	Undergraduate	171	40,3%
	Postgraduate	62	14,6%
Working year	1-5 year	140	33,0%
	6-10 year	105	24,8%
	11-15 year	77	18,2%
	16 year +	102	24,1%

67% of the participants were female, and 33% were male. The age groups in the sample were represented as 13.9% for the 18-24 age group, 52.8% for the 25-34 age group, 13% for the 35-39 age group, and 20.3% for the 40 and over age group. 15.1% of the participants had a high school degree, 30.0% had an associate degree, 40.3% had a bachelor's degree, and 14.6% had a postgraduate degree. The work experience groups were 1-5 years 33.0%, 6-10 years 24.8%, 11-15 years 18.2%, and 16 years and over 24.1%.

2. Confirmatory Factor Analyses of Scales Included in the Model

In the confirmatory factor analysis, as the sample size increases, especially in samples larger than 200, the Chi-Square (χ^2) value also becomes high and the statistical significance level of the Chi-Square (χ^2) test becomes low. In the confirmatory factor analysis evaluation of the scales used for the research and the suitability of the generally tested models, the Chi-Square (χ^2) value corrected with the degree of freedom (Chi-Square value/Degree of freedom), other goodness of fit indices and the values in the standardized residual covariance matrix were decided as a result of the examination.

Table 2. Goodness of Fit Indices and Fit Values Used in Confirmatory Factor Analysis

Model fit indices	Good fit	Acceptable fit
χ^2 / df	$0 \leq \chi^2/df \leq 2$	$2 < \chi^2/df \leq 3$
GFI	$\geq 0,85$	0,85-0,89
CFI	$\geq 0,97$	, $\geq 0,95$
SRMR	$\leq 0,05$	$,06 \leq SRMR \leq ,08$
RMSEA	$\leq 0,05$	$,06 \leq RMSEA \leq ,08$

2.1. Confirmatory Factor Analysis of Emotional Labor (ED) Scale

In the confirmatory factor analysis applied to the scale consisting of 9 items and 3 dimensions in the literature, the standard factor loadings are between (.62; .81) for the Fake Emotions (SD) dimension, between (.80; .81) for the Deep Action (DE) dimension and between (.69; .86) for the Hidden Emotions (HEM) dimension.

Since the model index values ($P > 0.05$) are found as χ^2 (52.582), χ^2/df (2.191), it is understood that the Confirmatory Factor Analysis is significant. Since the fit index values of the model GFI (.958) and CFI (.971), SRMR (.0475), RMSEA (.067) are within the acceptable fit limits, it is understood that the construct validity is ensured

2.2. Job Satisfaction (IT) Scale Confirmatory Factor Analysis

In the literature, the standard factor loadings in the confirmatory factor analysis applied for the scale consisting of 5 items and a single dimension are between (.71; .93) values. The item “I find my job interesting” was eliminated from the analysis because its factor loading was low ($FY < 0.5$) in the model.

Since the model index values in the confirmatory factor analysis were found to be ($P > 0.05$), χ^2 (2.997), χ^2/df (2.997), it is understood that the Confirmatory Factor Analysis is significant. Since the fit index values of the model are within the good fit limits of GFI (.994) and CFI (.997), SRMR (.0105), RMSEA (.074), it is understood that the construct validity is provided.

2.3. Confirmatory Factor Analysis for the Silent Resignation (SSI) Scale

In the confirmatory factor analysis applied to the scale consisting of 34 items and 3 dimensions in the literature, the standard factor loadings are between (.54; .78) values for the Personal Thought (PI) dimension, between (.76; .79) values for the Positive Attitude (OLT) dimension and between (.56; .68) values for the Mobbing Perception (MBA) dimension. The item “My basic motivation is to only do the work given to me” from the Personal Thought (PI) dimension, the item “I do the minimum work that I have to do because I think I get the salary I deserve in the institution I work for”, the item “My only wish is to do the work given to me”, the item “My managers in the institution I work for find my ideas valuable”, the item “I do not know what the concept of silent resignation means” from the Positive Attitude (OLT) dimension, “I do not feel unhappy if I finish

my work early and am given a new job”, and the item “I think that in-house rewards (even if they are insignificant in terms of money) are important in making the personnel feel a sense of belonging to the institution” from the Mobbing Perception (MBA) dimension were eliminated from the analysis due to their low factor loadings ($FY < 0.5$). Since the model fit values in the confirmatory factor analysis were found to be ($P > 0.05$), χ^2 (839.841), χ^2/df (2.616), it is understood that the Confirmatory Factor Analysis is significant. Since the fit index values of the model are within the acceptable fit limits of GFI (.889) and CFI (.919), SRMR (.062), RMSEA (.077), it is seen that the structural validity of the scale is provided for the research sample.

3. Convergence and Discriminant Validity applied to the scale sub-dimensions

Composite reliability (CR) values are calculated from the factor loadings calculated from the confirmatory factor analysis of the measurement model. When the composite reliability value is ($CR \geq 0.70$), it can be said that the composite reliability condition is met.

The indicator of convergence validity is the average variance explained (AVE) value. In order to confirm convergence validity, it is sufficient for the average variance explained ($AVE \geq 0.50$). If the entire composite reliability value ($CR \geq 0.70$) is found, it is also considered sufficient to have ($AVE \geq 0.40$). In order to ensure discriminant validity, the square root result ($\sqrt{AVE}$) of the average variance explained (AVE) value must be higher than the correlation values in the same row and column.

Table 3. Convergent and discriminant validity values calculated from standard factor loadings

Dimension	$\bar{x}$	StD	St.D	DE	GD	IST	KSD	OLT	MBA
SD	2,47	1,14	(,734)						
DE	3,33	1,11	,330**	(,806)					
GD	2,73	1,14	,470**	,162**	(,794)				
IST	3,17	1,15	-,121*	,055	-,061	(,819)			
KSD	2,77	,98	,263**	,089	,192**	-,594**	(,707)		
OLT	2,99	1,12	-,057	,069	,033	,539**	-,559**	(,772)	
MBA	3,72	,97	,127*	,059	-,002	-,326**	,556**	-,333**	(,738)
Cronbach's Alpha			,771	,847	,826	,902	,911	,841	,903
Composite reliability			,779	,848	,830	,890	,903	,815	,896
Average variance explained			,540	,650	,631	,672	,501	,596	,545

*** $p < 0.001$ ** $p < 0.01$ * $p < 0.05$ SD: Fake emotions DE: Deep action GD: Hidden emotions IST: Job satisfaction KSD: Personal emotions OLT: Positive attitude MBA: Mobbing perception

Average variance explained: The reliability values of the scales in the study in the sample are; Since all items for the Emotional Labor (ELT) Scale were (.812), all items for the Job Satisfaction (IST) Scale were (.902) and all items for the Silent Resignation (SSI) Scale were (.996), a high reliability degree was obtained for all scales. In the sub-dimensions, a “high reliability” value was obtained with the value of Fake Emotions (.771), In-depth Action (.847), Hidden Emotions (826), Job Satisfaction (.902), Personal Thought (.911), Positive Attitude (.841), and Mobbing (.903). Since the coefficient calculated for all scales in the combined reliability values was ($CR \geq 0.70$), it can be stated that the combined reliability condition was met. Since the average explained variance values ($AVE \geq 0.50$) were found for all variables, the conditions for convergent validity were also met. For discriminant validity, The square root results of the calculated average explained variance (AVE) values are given in parentheses. Since these values are higher than the correlation value in the same row and column, it is seen that discriminant-separation validity is provided.

4. Structural equation modeling path analysis applied to observed values of the research model

Models that test the existence of mediator or moderator variables in many ways form the basis of structural equation modeling. In fact, models that test the existence of mediator or moderator variables can be considered as simple structural equation models (Kline 2005). Since the indirect effects in the model are statistically significant and do not meet the normal distribution assumption in most cases, simulation (using at least 2000 resamples for a 95% Confidence Interval (CI)) has been tested instead of the Sobel test in recent years (Preacher and Hayes 2004, 2008).

The normal distribution of the variables in the research model was investigated by calculating the skewness and kurtosis coefficients. According to the values in Table 4, it is seen that the skewness and kurtosis coefficients of all variables are in the range of (-1.5; +1.5), which is the desired range for normal distribution. Since all variables were normally distributed, the maximum likelihood method, which is an appropriate model for parameter estimation, was used.

Table 4. Skewness and kurtosis coefficients for variables included in the model

	Skewness	Kurtosis
Emotional Labor Scale		
Fake emotions	,385	-,795
Deep action	-,270	-,734
Hidden emotions	,129	-,855
Job Satisfaction Scale		
Job satisfaction	-,177	-,937
Self-Efficacy Scale		
Personal reflection	,021	-,715
Positive attitude	-,096	-,695
Mobbing perception	-,691	,066

Path analysis was applied with latent variables including all variables in the model. In the research model, the mediator effect of the Job satisfaction variable on the effect of emotional labor on silent resignation was investigated. Since there are 3 sub-dimensions of the emotional labor scale and 3 sub-dimensions of the Self-efficacy scale, a total of 9 mediator hypotheses were tested. The graphic structure of the model drawn in the AMOS program is shown in Figure

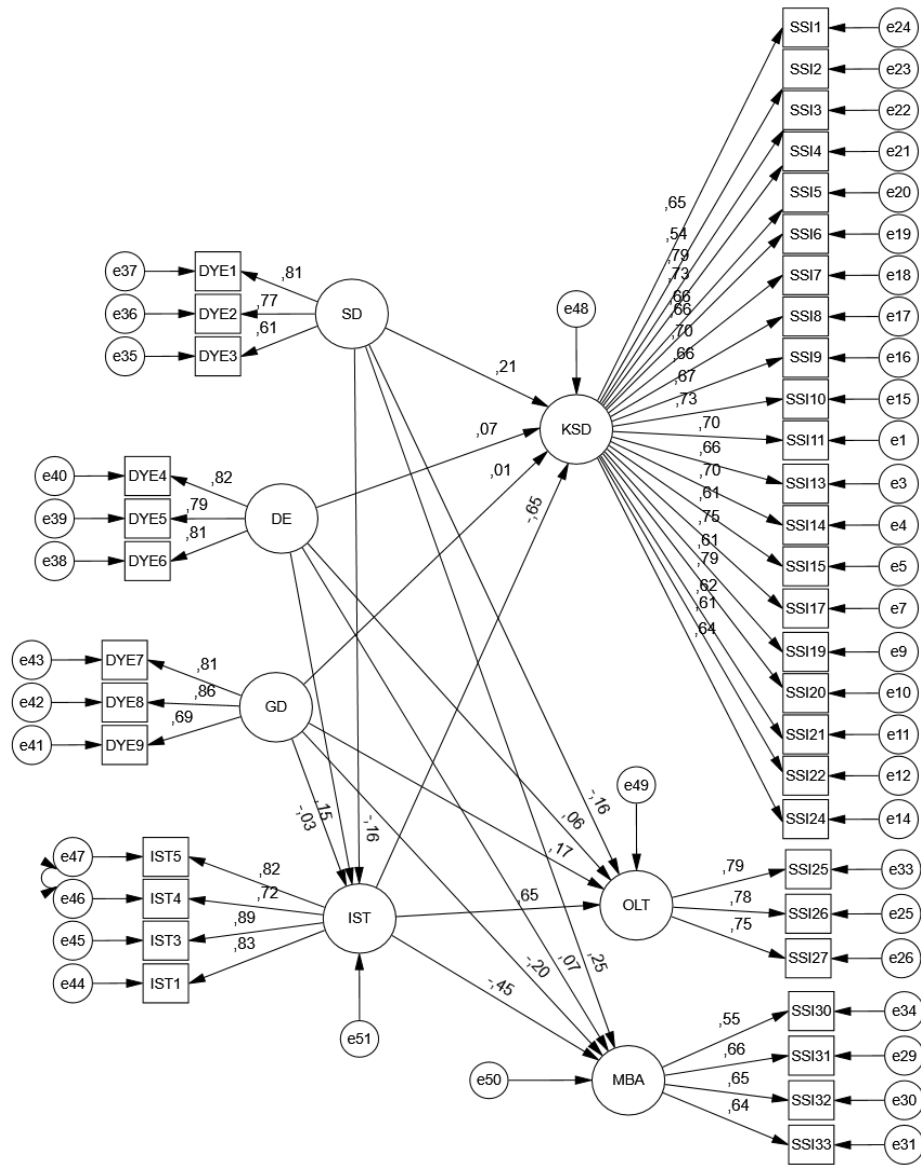


Figure 1. Latent değişkenlerle aracı model yol analizi (bootstrap n=5000)

In the model where latent variables are used, it is understood that the model is significant since the model test values ($p < 0.05$) are χ^2 (1509.39), χ^2/df (2.093). Since the fit index values of the model GFI (.910), CFI (.928), SRMR (.0766), RMSEA (.0650) are within the acceptable fit limits, it is understood that the model is valid. Model regression parameters are given in Table 5, and detailed values regarding mediator hypotheses are given in Table 5.

Table 5. Significance test of direct regression coefficients in the model

Exsogen		Endogen	Estimate	Std.Estimate	Z	P	hypotheses
GD	→	IST	-,040	-,034	-,354	,723	Rejected
DE	→	IST	,145	,146	1,945	,043*	Accepted
SD	→	IST	-,180	-,156	-1,928	,045*	Accepted
SD	→	OLT	-,175	-,151	-1,919	,046*	Accepted
SD	→	MBA	,247	,246	2,117	,034*	Accepted
DE	→	OLT	,056	,058	,832	,406	Rejected
DE	→	MBA	,057	,066	,793	,428	Rejected
GD	→	MBA	-,196	-,196	-1,913	,046*	Accepted
GD	→	OLT	,187	,167	1,945	,045*	Accepted
IST	→	KSD	-,643	-,651	-9,164	***	Accepted
IST	→	OLT	,629	,648	8,847	***	Accepted
IST	→	MBA	-,390	-,449	-5,501	***	Accepted
SD	→	KSD	,241	,211	2,515	,012*	Accepted
DE	→	KSD	,066	,067	1,127	,260	Rejected
GD	→	KSD	,014	,013	,176	,860	Rejected

*** $p < 0,001$ ** $p < 0,01$ * $p < 0,05$ SD: Fake emotions DE: Deep action GD: Hidden emotions IST: Job satisfaction KSD: Personal emotions OLT: Positive attitude MBA: Mobbing perception

In the path analysis model with observed variables, the direct regression effects are examined in Table 5. The effect of the fake emotions variable on the Job satisfaction, positive attitude, mobbing perception and personal emotions variables, the effect of the deep action variable on the Job satisfaction variable, the effect of the observed emotions variable on the positive attitude and mobbing perception variables, the effect of the job satisfaction variable on the positive attitude, mobbing perception and personal emotions variables are found to be significant. Accordingly;

- The effect of the hidden emotions variable on the Job satisfaction variable ($\beta = -.034$; $p > 0.05$) is not significant. ($p > 0.05$). Accordingly, the change in the hidden emotions variable does not lead to a change in the job satisfaction variable.

- The effect of the deep action variable on the Job satisfaction variable ($\beta=.146$; $p<0.05$) was found to be positive and significant. Accordingly, an increase in the deep action variable also increases the job satisfaction variable.
- The effect of the fake emotions variable on the job satisfaction variable ($\beta=-.156$; $p<0.05$) was found to be negative and significant. Accordingly, an increase in the fake emotions variable causes a decrease in the job satisfaction variable.
- The effect of the fake emotions variable on the positive attitude variable ($\beta=-.151$; $p<0.05$) was found to be negative and significant. Accordingly, the fake emotions variable causes a decrease in the positive attitude variable.
- The effect of the deep action variable on the positive attitude variable ($\beta=.058$; $p>0.05$) is not significant. Accordingly, a change in the deep action variable does not affect the positive attitude variable.
- The effect of the hidden emotions variable on the positive attitude variable ($\beta=.167$; $p<0.05$) was found to be positive and significant. Accordingly, an increase in the hidden emotions variable also causes an increase in the positive attitude variable.
- The effect of the hidden emotions variable on the mobbing perception variable ($\beta=-.196$; $p<0.05$) was found to be negative and significant. Accordingly, an increase in the hidden emotions variable leads to a decrease in the mobbing perception variable.
- The effect of the deep action variable on the mobbing perception variable ($\beta=.066$; $p>0.05$) is not significant. Accordingly, a change in the deep action variable does not affect the mobbing perception variable.
- The effect of the fake emotions variable on the mobbing variable ($\beta=.246$; $p<0.05$) was found to be positive and significant. Accordingly, the fake emotions variable causes an increase in the mobbing variable.
- The effect of the job satisfaction variable on the mobbing variable ($\beta=-.449$; $p<0.05$) was found to be negative and significant. Accordingly, an increase in the job satisfaction variable leads to a decrease in the mobbing variable.
- The effect of the hidden emotions variable on the personal emotions variable ($\beta=.013$; $p>0.05$) is not significant. Accordingly, the change in the hidden emotions variable does not cause a difference in the personal emotions variable.
- The effect of the deep action variable on the personal emotions variable ($\beta=.067$; $p>0.05$) is not significant. Accordingly, the change in the deep action variable does not affect the personal emotions variable.
- The effect of the fake emotions variable on the personal emotions variable ($\beta=.211$; $p<0.05$) was found positive and significant. Accordingly, the increase in the fake emotions variable causes the personal emotions variable to increase.

- The effect of the job satisfaction variable on the personal emotions variable ($\beta = -.651$; $p < 0.05$) was found negative and significant. Accordingly, the increase in the job satisfaction variable causes the personal emotions variable to decrease

Table 6. Significance test of indirect effects (mediator effect) in the model

Pattern	Endirekt effect	Minimum	Maximum	p	Hypotheses
SD→IST→KSD	,116	-,144	,389	,035*	Accepted
DE→IST→KSD	-,093	-,208	,028	,044	Accepted
GD→IST→KSD	,025	-,150	,388	,669	Rejected
SD→IST→OLT	-,113	-,525	,092	,044	Accepted
DE→IST→OLT	,091	-,019	,220	,045*	Accepted
GD→IST→OLT	-,025	-,269	,163	,656	Rejected
SD→IST→MBA	,070	-,070	,211	,230	Rejected
DE→IST→MBA	-,057	-,145	,009	,126	Rejected
GD→IST→MBA	,015	-,071	,283	,715	Rejected

*** $p < 0.001$ ** $p < 0.01$ * $p < 0.05$ SD: Fake emotions DE: Deep action GD: Hidden emotions IST: Job satisfaction KSD: Personal emotions OLT: Positive attitude MBA: Mobbing perception

In the model, the indirect effect of the Fake Emotions variable on the Personal Emotions variable via the Job Satisfaction variable, the indirect effect of the Deep Action variable on the Personal Emotions variable via the Job Satisfaction variable, the indirect effect of the Fake Emotions variable on the Positive Attitude variable via the Job Satisfaction variable and the indirect effect of the Deep Action variable on the Positive Attitude variable via the Job Satisfaction variable were found to be significant. ($p < 0.05$). The bootstrap method ($n = 5000$) was used to test the mediation hypotheses in the model. 4 of the 9 mediation hypotheses tested in the model were accepted.

- The indirect effect of the Fake Emotions variable on the Personal Emotions variable via the Job Satisfaction variable ($\beta = .116$; $p < 0.05$) was found to be positive and significant. Accordingly, the Job Satisfaction variable is a partial mediator in the effect of the Fake Emotions variable on the Personal Emotions variable.
- The indirect effect of the in-depth action variable on the Personal feelings variable via the Job satisfaction variable ($\beta = -.093$; $p < 0.05$) was found to be negative and significant. Accordingly, the Job satisfaction variable is a full mediator in the effect of the In-depth action variable on the Personal feelings variable.
- The indirect effect of the Fake feelings variable on the Positive attitude variable via the Job satisfaction variable ($\beta = -.113$; $p < 0.05$) was found to be negative and

significant. Accordingly, the Job satisfaction variable is a partial mediator in the effect of the Fake feelings variable on the Positive attitude variable.

- The indirect effect of the In-depth action variable on the Positive attitude variable via the Job satisfaction variable ($\beta = .091$; $p < 0.05$) was found to be positive and significant. Accordingly, the Job satisfaction variable is a full mediator in the effect of the In-depth action variable on the Positive attitude variable.

The general hypothesis of the study was that job satisfaction has a mediating role in the effect of emotional labor on silent resignation. Since 4 of the 9 hypotheses created for this purpose were accepted, the general hypothesis of the study, which is that job satisfaction is a mediator in the effect of emotional labor on silent resignation, is considered appropriate to be partially accepted.

CONCLUSION AND RECOMMENDATIONS

In this study, the effects of emotional labor strategies—specifically surface acting (fake emotions) and deep acting (deep action)—on job satisfaction were examined, along with the mediating role of job satisfaction in the emergence of silent resignation behavior among employees. The findings indicate that both surface and deep acting significantly affect job satisfaction, which in turn influences employees' emotional experiences and attitudes toward their work.

More specifically, surface acting, which involves displaying emotions that are not genuinely felt, was found to have a negative impact on job satisfaction. This reduced satisfaction was associated with adverse outcomes such as emotional exhaustion, detachment from one's role, and an increased tendency toward silent resignation—a form of psychological withdrawal in which employees disengage from their work responsibilities without formally resigning. This aligns with the findings of Brotheridge and Grandey (2002), who emphasized that surface acting is closely linked to emotional dissonance and psychological fatigue, both of which undermine well-being and work engagement.

Conversely, deep acting, which involves aligning internal feelings with organizational expectations to genuinely feel the emotions being expressed, showed a positive relationship with job satisfaction. Employees who engage in deep acting reported higher levels of intrinsic motivation, emotional congruence, and commitment to their roles. These positive outcomes contribute to the formation of personal emotional fulfillment and the development of constructive, proactive attitudes toward work. As Grandey (2003) has also noted, deep acting serves as a resource-conserving strategy that fosters authentic emotional expression and strengthens emotional resilience.

Importantly, the study revealed that job satisfaction serves as a crucial mediating variable in these relationships. It was observed that surface acting reduces job satisfaction, which in turn indirectly increases the likelihood of silent resignation. In contrast, deep acting enhances job satisfaction, which indirectly reduces the risk of disengagement. This dual pathway underscores the central role of job

satisfaction not only in individual emotional well-being but also in organizational outcomes such as employee retention, engagement, and overall performance.

From a managerial perspective, these findings highlight the importance of promoting deep acting strategies through emotional intelligence training, supportive leadership, and a psychologically safe workplace environment. Moreover, minimizing organizational norms that pressure employees to engage in surface acting could significantly improve overall job satisfaction and reduce the prevalence of silent resignation behavior.

The concept of silent resignation is a rising problem in the business world today. Öztürk (2023) defines silent resignation as employees' psychological and emotional withdrawal from work despite being physically present at work. This situation reduces employees' job performance, weakens organizational commitment and negatively affects job satisfaction. Our research findings have shown that silent resignation is based on decreases in job satisfaction and can be directly associated with employees' inability to find meaning in the workplace.

In this context, it is important for organizations to consider job satisfaction and emotional labor strategies in combating silent resignation. Practices aimed at increasing job satisfaction can help employees move away from silent resignation behavior. For example, factors such as fair compensation, career development opportunities, positive work relationships, and supportive leadership in the workplace can strengthen employees' commitment to their jobs (Judge et al., 2001; Kahn, 1990). In addition, a work environment that supports employees' emotional experiences and where they are not forced into superficial behavior will increase job satisfaction and commitment (Hochschild, 1983).

Recommendations

The following recommendations were developed in line with the results of this study:

Emotional Labor Management: Organizations should organize training and awareness programs so that employees can effectively manage their emotional labor strategies. Employees should be encouraged to exhibit sincere and deep behavior. Thus, burnout and job dissatisfaction caused by superficial behavior can be reduced (Brotheridge & Grandey, 2002).

Job Satisfaction-Enhancing Practices: Factors that positively affect job satisfaction, such as fair compensation policies, career development opportunities, positive work relationships, and managerial support in the workplace, should be developed and offered to employees (Locke, 1976; Judge et al., 2001).

Leadership and Management Approaches: Leaders should adopt a supportive and fair management approach that takes into account the emotional needs of employees. In this way, the risk of silent resignation can be prevented by increasing the psychological security of employees (Kahn, 1990).

Psychological Support Mechanisms: Organizations should create psychological counseling, guidance and support programs for employees to cope with stress and burnout. These practices will strengthen employees' commitment at work (Maslach & Leiter, 2016).

Organizational Culture and Communication: Open communication channels should be established and employees should be encouraged to share their thoughts and feelings. Positive organizational culture ensures that employees are more committed to their jobs and prevents silent resignation behavior (Schein, 2010).

Theoretical Contributions

This study has made a significant contribution to the literature by including the mediating role of silent resignation behavior in the relationship between emotional labor and job satisfaction. In the context of Turkey in particular, the relationship between employees' emotional strategies and job satisfaction and its effects on silent resignation have been extensively examined. In addition, the research results provide new perspectives on theories of emotional labor management and employee commitment in the field of organizational psychology. In this context, new research areas are emerging for a more detailed examination of the effects of emotional labor strategies on job satisfaction and psychological detachment behaviors in organizations.

Practical Contributions

The research is instructive for practitioners in the business world. Human resource managers and organizational leaders can also implement targeted interventions based on the findings to improve employee well-being and organizational effectiveness. By recognizing the critical role of emotional labor and its impact on job satisfaction and silent resignation, organizations can tailor their policies and practices to better support their workforce. For example, incorporating emotional intelligence training and stress management workshops can equip employees with tools to handle emotional demands more effectively.

Moreover, fostering an environment that values genuine emotional expression over surface acting can reduce emotional exhaustion and turnover intentions. HR departments should regularly monitor employee satisfaction and emotional well-being through surveys and feedback mechanisms, enabling timely responses to emerging issues. The practical implications of this study emphasize that enhancing emotional labor management not only benefits employees but also contributes to organizational productivity and sustainability.

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