INTERNATIONAL JOURNAL OF BUSINESS, 28(2), 2023 ISSN: 1083-4346

Research on the Relationship between Organizational Justice, Emotional Labor and Job Satisfaction – A Case of Flight Attendants

Ching-Ying Yu[a*], Hua-Hsing Sun[b], Sheng-Chieh Chen[c]
Yuan-Ze university, Taoyuan, Taiwan
[a] *mikoyu@saturn.yzu.edu.tw*
[b] *s1069405@mail.yzu.edu.tw*
[c] *sanjain270@gmail.com*

ABSTRACT

This research mainly explores organizational justice, emotional labor, and job satisfaction for flight attendants. After exploring the literature, it proposes three positive relationships. They are organizational justice vs. emotional labor, emotional labor vs. job satisfaction, and organizational justice vs. job satisfaction. In this study, national flight attendants were targeted, 155 questionnaire invitations were sent, 110 valid responses were obtained, and the response rate was 71%. After analysis, the following important conclusions are as follows; 1. Organizational justice has a low correlation and a significant positive relationship with emotional labor; 2. Emotional labor has a low correlation and a significant positive relationship with job satisfaction; 3. Organizational fairness has a moderately significant positive relationship with job satisfaction; 4. Emotional labor does not have a mediator relationship between organizational justice and job satisfaction.

JEL Classification: D63, J28, J52

Keywords: organizational justice, emotional labor, job satisfaction, flight attendants

https://doi.org/10.55802/IJB.028(2).005

I. INTRODUCTION

A. Research Motivation

In Taiwan, flight attendants are a relatively high-income profession and a job that most people yearn for. However, the continuous related union movement has aroused people's curiosity. Under the conditions of the enviable working environment and higher salary income in the eyes of others, what is the reason these flight attendants have to gang up and fight against the company? Hochschild (2012) put forward the concept of emotional labor from the observation of flight attendants, explaining the labor characteristics of today's service industry. She also explained the high emotional labor characteristics of flight attendants and pointed out that emotional labor will bring pressure to employees and even cause burnout, which in turn affects work-related factors. Later, Colquitt and Zipay (2015) used social exchange theory and fairness heuristic theory to explain that employees are concerned about supervisory or organizational justice issues. The fairness of the employee's contribution and the relative return, the degree of trust in the executive or the organization, and the uncertainty of these factors make employees more focused on issues of organizational justice. Grandey (2000) also explained that among the antecedents of emotional labor, supervisor and coworker support is an essential factor in related organizations. Rupp et al. (2008) indicate the source of (in)justice in the organizational environment can be the entire organization, a person's supervisor, colleagues, subordinates, customers, or other entities that interact with employees.

From the perspective of organizational justice, Grandey et al. (2015) believes that emotional labor is an unfair labor practice, because employees in this case are: 1. Underestimated by the organization (constitutes unfair distribution); 2. Disrespect by customers (unfair internal interactions); and 3. Self-weakening by organizational policies (constitute procedural unfairness). Cohen-Charash and Spector (2001) research has shown that perceived injustice can cause negative emotion in the form of mood and anger. It can lead to verbal attacks, hostile, unfriendly behaviors (Glomb, 2002). When labor and capital are confronted, these destructive emotions can often be seen forming a discordant atmosphere.

Adams (1963) put forward the equity theory, emphasizing whether the individual is satisfied or not, which shows the positive relationship between the two. As for the research on the impact of emotional labor on job satisfaction (Kammeyer‐Mueller et al., 2013), an analysis of 116 pieces of literature mainly focused on emotional labor. It found that emotional labor has positive and negative effects on employees, and customers produce positive and negative associations. Therefore, passionate workers show positive emotions and attitudes, which will also positively affect job satisfaction.

From the perspective of emotional workers, their perception of organizational justice affects their degree of satisfaction with their work. This mediator relationship also means that organizational justice is the pre-cause of emotional labor, and job satisfaction is the after-effect of emotional labor.

Our research will explore the relationship between organizational justice and job satisfaction through the standpoint of emotional workers, understand how highly emotionally labored flight attendants feel about the company's fairness system, and observe the impact on their job satisfaction. It is hoped that the analysis results obtained can provide a reference for follow-up research and related units, help promote the

https://doi.org/10.55802/IJB.028(2).005

harmony of labor-management relations and enable the organization to develop benefits for both parties and create a win-win situation. This is one of the main goals of this research.

B. Research Purposes

Based on the aforementioned motivational argument, organizational justice significantly impacts emotional labor, and organizational justice also positively impacts employees' job satisfaction. Similarly, emotional labor has a positive relationship with employees' job satisfaction. Therefore, relevant research is proposed. The purpose is as follows:

1. Explore the relationship between organizational justice and emotional labor.
2. Explore the relationship between emotional labor and job satisfaction.
3. Explore the relationship between organizational justice and job satisfaction.
4. Explore the mediator relationship between emotional labor in organizational justice and job satisfaction.

II. LITERATURE DISCUSSION

In this chapter, we will describe their important documents one by one regarding organizational justice, emotional labor, and job satisfaction.

A. Organizational Justice

Whether the relevant reward and punishment system conforms to the principle of fairness. Greenberg (1987) stated that organizational justice means that employees are treated fairly at work, which can be used to describe and explain the fairness of the work environment. Olkkonen and Lipponen (2006) discuss justice in an organizational setting, it can be described as two types of subjectively perceived antecedents and consequences: (a) result distribution or fairness of distribution and (b) used to determine the distribution of results or the fairness of the distribution procedure. Early organizational justice was researched on two dimensions procedural justice Leventhal (1980) and distributive justice (Adams, 1965). Later, the interaction justice was added. Furthermore, Colquitt et al. (2001) divided interaction justice into two aspects: interpersonal justice and information justice. These four aspects have become essential connotations of organizational justice.

Information fairness refers to the sufficiency of explanations or explanations provided by your boss in executing decision-making regarding remuneration, rewards, evaluation, promotion, task assignment, etc. Another scholar, Colquitt and Zipay (2015), defined the fairness of distribution as the fairness of resource distribution. Such as the fairness of the results obtained from the boss (salary, reward, evaluation, promotion, task assignment, etc.). Among these, procedural fairness is whether there is consistency, accuracy, or bias in the process of decision-making by the boss, such as compensation, rewards, evaluation, promotion, and task assignment.

For the definition of justice, Colquitt (2001) pointed out that interactive justice will be promoted when decision-makers treat people with respect and sensitivity and thoroughly explain the reasons for their decisions. Colquitt and Zipay (2015) define

https://doi.org/10.55802/IJB.028(2).005

justice as the perception of compliance with rules that reflect the appropriateness of the decision-making environment. Distributive justice rules reflect the suitability of decision-making results, procedural justice rules reflect the decency of decision-making procedures, interpersonal justice rules reflect the appropriateness of methods when formulating strategies, and information justice rules reflect the suitability of explanations provided for the courses. However, Van den Bos et al. (1998) showed that when authority and credibility information is lacking, justice has a more substantial influence on response than when it exists.

B. Emotional Labor

Hochschild (2012) first proposed the concept of emotional labor in 1983, which advocated that employees' labor can be divided into three categories: intellectual labor, physical labor, and emotional labor. Later Hochschild (2012) used emotional labor to mean dynamic management to create a publicly observable facial and body display; emotional labor is sold for wages, so it has exchange value. Ashforth and Humphrey (1993) defined the behavior of proposing appropriate emotions (behaviors formed with display rules) as emotional labor. Grandey (2000) stated that the core of emotional labor is emotional regulation, which is the individual adjustment of inner feelings and external expression processing necessary to meet organizational requirements. Morris and Feldman (1996) for emotional labor is usually defined as the behavior of expressing the emotions expected by the organization in the process of service transactions. Gradually, after more and more discussions about emotional labor, Grandey (2000) divided emotional labor into three points to discuss after 2013: First, as a professional requirement, it is necessary to manage emotions to create dynamic displays in exchange for wages are a form of labor, like manual labor and intellectual labor, but the result is good for the organization. Second, as an emotional display, consciously or unconsciously strive to express specific emotions in a job role. In this view, more attention is paid to how emotional expression affects target customers. Although the results are beneficial to both the organization and the individual, if it is not in time, it will cause disadvantages to both parties. Third, emotional labor is an internal psychological process. When interacting with others at work, try to manage your emotions, focusing on the inner experience of managing emotions at work. Deep acting affects the organization and employees; Surface expressions and disorders are useless. On the other hand, in 2008, Rupp and Cropanzano (2002) specifically targeted their surface behaviors and defined it as the degree (i.e., frequency) of employees' reports covering up their genuine emotions to comply with the organization's display rules.

C. Job Satisfaction

Job satisfaction presents a series of factors that lead to satisfaction. Hoppock (1935) defines job satisfaction as any combination of psychological, physical, and environmental conditions that enable a person to say that I am satisfied with her job truthfully. According to this method, although job satisfaction is affected by many external factors, it is still an internal factor related to how employees feel. Aziri (2011) pointed out that Hoppock (1935) defines job satisfaction as any combination of psychological, physical, and environmental environments. According to this method,

https://doi.org/10.55802/IJB.028(2).005

although job satisfaction is affected by many external factors, it is still an internal factor related to employees' feelings.

On the other hand, Kalleberg (1977) defined job satisfaction as an individual's overall emotional orientation towards their current job role. A person may be satisfied with one aspect of the job but not with another element. A balance must be struck between them to complete satisfaction with the job. Locke (1969) definition of job satisfaction is a pleasant emotional state due to evaluating a person's work as the realization or promotion of the value of a person's work. Statt (2004) is defined as the degree to which employees are satisfied with getting rewards from work, especially intrinsic motivation. Martela and Pessi (2018) said it refers to people's understanding and feelings about work. Favorable work attitudes indicate job satisfaction, and unfavorable attitudes toward work indicate job dissatisfaction. Although there are different definitions of job satisfaction, we still take the definition of Aziri (2011) as the director in this article.

D. The Relationship between Organizational Justice and Emotional Labor

Colquitt and Zipay (2015) described that emotional response affects how employees view situations and interpret information, so it is the core of the concept of fairness. Duke et al. (2009) may regard emotional labor as a process of resource exhaustion. The loss of personal emotional resources may lead to additional stressors and decreased flexibility in the absence of organizational support resources. Rupp et al. (2008) even showed that injustice could lead to anger, but anger can affect surface behavior. For anger, Colquitt and Zipay (2015) believe that justice and fairness are the most important because their lack will trigger moral anger, which is a wave of anger or resentment against authority. Anger is a destructive emotion, leading to inappropriate verbal attacks and hostility (Glomb, 2002). However, Grandey et al. (2015) believes it is unfair to require emotional management. Injustice is traditionally defined as the unfair distribution of resources (distribution injustice), the distribution of resources through unfair policies (procedural injustice), and as a treatment characterized by a lack of dignity and respect (interaction injustice). Such injustice will also cause employees to treat their bosses differently. Rupp and Cropanzano (2002) research pointed out that employees treated pretty by their bosses in their interpersonal interactions respond to their bosses with civic behavior. However, if the injustice comes from the structure or the source of the organization, employees will retaliate against the organization. The reverse is also true. If employees can influence or control the distribution of remuneration, employees' sense of organizational justice will increase, leading to positive attitudes and behaviors at work (Greenberg, 1987). Alternatively, if employees perceive that the ratio of their pay to remuneration is similar to that of others, they will have a perception of fairness. If a relatively unfair perception occurs, employees will reduce their work pay and make the ratio of their income to remuneration equal to that of others (Adams, 1965). In a word, we think that the degree of organizational justice will affect the performance of employees at work and that emotional workers have positive attitudes and behaviors in their passionate contribution at work due to the positive feeling of organizational justice, which leads to a positive relationship. Therefore, based on the literature mentioned above, the first hypothesis put forward in this study is:

H1: Organizational justice and emotional labor have a positive correlation

https://doi.org/10.55802/IJB.028(2).005

E. The Relationship between Emotional Labor and Job Satisfaction

Hochschild (1983) suggested that emotional labor is stressful and may lead to burnout. Grandey (2000) stated that when job roles require certain expressions to be shown to clients, the study of emotional labor solves the stress of managing emotions. Grandey et al. (2015) also proposed that when emotional disorders and supervision are exhausted, emotional labor will harm employees, including job dissatisfaction, job burnout, work-family conflict, physical symptoms, and hindering employees from effectively completing the work. The study of Brotheridge and Grandey (2002) pointed out that the need to perceive positive emotions and in-depth adjustment are strongly related to personal accomplishment. Does this indicate that emotions have a positive effect on related work? In addition, Bhave and Glomb (2016) research results show that professional emotional labor requirements positively correlate with job satisfaction, while surface behaviors are negatively correlated with job satisfaction. As for the research on the impact of emotional labor on job satisfaction. Kalleberg (1977) analyzed 116 pieces of literature focusing on emotional labor.

Moreover, emotional labor has positive and negative effects on employees and positively and negatively impacts on customers. The relationship then affects the perception of customer service quality, customer satisfaction, loyalty intention, and other factors such as attitudes and behaviors. Therefore, emotional workers show positive emotions and attitudes, which will also positively affect job satisfaction. On the other hand, Wharton (1993) research on related banks and teaching hospitals pointed out that emotional labor has a positive relationship with job satisfaction; the lower the burden of emotional labor, the greater the degree of employee satisfaction.

Therefore, based on the literature mentioned above, the second hypothesis proposed in this study:

H2: Emotional labor is positively correlated with job satisfaction

F. The Relationship between Organizational Justice and Job Satisfaction

Moorman (1991) pointed out that when employees feel they are being treated fairly, their job satisfaction, performance, and attitudes toward supervisors tend to be positive. Research on organizational justice and job pleasure points out that interaction justice and procedural justice significantly impact job satisfaction (Masterson et al., 2000). Later, Colquitt et al. (2001), one of the reasons for the study of justice is to believe that an enhanced sense of fairness can improve organizational-related results, such as organizational commitment, job satisfaction, and performance. In addition, it is worth mentioning that the perception of procedural justice can predict organizational citizenship behavior (OCB), which positively affects job satisfaction (Moorman, 1993). McFarlin and Sweeney (1992) found that distributive justice is related to individuals, which affects two factors salary satisfaction and job satisfaction, while procedural justice is related to organizations, which involves organizational commitment and subordinates' evaluation of supervisors. According to the literature, as mentioned above, this study puts forward a third hypothesis:

H3: Organizational justice and job satisfaction have a positive correlation

https://doi.org/10.55802/IJB.028(2).005

G. Emotional Labor's Mediator Relationship between Organizational Justice and Job Satisfaction

Grandey (2000), in his emotional regulation model, regarding organizational factors related to work autonomy. The support of the executive and colleagues is regarded as the model's antecedents, and burnout and job satisfaction in personal happiness are regarded as the model as well. Colquitt and Zipay (2015) pointed out that justice and fairness may affect work behavior. The reason is related to emotion. Think of feeling as a mediator factor related to justice and driving emotional behavior. In terms of organizational justice, Yang et al. (2019) pointed out that among the relevant organizational factors, organizational justice is the antecedent of emotional labor, and job satisfaction is the consequence of emotional labor. This shows that emotional labor plays a mediator relationship among the three constructs. Based on the hypothesis of the interrelationship of the three constructs proposed in the previous literature. It is inferred from the positive correlation between organizational justice and emotional labor, the positive correlation between emotional labor and job satisfaction, and the positive correlation between organizational justice and job satisfaction. In addition to fairness directly affecting the path of job satisfaction, organizational justice can affect the outcome of job satisfaction through emotional labor, which means that emotional labor has a mediator role in organizational justice and job satisfaction. Therefore, based on the above inferences, this study puts forward a fourth hypothesis:

H4: Emotional labor plays a mediating role in the relationship between organizational justice and job satisfaction

III. RESEARCH METHOD AND DESIGN

A. Research Structure

This study explores organizational justice, emotional labor, and job satisfaction constructs. Four research hypotheses explore the constructs. Based on the literature discussion, H1: organizational justice and emotional labor are positively correlated; H2: emotional labor and job satisfaction are positively correlated; H3: Organizational justice and job satisfaction are positively correlated, and H4: Emotional labor has a mediating role in the relationship between organizational justice and job satisfaction. According to the motivation and purpose of this research, after literature discussion and analysis, the research framework diagram shown in Figure 1 is proposed.

H1: Organizational justice has a positive correlation with emotional labor
H2: Emotional labor has a positive correlation with job satisfaction
H3: Organizational justice and job satisfaction have a positive correlation
H4: Emotional labor plays a mediator role in the relationship between organizational justice and job satisfaction

B. Research Object

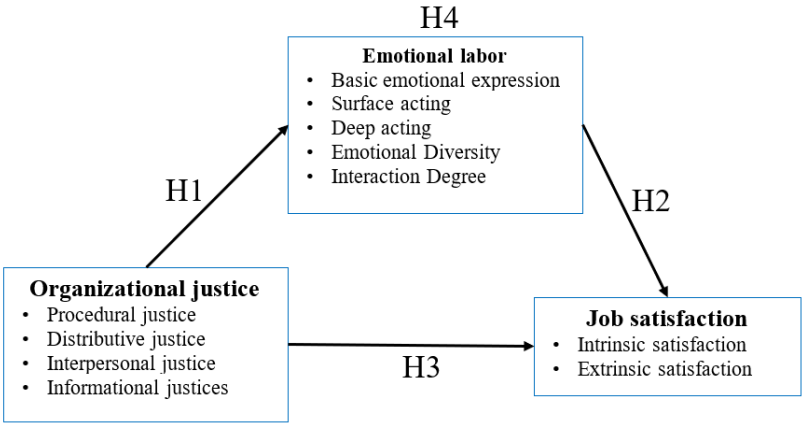
This study selects nationality flight attendants as the research object because of their high

https://doi.org/10.55802/IJB.028(2).005

emotional labor characteristics, coupled with the recent rise of the trade union movement, to observe the impact of flight attendants on job satisfaction from the organizational justice perspective. This research adopts a purposeful sampling method, taking the flight attendants of national airlines who are active and have more than one year of experience, regardless of gender, as the survey subjects. The reason is that the flight attendants who have served for more than one year not only have a certain degree of understanding and feelings about the company's organizational system and working environment but also have a certain level of service experience and company training, which are more characteristic of highly emotional workers.

From the perspective of highly emotionally laboring flight attendants, looking at the relationship between organizational justice and job satisfaction will enable this research to be closer to the facts.

Figure 1
The Research Framework Diagram



C. Research Variables

The questionnaire design of this study has three parts. The first part is the "Emotional Labor Scale," the second part is the "Organizational Equity Scale," and the third part is the "Job Satisfaction Scale."

D. Emotional Labor Scale

There are 24 items in the "Organizational Emotional Burden Scale" proposed by Olkkonen and Lipponen (2006) in the following five dimensions. Among them, the question items representing the expression of basic emotions are seven items from 1 to 5, 9, and 10. Examples of questions include: something must be done to make customers feel that they are respected. In addition, the emotional control questions represent the surface layer consisting of 6 to 8 questions, a total of three questions, such as the company will ask you not to let your personal feelings affect your attitude towards customers. In addition, seven questions represent deep emotional disguise from 18 to 24. Examples of questions include: When doing this job, will the company ask you to show emotions

https://doi.org/10.55802/IJB.028(2).005

different from your genuine feelings? After that, the question items representing the degree of emotional diversity are 14 to 17 questions in total, four questions such as: Will the company ask you to make different emotional responses to people of other classes? Finally, three questions represent the level of interaction, from 11 to 13 questions. Examples of questions include: Do you have to directly face-to-face with customers or use voice contact on the phone in your work? This questionnaire uses the Likert five-point scale, and the scoring method ranges from very different to very agree. The higher the score, the higher the degree of emotional labor.

E. Organizational Equity Scale

The content of this scale refers to the content scale of Colquitt and Zipay (2015). There are four dimensions and a total of 20 items. Before each aspect of the questionnaire, the subject of the question is stated in this questionnaire. For example, the following questions refer to the decision-making process of your boss, such as salary, reward, evaluation, promotion, task assignment, etc. Questions representing the fairness of procedures are 1 to 7, such as "can our company's employees participate in formulating the salary distribution system?" In addition, there are four questions on behalf of the fairness of distribution, from 8 to 11 questions. Examples of questions include salary reflects the hard work I put into my work. After that, four questions represented interpersonal fairness from 12 to 15, such as I feel that I have been treated politely by the company's supervisor. Finally, there are five questions representing information fairness from 16 to 20. Examples of questions include: the company executive is honest when communicating with me. There are 20 items in this questionnaire, which is also measured on the Likert five-point scale. That is, the higher the score, the higher the sense of fairness of the organization.3. Job satisfaction scale

This study adopts the Minnesota Satisfaction Questionnaire (MSQ) Short Form (Short Form) with 20 items, measuring two dimensions of internal and external satisfaction. The question items representing inner satisfaction are twelve questions from 1 to 4, 7 to 11, 15, 16, and 20. In addition, the question items representing external satisfaction are 5 to 6, 12 to 14, and 17 to 19, a total of eight questions. Examples of questions include: I think my work is hectic. Examples of questions include I could help others do things at work. Similarly, the above 20-question questionnaire is measured using the Likert five-point scale. The higher the score, the higher the satisfaction with the job.

IV. DATA ALLOCATION AND ANALYSIS

A. Questionnaire Distribution and Recovery

In this research, Google forms are used to distribute and retrieve, and all the items are set as mandatory questions, which can avoid the occurrence of data omissions. In the response setting of the Google form, enable the function of collecting email addresses so that the test subject can choose whether to receive a copy of the questionnaire. This function can avoid the repeated collection of questionnaires.

Through the personal connections of a senior flight attendant of nationality, select the active flight attendant according to the list in the address book in his communication

https://doi.org/10.55802/IJB.028(2).005

software, and send the questionnaire invitation message in a one-to-one manner, including the URL link for the questionnaire. In addition to the standard invitation description, each letter is sent with a greeting message of the subject's name to show respect for the subject. A total of 155 named messages were sent, and 91 responses were received in the first four days. Then, based on the unanswered list, select people with high familiarity through voice calls or message follow-ups, and finally recovered 110. There are no valid missing questionnaires, and the recovery rate is 71%.

B. Data Processing

After compiling the valid questionnaire:

- Organize the relevant data in the SPSS program.
- Define the name, type, label, and measurement items.
- Convert the measurement scale into a value to comply with the SPSS calculation implementation specifications.

Among them, 24 items of emotional labor are dealt with in the opposite direction. The higher the score of emotional labor, the lower the degree of emotional labor, which is consistent with the law of the measurement scale of organizational justice and job satisfaction. In addition to analyzing the correlation coefficients of each of the three constructs and regression analysis to verify the hypothetical results, the hierarchical regression method is used to verify the existence of the mediator relationship.

C. Statistics Description

A total of 110 copies of this questionnaire were collected, of which 98 were females and 12 were males. The ratio of males to females is about 1 : 8.17. The age distribution group is 41-50 years old, accounting for 43.6% of all test subjects, followed by 22-30 years old and 31-40 years old, 27.3% and 21.8%, respectively. Over 50 years old only accounted for 7.3%. In terms of working experience, there are 59 subjects with more than 15 years of work experience, more than half of the total number is 53.6%, followed by 16 persons with 1-3 years accounting for 14.5% of the total, 14 persons with 4-6 years accounting for 12.7% of the total. All the testers have a college degree or a university degree or above in terms of education level.

D. Questionnaire Reliability

The questionnaire in this study consists of three parts: organizational justice, emotional labor, and job satisfaction. The first part is tween-four questions about emotional labor, and the overall Cronbach's $\alpha = 0.834 > 0.7$. In the aspect, there are seven questions about essential emotion expression Cronbach's $\alpha = 0.752$, seven questions about deep emotion pseudo-Cronbach's $\alpha = 0.769$, three questions about simple emotion control Cronbach's $\alpha = 0.714$, and four questions about emotional diversity Cronbach's $\alpha = 0.834$, The degree of interaction is three questions Cronbach's $\alpha = 0.433$. The reliability of the questionnaire summarized insert Table 1 here.

The second part is a test of organizational justice with 20 questions, and the overall

https://doi.org/10.55802/IJB.028(2).005

Cronbach's α = 0.959 > 0.7. In the aspect, there are seven questions about procedural fairness Cronbach's α = 0.899, four questions about distribution fairness Cronbach's α = 0.960, four questions about interpersonal justice Cronbach's α = 0709, and information fairness Cronbach's α = 0.951.

The third part is a job satisfaction test with 20 questions. The overall Cronbach's α = 0.877 > 0.7. In the aspect, there are 12 questions about Cronbach's α = 0.803 for internal satisfaction and eight questions about Cronbach's α = 0.858 for external satisfaction. Therefore, this questionnaire meets the reliability test requirements.

Table 1
Questionnaire Reliability Comparison

Construct	Facet	Number of questions	Cronbach's α
Emotional labor		20	0.834
	Basic emotional expression	7	0.752
	Deep emotional camouflage	7	0.769
	Superficial emotional control	3	0.714
	Degree of emotional diversity	4	0.834
	Degree of interaction	3	0.433
Organizational justice		twenty four	0.859
	Procedural fairness	7	0.899
	Fair distribution	4	0.960
	Interpersonal fairness	4	0.709
	Information fairness	5	0.951
Job satisfaction		20	0.877
	Inner satisfaction	12	0.803
	External satisfaction	8	0.858

V. CORRELATION ANALYSIS

In terms of constructive correlation analysis, as shown insert Table 2 here, the correlation coefficient between organizational justice and emotional labor is 0.202, and the significance is 0.034 < α = 0.05, so there is a significant low correlation. The correlation coefficient between emotional labor and job satisfaction is 0.236, and the significance is 0.013 < α = 0.05, so there is a significantly low correlation. The correlation coefficient between organizational justice and job satisfaction is 0.654, and the significance is 0.000 < α = 0.05, so there is a significant moderate correlation.

Table 2
Construct Correlation Analysis

	Organizational justice	Emotional labor	Job satisfaction
Organizational justice	1	.202*	.654**
Emotional labor	.202*	1	.236*
Job satisfaction	.654**	.236*	1

*. The correlation is significant at the 0.05 level (two-tailed).
**. The correlation is significant at level 0.01 (two-tailed).

In the analysis of the correlation between the various aspects insert Table 3 here, the four aspects of organizational justice face the influence of other aspects of the concept, procedural justice significantly affects the disguise of deep emotions (.224*), inner satisfaction (.255*) and external satisfaction (.603**).

https://doi.org/10.55802/IJB.028(2).005

Table 3
Analysis of facet correlation coefficient

variable	Emotional labor				Organizational justice					Job satisfaction	
	Basic emotional expression	Deep emotional camouflage	Superficial emotional control	Degree of emotional diversity	Degree of interaction	Procedural fairness	Fair distribution	Interpersonal fairness	Information fairness	Inner satisfaction	External satisfaction
Emotional labor											
Basic emotional expression	1										
Deep emotional camouflage	.400**	1									
Superficial emotional control	.586**	.340*	1								
Degree of emotional diversity	0.027	.230*	0.147	1							
Degree of interaction	.344**	.238*	.281**	.355**	1						
Organizational justice											
Procedural fairness	0.096	.224*	0.082	-0.126	0.131	1					
Fair distribution	0.063	.257**	0.124	-0.063	0.008	.666**	1				
Interpersonal fairness	0.012	.336**	0.082	0.16	0.152	.529**	.593**	1			
Information fairness	0.05	.296**	0.111	0.121	.188*	.664**	.642**	.758**	1		
Job satisfaction											
Inner satisfaction	-0.098	0.172	-0.057	.192*	-0.017	.255**	.276**	.564**	.296**	1	
External satisfaction	0.155	.443**	0.161	0.14	0.143	.603**	.601**	.796**	.731**	.545**	1

**. The correlation is significant at level 0.01 (two-tailed).
*. The correlation is significant at the 0.05 level (two-tailed).

https://doi.org/10.55802/IJB.028(2).005

Distributive justice significantly affects the disguise of deep emotions (.257**), internal satisfaction (.276**), and external satisfaction (.601**). Interpersonal justice significantly affects the disguise of deep emotions (.336**), inner satisfaction (.564**), and outer satisfaction (.796**). Information fairness significantly affects the disguise of deep emotions (.296**), internal satisfaction (.296**) and external satisfaction (.731**).

Among the five dimensions of emotional labor, the disguise of deep emotions significantly affects external satisfaction (.731**), is significantly affected by procedural fairness (.224*), distribution fairness (.257**), interpersonal fairness (. .336**) and information fairness (.296**). The degree of emotional diversity significantly affects inner satisfaction (.192*). As for the essential emotional expression, the control of surface emotions and the degree of interaction have no significant impact on other levels.

The inner satisfaction of job satisfaction is significantly affected by the degree of emotional diversity (.192*), procedural fairness (.255**), distribution fairness (.276**), interpersonal fairness (.564**), and information fairness (. 296**). External satisfaction is significantly disguised by deep emotions (.731**), procedural fairness (.603**), distribution fairness (.601**), interpersonal fairness (.796**) and information fairness (.731**).

A. The Relationship between Organizational Justice and Emotional Labor

After SPSS regression analysis, the results are shown in Tables 4 and 5. The correlation coefficient between organizational justice and emotional labor is 0.202, and the significant level is $0.034 < \alpha = 0.05$. Therefore, organizational justice and emotional labor have a significant low-degree positive correlation. The latter $R^2 = 0.032$, so the variance ratio of the emotional labor explained by organizational justice is 3.2%, and the regression equation obtained is:

$$Y = 1.589 + 0.103x \tag{1}$$

Therefore, the hypothesis of this study.

H1: The inference that organizational justice has a positive relationship with emotional labor can be established.

Table 4
Summary of the Regression Model of Organizational Justice to Emotional Labor

Model	R	R squared	Adjusted R squared	Standard skewness error
1	.202[a]	.041	.032	.35827

a. Predicted value: (constant), organizational justice

Table 5
Regression Coefficient of Organizational Justice to Emotional Labor[a]

Model		Non-standardized coefficient		Standardization factor	T	Significance
		B	Standard error	Beta		
1	(constant)	1.589	.140		11.317	.000
	Organizational justice	.103	.048	.202	2.143	.034

a. Contingency number: emotional labor

https://doi.org/10.55802/IJB.028(2).005

B. The Relationship between Emotional Labor and Job Satisfaction

After SPSS regression analysis, the results are shown insert Table 6 and Table 7 here. The correlation coefficient between emotional labor and job satisfaction is 0.263, and the significant level is $0.013 < \alpha = 0.05$. Therefore, organizational justice and emotional labor have a significant low-degree positive correlation. The latter $R^2 = 0.047$, so the proportion of variance that emotional labor can explain job satisfaction is 4.7%, and the resulting regression equation is:

$$Y = 2.81 + 0.309x \tag{2}$$

Therefore, the hypothesis of this study

H2: The inference that emotional labor has a positive relationship with job satisfaction can be established.

Table 6
Summary of the Regression Model of Emotional Labor to Job Satisfaction

Model	R	R squared	Adjusted R squared	Standard skewness error
1	.236[a]	.056	.047	.46476

a. Predicted value: (constant), emotional labor

Table 7
Regression Coefficient of Emotional Labor to Job Satisfaction[a]

Model		Non-standardized coefficient		Standardization factor	T	Significance
		B	Standard error	Beta		
1	(constant)	2.810	.234		11.996	.000
	Emotional labor	.309	.122	.236	2.526	.013

a. Contingency number: job satisfaction

C. The Relationship between Organizational Justice and Job Satisfaction

After SPSS regression analysis, the results are shown insert Table 8 and Table 9 here. The correlation coefficient between organizational justice and job satisfaction is 0.654, and the significant level is $0.000 < \alpha = 0.05$. Therefore, organizational justice and emotional labor have a significant and moderately positive correlation. The latter $R^2 = 0.422$, so the proportion of variance that emotional labor can explain job satisfaction is 44.2%, and the regression equation obtained is:

$$Y = 2.155 + 0.437x \tag{3}$$

Therefore, the hypothesis of this study

H3: The inference that organizational justice has a positive relationship with job satisfaction can be established.

https://doi.org/10.55802/IJB.028(2).005

Table 8
Summary of the Regression Model of Organizational Justice to Job Satisfaction

Model	R	R squared	Adjusted R squared	Standard skewness error
1	.654 a	.427	.422	.36193

a. Predicted value: (constant), organizational justice

Table 9
Organizational Justice and Job Satisfaction Regression Coefficient[a]

Model		Non-standardized coefficient		Standardization factor	T	Significance
		B	Standard error	Beta		
1	(constant)	2.155	.142		15.191	.000
	Organizational justice	.437	.049	.654	8.978	.013

a. Contingency number: job satisfaction

D. Emotional Labor's Mediator Relationship between Organizational Justice and Job Satisfaction

1. Test Theory

This study verifies that the mediator relationship is based on the concept of adjustment and mediator effect introduced by Baron and Kenny (1986), using SPSS analysis software to analyze the following steps:

Assuming that the independent variable is X, the mediator variable is M, and the dependent variable is Y, and the following conditions are met, there is a mediator relationship:

1. X → M presents a positively significant relationship, and
2. M → Y presents a positively significant relationship, and
3. X → Y presents a positively significant relationship, and
4. When X and M are put into the regression formula at the same time, the relationship between X → Y becomes insignificant or weakened, so M can be called the mediating variable between X and Y. If it becomes insignificant, it is said that M has a complete mediation effect, if it is weakened, it is said that M has a partial mediation effect.

2. Verification of Mediator Relationship

After regression analysis of the constructs above, it has been proved that the hypotheses of H1, H2, and H3 are established. Therefore, the necessary conditions of items 1 to 3 have been confirmed, namely:

1. Organizational justice and emotional labor have a significant low-degree positive correlation (X → M)-established.
2. Emotional labor and job satisfaction have a significant low-degree positive correlation (M → Y)-established
3. Organizational justice and job satisfaction have a significant and moderately positive correlation (X → Y)-established

https://doi.org/10.55802/IJB.028(2).005

The verification calculation of the fourth condition is performed in the SPSS software for hierarchical regression, and the three constructs of organizational justice (X), emotional labor (M), and job satisfaction (Y) are calculated and analyzed. The results obtained show that in emotional labor (M), Before the variable is placed, the regression coefficient of organizational justice (X) to job satisfaction (Y) is 0.654, and the significance is $0.00 < \alpha = 0.05$. After the emotional labor (M) variable is placed, organizational justice (X) is satisfied with the job. The regression coefficient of (Y) is 0.632, significance $0.00 < \alpha = 0.05$ and the regression coefficient of emotional labor (M) to job satisfaction (Y) are 0.109, significance $0.145 > \alpha = 0.05$, showing an insignificant state, emotional labor Before and after the variables are placed, there is no noticeable impact on the correlation coefficient and significance of organizational justice and job satisfaction. Therefore, emotional labor has no mediator relationship between organizational justice and job satisfaction.

Therefore, the hypothesis of this study.

H4: The inference that emotional labor has a mediator relationship in organizational justice and job satisfaction does not establish.

VI. CONCLUSION AND SUGGESTION

Four hypotheses are proposed in this study; H1: Organizational justice is positively related to emotional labor; H2: Emotional labor is positively associated with job satisfaction; H3: Organizational justice is positively related to job satisfaction; H4: Emotional labor is positively related to organizational justice, and job satisfaction mediates between degrees. After analysis, H1 to H3 are supported, but H4 is not.

This study found that among the five dimensions of emotional labor, the only deep emotional disguise was significantly associated with four dimensions of organizational justice. Deep emotional camouflage and extrinsic aspects of job satisfaction significantly correlated with emotional diversity and intrinsic satisfaction.

The higher the company's requirements for deep emotional camouflage, the higher the emotional labor burden. Therefore, the higher the sense of organizational justice, the more it can affect the deep emotional disguise, positively impact the inner feelings, and reduce the pressure of emotional labor burden.

A. The Impact of Perceived Unfairness on Deep Acting

According to Hochschild (1983), deep acting must be achieved through the direct induction of feelings or trained imagination. The flight attendants have undergone rigorous training and can demonstrate a consistent level of service quality in essential emotional expression (surface acting).

Emotional disorders caused by long-term unfair perception damage may develop into emotional deviance. However, when they perceive the unfair treatment of the organization or the superior, it significantly impacts deep acting and increases the emotional burden on employees. Rafaeli and Sutton (1987) showed the relationship between emotional rules, real inner emotions, and actually expressed emotions. In the face of the requirements of emotional rules. And actually expressed emotions when there

https://doi.org/10.55802/IJB.028(2).005

is a phenomenon of inconsistency with the natural inner emotions, also known as emotional dissonance. It is the inconsistency of the relationship between the rules of emotions, real inner emotions, and actually expressed emotions. When the real negative emotion is aligned with the actual expression, the inner anger manifests directly in the true face.

The results of this study strengthen the correlation between organizational justice and deep acting in emotional labor. Emotional dissonance is not easily detected by observation of emotional rule compliance. However, with the increased time and the accumulation of negative emotions, the flight attendant will use the real emotion as the actual expression and even produce angry and dissatisfied behavior.

B. Deep Acting and External Satisfaction

Locke (1969) believed that job satisfaction is a pleasant emotional state that affects people's realization of job value. In the state of emotional harmony, emotional feelings are positive, and it is also a comfortable emotional state. Facing the working environment, the relationship between senior officers and colleagues will have a positive impact. The particularity of the working environment of flight attendants, the burden of long-term high-emotional labor, exerts excellent pressure on the body and mind, and regulating emotions has become a necessary ability for flight attendants. The ability of the senior flight attendants to regulate their emotions and show emotional harmony under long-term training and adaptation is also remarkable. Relatively junior flight attendants face the problem of emotional adaptation, resulting in emotional dissonance or deviation, which in turn hurts work values. The results of this study show that deep acting significantly impacts external satisfaction, indicating that in a state of emotional harmony, flight attendants will have a positive attitude towards external job satisfaction. The more senior flight attendants are, the more likely they demonstrate this relationship.

C. Emotional Diversity and Inner Satisfaction

Flight attendants express their emotions most of the time facing passengers, but in actual work and the relationship between colleagues and class, there will be different aspects of emotional expression. When the change of emotional expression increases, it brings emotions. Burden, which in turn affects the level of inner satisfaction. The emotional attitude required to serve customers at work is simple, but the emotional perspective necessary for the intervention of an organization, a supervisor, and a colleague is different. In the cabin, there are differences in crew members between the front and rear cabins and in class in the rear cabin. Outside the cabin, they have to face the company's management department. Therefore, the lower the class, the flight attendant will be affected by more emotional diversity. The results of this study show that the variety of emotions has a significant impact on internal satisfaction, indicating that in addition to the emotional attitude of flight attendants facing passenger service, the demand from the company's inner non-sympathetic perspective is the leading cause of internal satisfaction at work.

D. Research Limitations and Recommendations

Most respondents have more than 15 years of work experience. These groups have long

https://doi.org/10.55802/IJB.028(2).005

lived in highly emotional labor environments. It can be said that they are pretty adaptable and professional in terms of work, expression, emotional control, and a sense of fairness to the organization. Unable to reveal how job satisfaction is explained by the overall emotional labor construct. Foreign, we can try to further explore and study its aspects, such as deep camouflage, to verify the existence of the intermediary relationship.

Flight attendants are highly emotional laborers who are well-trained and work with emotional dedication, just as physical labor is exchanged for physical labor, and mental work is exchanged for mental work. This work is professionally based on accumulated experience. The capabilities and senior talents in this field have the professional characteristics of the industry. External factors must affect another variable through these characteristics, and the effect will not be noticeable. That is to say, when feeling the unfair treatment of the company, the service attitude shown by the flight attendants at work will still maintain a certain level, that is, the well-trained emotional display and sincere inner emotions at work. Not easily noticed or influenced.

The number of data collected in this study is 110, and the sample size is still questionable. It will have a particular impact on the accuracy of the analysis results. For example, the mediating effect of emotional labor between organizational justice and job satisfaction was insignificant. It can still be discussed in future research. Especially in deep affective camouflage, there is a significant correlation between the four structures of organizational justice and extrinsic satisfaction with job satisfaction. These two topics will continue to be discussed.

In addition, there are management problems in the subculture of airline flight attendants. Junior and experienced flight attendants have different perceptions of the definition of the boss, and the future questionnaire design should be paid attention to.

REFERENCES

Adams, J.S., 1963, "Towards an Understanding of Inequity", *The Journal of Abnormal and Social Psychology*, 67, 422.

Adams, J.S. 1965. "Inequity in Social Exchange", *Advances in Experimental Social Psychology, Elsevier*, 2, 267-299.

Ashforth, B., and R. Humphrey, 1993, "Emotional Labor in Service Roles: The Influence of Identity", *Academy of Management Review*, 18, 88-115.

Aziri, B., 2011, "Job Satisfaction: A Literature Review", *Management Research & Practice*, 3.

Baron, R.M., and D.A. Kenny, 1986, "The Moderator–Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations", *Journal of Personality and Social Psychology*, 51, 1173-1182.

Brotheridge, C.M., and A.A. Grandey, 2002. "Emotional Labor and Burnout: Comparing Two Perspectives of 'People Work'", *Journal of Vocational Behavior*, 60, 17-39.

Bhave, D.P., and T.M. Glomb, 2016. "The Role of Occupational Emotional Labor Requirements on the Surface Acting–Job Satisfaction Relationship." *Journal of Management*, 42, 722-741.

Cohen-Charash, Y., and P.E. Spector, 2001, "The Role of Justice in Organizations: A Meta-Analysis", *Organizational Behavior and Human Decision Processes*, 86, 278-321.

Colquitt, J.A, 2001. "On the Dimensionality of Organizational Justice: A Construct

Validation of a Measure", *Journal of Applied Psychology*, 86, 386.

Colquitt, J.A., M.J. Wesson., C.O.L.H. Porter., D.E. Conlon, and K.Y. Ng, 2001, "Justice at the Millennium: A Meta-Analytic Review of 25 Years of Organizational Justice Research", *Journal of Applied Psychology*, 86, 425.

Colquitt, J.A., and Zipay, K.P, 2015, "Justice, Fairness, and Employee Reactions", *Annual Review of Organizational Psychology and Organizational Behavior*, 2, 75-99.

Duke, A.B., J.M. Goodman., D.C. Treadway, and J.W. Breland, 2009, "Perceived Organizational Support as a Moderator of Emotional Labor/Outcomes Relationships", *Journal of Applied Social Psychology*, 39, 1013-1034.

Glomb, T.M., 2002, "Workplace Anger and Aggression: Informing Conceptual Models with Data from Specific Encounters", Journal of Occupational Health Psychology, 7, 20.

Grandey, A.A., 2000, "Emotional Regulation in the Workplace: A New Way to Conceptualize Emotional Labor", *Journal of Occupational Health Psychology*, 5, 95.

Grandey, A.A., D. Rupp, and W.N. Brice, 2015, "Emotional Labor Threatens Decent Work: A Proposal to Eradicate Emotional Display Rules", *Journal of Organizational Behavior*, 36, 770-785.

Greenberg, J. 1987., "A Taxonomy of Organizational Justice Theories", *Academy of Management Review*, 12, 9-22.

Hochschild, A., 1983. "Comment on Kemper's Social Constructionist and Positivist Approaches to the Sociology of Emotions". American Journal of Sociology, 89, 432-434.

Hochschild, A.R., 2012, *The Managed Heart: Commercialization of Human Feeling*, University of California Press.

Hoppock, R., 1935, *Job Satisfaction*, Harper, Oxford.

Kalleberg, A.L., 1977, "Work Values and Job Rewards: A Theory of Job Satisfaction", *American Sociological Review*, 124-143.

Kammeyer-Mueller, J.D., A.L, Rubenstein., D.M. Long., M.A. Odio., B.R. Buckman., Y, Zhang, and M.D.K. Halvorsen-Ganepola, 2013, "A Meta-Analytic Structural Model of Dispositonal Affectivity and Emotional Labor", *Personnel Psychology*, 66, 47-90.

Leventhal, G.S. 1980. "What Should be Done with Equity Theory?" *Social Exchange, Springer*, 27-55.

Locke, E.A. 1969, "What is Job Satisfaction?" *Organizational Behavior and Human Performance*, 4, 309-336.

Martela, F., and Pessi, A. B., 2018, "Significant Work Is About Self-Realization and Broader Purpose: Defining the Key Dimensions of Meaningful Work", Front Psychol, 9, 363.

Masterson, S.S., K. Lewis., B.M, Goldman, and M.S. Taylor, 2000, "Integrating Justice and Social Exchange: The Differing Effects of Fair Procedures and Treatment on Work Relationships", *Academy of Management Journal*, 43, 738-748.

McFarlin, D.B., and P.D. Sweeney, 1992, "Distributive and Procedural Justice as Predictors of Satisfaction with Personal and Organizational Outcomes", *Academy of Management Journal*, 35, 626-637.

Moorman, R.H. 1991, "Relationship between Organizational Justice and Organizational

Citizenship Behaviors: Do Fairness Perceptions Influence Employee Citizenship?" *Journal of Applied Psychology*, 76, 845.

Moorman, R.H. 1993, "The Influence of Cognitive and Affective Based Job Satisfaction Measures on the Relationship between Satisfaction and Organizational Citizenship Behavior", *Human Relations*, 759-776.

Morris, J.A., and D.C. Feldman, 1996, "The Dimensions, Antecedents, and Consequences of Emotional Labor", *The Academy of Management Review*, 21, 986-1010.

Olkkonen, M.-E., and Lipponen, J., 2006, "Relationships between Organizational Justice, Identification with Organization and Work Unit, and Group-Related Outcomes", *Organizational Behavior and Human Decision Processes*, 100, 202-215.

Rafaeli, A., and Sutton, R.I., 1987, "Expression of Emotion as Part of the Work Role", *Academy of Management Review*, 12, 23-37.

Rupp, D.E., and R. Cropanzano, 2002, "The Mediating Effects of Social Exchange Relationships in Predicting Workplace Outcomes from Multifoci Organizational Justice", *Organizational Behavior and Human Decision Processes*, 89, 925-946.

Rupp, D.E., A.S. McCance., S. Spencer, and K. Sonntag, 2008, "Customer (in) Justice and Emotional Labor: The Role of Perspective Taking, Anger, and Emotional Regulation", *Journal of Management*, 34, 903-924.

Rupp, D.E., P.M. Wright., S. Aryee, and Y. Luo, 2015, "Organizational Justice, Behavioral Ethics, and Corporate Social Responsibility: Finally the Three Shall Merge", *Management and Organization Review*, 11, 903-924.

Statt, D.A. 2004, *The Routledge Dictionary of Business Management*, Routledge.

Van den Bos, K., H.A.M., Wilke, and E.A., Lind, 1998, "When Do we Need Procedural Fairness? The Role of Trust in Authority", *Journal of Personality and Social Psychology*, 75, 1449.

Wharton, A.S. 1993, "The Affective Consequences of Service Work: Managing Emotions on The Job", *Work and Occupations*, 20, 205-232.

Yang, C., and A. Chen, 2021, "Emotional Labor: A Comprehensive Literature Review", *Human Systems Management*, 40, 479-501.

Zipay, J.J., 2015, "Artificial Gravity: Science Fact vs. Science Fiction (No. JSC-CN-33528).

https://doi.org/10.55802/IJB.028(2).005