

Peran Strategi *Emotional Labor* terhadap Tingkat *Job Flourishing* Karyawan *Front-Line* Industri Perhotelan

Raden Mas Dion Maladhi Kus Aldriansyah¹, Rizqi Nur'aini A'yunnisa²

^{1,2}Fakultas Psikologi, Universitas Gadjah Mada

e-mail: *¹radenmasdionmaladhik@mail.ugm.ac.id, ²rizqi.ayunnisa@ugm.ac.id

Abstract. Front-line employees in the hospitality industry face high emotional demands in their daily work, which can threaten the achievement of job flourishing. The two emotional labor strategies used by front-line hotel employees to cope with emotional demands are expected to have different impacts on job flourishing. This quantitative study aims to analyze the role of emotional labor strategies, namely surface acting and deep acting, on job flourishing among front-line employees in the hospitality industry. The research hypotheses state that deep acting will have a positive effect on job flourishing, while surface acting is expected to have a negative effect on job flourishing. The study involved 134 front-line employees in the hospitality industry aged 18–59 years with a minimum of six months of work experience. A quantitative survey was conducted using the Flourishing-at-Work Scale Short Form (FAWS-SF) and the Emotional Labor Scale. The data were analyzed using structural equation modeling (SEM) with Jamovi 2.7.13. The results of the analysis showed that deep acting did not have a significant effect on job flourishing. Conversely, surface acting was found to have a significant negative effect on job flourishing. This indicates that deep acting alone is not sufficient to increase job flourishing and that surface acting, which involves faking emotions, has the potential to reduce job flourishing. This study emphasizes the importance of managing emotional demands at work and strengthening organizational support to improve employee well-being.

Keywords: *job flourishing, emotional labor, front-line employees, hospitality industry*

Abstrak. Karyawan *front-line* industri perhotelan menghadapi tuntutan emosional yang tinggi dalam pekerjaan sehari-hari, yang dapat mengancam tercapainya kondisi *job flourishing*. Kedua strategi *emotional labor* yang digunakan oleh karyawan *front-line* hotel untuk menghadapi tuntutan emosional diprediksi dapat memberikan dampak yang berbeda terhadap *job flourishing*. Penelitian kuantitatif ini bertujuan untuk menganalisis peran strategi *emotional labor* berupa *surface acting* dan *deep acting* terhadap *job flourishing* pada karyawan *front-line* industri perhotelan. Hipotesis penelitian ini menyatakan bahwa *deep acting* akan berperan secara positif terhadap *job flourishing*, sedangkan *surface acting* diprediksi akan berperan secara negatif terhadap *job flourishing*. Penelitian melibatkan 134 karyawan *front-line* industri perhotelan berusia 18–59 tahun

dengan minimal masa kerja enam bulan. Survei kuantitatif dilakukan menggunakan skala *Flourishing-at-Work Scale Short Form* (FAWS-SF) dan skala *Emotional Labor*. Data dianalisis menggunakan teknik *structural equation modeling* (SEM) dengan bantuan perangkat lunak Jamovi 2.7.13. Hasil analisis menunjukkan bahwa *deep acting* tidak memiliki peranan yang signifikan terhadap *job flourishing*. Sebaliknya, *surface acting* terbukti memiliki peranan negatif dan signifikan terhadap *job flourishing*. Hal ini menandakan bahwa *deep acting* saja belum cukup untuk meningkatkan *job flourishing* dan *surface acting* yang bersifat memalsukan emosi berpotensi menurunkan *job flourishing*. Penelitian ini menegaskan pentingnya pengelolaan tuntutan emosional kerja serta dukungan organisasi dalam upaya meningkatkan kesejahteraan kerja karyawan.

Keywords: *job flourishing, emotional labor, karyawan front-line, industri perhotelan*