



THE INTERPLAY OF JOB INSECURITY, EMOTIONAL LABOR,  
AND SUPERVISOR SUPPORT IN INFLUENCING EMOTIONAL  
EXHAUSTION AMONG BANK EMPLOYEES

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Abstract

This study investigated the relationship between job insecurity and emotional exhaustion, exploring whether emotional labor mediated this relationship and whether supervisor support played a moderating role. The study surveyed employees from financial institutions with 633 valid responses selected for analysis. Results showed that job insecurity had a significant positive impact on emotional labor and emotional exhaustion, and emotional labor had a significant positive impact on emotional exhaustion. The sense of security partially mediated the effect of emotional exhaustion. Additionally, the sense of supervisor support had a significant negative moderating effect on emotional labor and emotional exhaustion. The study recommends that financial institutions create a people-oriented working environment and detect employees' job insecurity and emotional labor early to prevent further emo-

tional exhaustion. Moreover, managers should provide various forms of support to subordinate employees to ease their emotions.

Keywords: job insecurity; emotional labor; perceived supervisor support; emotional exhaustion

### Introduction

The banking industry is characterized by continual change, intense competition, and demanding client interactions. These factors contribute to a work environment where job insecurity is prevalent, leading to elevated stress and anxiety among employees (Sverke et al., 2002; Qian et al., 2020). To navigate this complex environment, employees frequently engage in emotional labor, suppressing their genuine emotions and outwardly displaying a positive affect, regardless of their internal state. However, prolonged emotional labor can be detrimental, leading to emotional exhaustion characterized by the depletion of emotional resources and reduced job satisfaction (Chen et al., 2022; Liu et al., 2020).

The opening of Amazon Go's unmanned store in January 2018 marked a significant advancement in artificial intelligence technology's impact on various aspects of human life. While this development has driven more enterprises to innovate technologically, it also implies that many jobs will be replaced by machines (Wang, 2016). In the short term, the development of artificial intelligence will create several

new social issues, as noted by Zhang and Liu (2017). Consequently, modern employees, particularly those in financial institutions, face corporate change, increased competition, and organizational pressures, as well as the possibility of job displacement by machines. Such concerns can lead to job insecurity, a negative psychological factor that can adversely affect both work and personal life, leading to stress, fatigue, and deteriorating mental health (Wang et al., 2021; Sverke et al., 2002).

The impact of job insecurity on employees can be significant, affecting their physical, emotional, and behavioral well-being. According to Zhang (2011), job insecurity is likely to result in emotional exhaustion, a critical indicator of burnout (Maslach et al., 2001). Emotional exhaustion, characterized by feelings of depletion and lack of energy, is prevalent among employees in high-stress industries like banking (Charoensukmongkol & Phungsoonthorn, 2021). This exhaustion can lead to significant declines in job satisfaction and performance, further exacerbating the challenges faced by financial institutions (Qian et al., 2020).

Despite extensive research on job insecurity, emotional labor, and emotional exhaustion, there is a noticeable gap in understanding the moderating role of supervisor support within the banking industry. Previous studies have primarily focused on individual and organizational factors separately but have not comprehensively explored how perceived supervisor support can influence the relationship between job insecurity, emotional labor, and emotional exhaustion in financial institutions. This study aims to bridge this gap by providing empirical evidence on how supervisor support can mitigate the adverse effects of job insecurity and emotional labor on emotional exhaustion among bank employees. The primary research question guiding this study is: How does perceived supervisor support influence the relationship between job insecurity, emotional labor, and emotional exhaustion among employees in the banking industry?

## Literature Review

### *Theory of resource conservation*

In 1989, Hobfoll introduced the Conservation of Resources (COR) theory, which posits that individuals are driven to acquire and maintain resources essential for their well-being, including physical assets, self-esteem, and emotional energy. In the high-demand banking industry, where the threat of resource loss is prevalent, em-

ployees invest significant effort to protect these resources to prevent psychological distress and burnout (Hobfoll, 2001). The COR theory is crucial for understanding how resource loss impacts employee well-being and performance, particularly in the banking sector. Emotional labor and job insecurity are significant stressors that deplete emotional and psychological resources, leading to emotional exhaustion and decreased job performance (Qian, Gao, & Huang, 2020). During crises like the COVID-19 pandemic, resource depletion intensifies, exacerbating emotional exhaustion due to heightened job insecurity (Charoensukmongkol & Phungsoonthorn, 2021).

Perceived supervisor support plays a critical role in mitigating the effects of resource loss by providing emotional and instrumental assistance, thereby reducing emotional exhaustion (Doganteekin, Secilmis, & Karatepe, 2022). This support is especially vital in the banking industry, where the pressure to meet performance targets is relentless, acting as a buffer to help employees manage emotional labor and job insecurity more effectively (Charoensukmongkol & Phungsoonthorn, 2021). Research indicates that supervisor support enhances employees' ability to cope with stress by providing necessary resources, fostering a supportive environment, and improving job satisfaction (Eisenberger et al., 2002; Maertz et al., 2007). This study investigates the

relationship between job insecurity and emotional exhaustion among banking employees, exploring whether emotional labor mediates this relationship and whether perceived supervisor support moderates it, aiming to offer insights into how organizations can better support employees in high-stress environments (Blanco-Donoso et al., 2019; Skiba & Wildman, 2019; Tummers et al., 2018).

### *Job insecurity*

The concept of job insecurity in the banking industry, first introduced by Greenhalgh and Rosenblatt (1984), refers to the sense of powerlessness employees feel when they are unable to ensure job continuity in the face of perceived threats. Rosenblatt and Ruvio (1996) emphasized concerns about the sustainability of one's employment, while Sverke and Hellgren (2002) described job insecurity as the subjective perception of potential job loss and its associated emotional experiences. Job insecurity can significantly impact employees' physical and mental health, leading to absenteeism, turnover intentions, reduced job satisfaction, and decreased job performance (Huang, Zhao, Niu, Ashford, & Lee, 2013).

Greenhalgh and Rosenblatt (1984) identified two primary dimensions of job insecurity: the severity of ongoing work-related threats and the inability to counter them. Hellgren, Sverke, and

Isaksson (1999) further categorized job insecurity into quantitative (fear of job loss) and qualitative (concerns about losing specific job features) aspects. De Witte (2005) added a cognitive dimension (the likelihood of job loss) and an emotional dimension (fear and anxiety about job loss). Research shows that demographic factors like age, gender, race, marital status, and personality significantly influence perceptions of job insecurity. Employees aged 30 to 50, who often bear more family responsibilities, are more susceptible to job insecurity, as are men and family breadwinners (Sverke, Hellgren, & Naswall, 2006). Fullerton and Wallace (2007) noted that blacks, single individuals, and those who are divorced or widowed experience higher levels of job insecurity. Additionally, personality traits can exacerbate perceptions of job insecurity, particularly when it is perceived as a chronic stressor (Roskies & Louis-Guerin, 1990).

Job insecurity poses a significant threat to employees' mental and physical health. Sverke, Hellgren, and Naswall (2002) demonstrated that it negatively affects job satisfaction, work commitment, organizational trust, and increases turnover intentions. Ferrie et al. (2001) found higher disease rates among London civil servants lacking job security. Cheng, Chen, Chen, and Chiang (2005) revealed that job insecurity is prevalent among the occupational population, with strong links to

poor health status. In the banking sector, job insecurity can severely impact employee performance and organizational outcomes. Adekule and Adegoye (2021) highlighted its negative effects on employee performance in Nigerian Deposit Money Banks, emphasizing the need for management to enhance job security to boost commitment and performance. Charoensukmongkol and Phungsoonthorn (2021) further noted that job insecurity during crises like the COVID-19 pandemic exacerbates emotional exhaustion, underscoring the importance of organizational support in mitigating these adverse effects.

#### *Emotional labor*

Emotional labor poses a significant mental health challenge in the banking sector, where employees must regulate their emotions to meet organizational demands (Xiong et al., 2023). Originally conceptualized by Hochschild (1979), emotional labor involves managing emotions to produce facial expressions and body language that align with organizational expectations. In banking, where customer service is critical, maintaining a positive and professional demeanor during interactions is essential. Emotional labor involves not only internal emotion management but also adherence to organizational norms, significantly impacting job performance and employee well-being (Hochschild, 1979).

In the banking sector, emotional labor typically manifests as surface acting or deep acting. Surface acting involves modifying outward expressions without altering internal emotions, while deep acting requires adjusting internal feelings to match the required emotional display (Grandey, 2000). This continuous need for emotional regulation often leads to emotional dissonance—a conflict between genuinely felt emotions and those displayed. Emotional dissonance is particularly prevalent in high-stress environments like banking, where employees frequently face demanding situations requiring controlled emotional responses (Morris & Feldman, 1996).

Recent studies highlight the adverse effects of emotional labor on banking employees, consistently linking it to negative outcomes such as burnout, characterized by emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment (Brotheridge & Lee, 2003). For instance, Kim et al. (2018) found significant associations between emotional dissonance, organizational surveillance, and depressive symptoms among female bank employees, emphasizing the mental health risks associated with prolonged emotional labor. Furthermore, emotional labor negatively impacts job satisfaction and performance, often leading to decreased job satisfaction and increased depressive symptoms among bankers—effects exacer-

bated by the high emotional demands and frequent customer interactions inherent in banking roles (Dogantekin et al., 2022).

Organizational support, particularly from supervisors, is crucial in mitigating the negative effects of emotional labor. Supervisor support provides both emotional and instrumental resources, helping employees manage stress and reduce burnout. For example, Charoensukmongkol and Phungsoonthorn (2021) demonstrated that perceived supervisor support during the COVID-19 pandemic significantly alleviated emotional exhaustion among bank employees. Thus, enhancing supervisor support and implementing effective emotional regulation strategies are essential for mitigating these adverse effects and fostering a healthier work environment in the banking sector (Awwad et al., 2022).

#### *Emotional exhaustion*

Emotional exhaustion, a core component of job burnout, is a significant concern in high-stress environments like the banking industry. Initially conceptualized by Maslach (1978), emotional exhaustion occurs when employees can no longer meet the emotional demands of their work, leading to a depletion of emotional resources. This condition manifests as reduced energy, enthusiasm, and overall mental well-being (Maslach &

Jackson, 1981). In banking, where high-pressure customer interactions are routine, the risk of emotional exhaustion is particularly pronounced. Several factors contribute to emotional exhaustion in banking, including job characteristics, individual traits, and organizational dynamics. High workloads, role ambiguity, and trivial tasks are job-related factors that exacerbate emotional exhaustion (Wright & Cropanzano, 1998). The constant pressure to meet stringent performance expectations, coupled with the emotional labor required in customer service, intensifies fatigue and burnout (Maslach et al., 2001; Bibi & Shaukat, 2023).

Organizational factors such as limited decision-making participation, low promotion opportunities, and reduced work autonomy also play a critical role. In banking, these issues are compounded by rigid hierarchical structures and demanding job expectations (Schaufeli & Bakker, 2004). Additionally, individual characteristics like low self-esteem and Type A behavior, characterized by high ambition and a relentless drive for success, are linked to higher emotional exhaustion. Employees with these traits are prone to stress and burnout due to their excessive energy investment in work and fear of failure (Hallberg et al., 2007; Lin, 2015). The impact of emotional exhaustion on banking employees is profound, leading to declines in job satisfaction, productivity, and mental

health. Recent studies underscore its negative effects on service quality, where effective customer interactions are crucial (Bibi & Shaukat, 2023). The COVID-19 pandemic has further exacerbated these challenges, with increased uncertainty and job insecurity intensifying emotional exhaustion among bank employees (Charoensukmongkol & Phungsoonthorn, 2021; Qian et al., 2020).

To mitigate emotional exhaustion, banks must implement supportive practices. Organizational support, especially through clear crisis communication, can significantly reduce emotional strain (Bibi & Shaukat, 2023; Coombs & Holladay, 2005). Fostering a supportive environment where employees feel valued and understood by supervisors is also crucial (Patterson et al., 2005). In conclusion, addressing emotional exhaustion in banking requires a comprehensive approach that includes organizational support, effective communication, and strategies to enhance employee well-being and resilience.

#### *Supervisor support*

In the banking industry, supervisor support is crucial for shaping employee experiences and influencing organizational outcomes. Supervisors are integral to a bank's daily operations and management, and their support is vital for ensuring employee well-being and job satisfaction. The concept of Per-

ceived Supervisor Support (PSS), extended by Kottke and Sharafinski (1988) from Eisenberger et al.'s (1986) organizational support theory, emphasizes that employees perceive their supervisors as valuing their contributions and caring for their well-being. This perception is particularly significant in high-stress environments like banking, where the demands on employees are substantial.

Recent studies have highlighted the multi-dimensional nature of supervisor support, encompassing both material and emotional aspects. Ramus and Steger (2000) identified leadership behaviors that create a supportive work environment, such as recognizing employee strengths and fostering communication, which are crucial in the banking sector. Supervisor support significantly impacts various facets of an employee's work life, including job satisfaction, stress levels, turnover intentions, and overall performance. For example, Steinhardt et al. (2003) found that supervisor support enhances job satisfaction and positive emotions among employees. In banking, where job stress and turnover rates can be high, effective supervisor support can mitigate these challenges. Research by Charoensukmongkol and Phungsoonthorn (2021) demonstrated that perceived supervisor support during the COVID-19 pandemic significantly reduced emotional exhaustion among bank employees, underscoring the

critical role of supervisors in managing work-related stress (Iqbal et al., 2020).

Moreover, research in the banking sector shows that supervisor support can buffer the adverse effects of job-related stress and reduce turnover intentions. For instance, Iqbal et al. (2020) found that supervisor support directly influences job satisfaction and indirectly affects turnover intentions through its impact on job satisfaction. Jung et al. (2020), in a healthcare context, emphasized the importance of supervisor support in reducing post-traumatic stress disorder (PTSD) symptoms and turnover intentions, a finding applicable to the banking industry, especially during financial crises. In summary, the perception of supervisor support in banking is a critical determinant of employee well-being, influencing job satisfaction, reducing stress, and lowering turnover intentions. The multi-dimensional nature of this support, encompassing both material and emotional aspects, is essential for fostering a positive work environment in banks, ultimately leading to improved organizational outcomes.

#### *Research hypotheses and framework*

In the banking industry, job insecurity significantly contributes to stress and emotional distress among employees. Defined as the fear that one's job is at risk, job insecurity triggers stress when employees perceive threats to

their resources—such as job stability and career growth—resulting in feelings of inadequacy or potential loss (Sverke et al., 2002). This stress is particularly acute in high-pressure environments like banking, where constant and intense job demands can exacerbate the progression from stress to emotional exhaustion, a core component of job burnout (Halbesleben, 2006). Emotional exhaustion, characterized by feelings of helplessness, fatigue, and a sense of being overwhelmed, often arises when employees perceive their job or its essential features as threatened, leading to a depletion of both emotional and psychological resources (Oehler et al., 1991; Yiu-kee & Tang, 1995). In the banking sector, where the pressure to meet organizational goals is relentless, the perception of job insecurity can significantly contribute to emotional exhaustion.

The Conservation of Resources (COR) theory posits that individuals strive to protect and expand their resources. However, in a high-stress environment like banking, continuous resource investment without adequate returns can lead to resource depletion (Hobfoll, 2001). Banking employees often face the dilemma of needing to invest substantial time and energy to meet demanding targets, even when they fear job loss or feel inadequately rewarded. This ongoing conflict between the need to invest resources and



the fear of insufficient returns can trigger a self-regulation process that further drains employees' resources, ultimately resulting in emotional exhaustion. The fear of job loss can also provoke negative emotions such as frustration, anger, and anxiety, further depleting psychological resources (Jia et al., 2022; Qian et al., 2020). Recent studies have shown that when banking employees perceive threats to their job security, they are more likely to experience emotional exhaustion due to the stress of navigating these uncertainties (Qian, Gao, & Huang, 2020; Kim, Lee, & Wang, 2021). Therefore, we propose the following hypothesis:

H1: Job insecurity has a positive effect on emotional exhaustion.

In the banking industry, job insecurity is a significant stressor with profound impacts on employees' emotional well-being. Defined as the fear or threat of losing one's job, job insecurity causes considerable emotional distress, especially when employees perceive that critical resources—such as job stability and career advancement—are at risk (Sverke et al., 2002). The high-pressure demands of the banking sector amplify this stress, often leading to emotional exhaustion, a core component of job burnout (Halbesleben, 2006). Emotional exhaustion, characterized by feelings of helplessness, fatigue, and being overwhelmed, typically arises when employees feel their

job security is compromised, leading to a depletion of their emotional and psychological resources (Oehler et al., 1991; Yiu-kee & Tang, 1995).

According to the Conservation of Resources (COR) theory, individuals strive to protect and accumulate resources. However, in high-stress environments like banking, continuous resource investment, particularly under job insecurity, can lead to resource depletion. Employees may expend significant energy and time to meet organizational demands, even while fearing job loss or feeling inadequately rewarded (Hobfoll, 2001). This conflict between the need to invest resources and the fear of insufficient returns can further drain employees' emotional reserves, resulting in emotional exhaustion. Moreover, the fear of job loss can trigger negative emotions like frustration, anger, and anxiety, exacerbating emotional exhaustion (Jia et al., 2022). Recent studies emphasize the link between job insecurity and emotional exhaustion in the banking sector. Employees who perceive threats to their job security are more likely to experience emotional exhaustion, driven by the stress of navigating these uncertainties (Qian et al., 2020; Cho et al., 2019). The ongoing depletion of resources without sufficient compensation in terms of job security intensifies this exhaustion, a trend increasingly observed in contemporary research (Hobfoll, 2001; Cho et al., 2019). Therefore,

this study proposes the following hypothesis:

H2: Job insecurity has a positive effect on emotional labor.

In the banking industry, emotional labor is a critical process where employees must manage their emotions to align with organizational expectations, particularly due to the high demand for customer interaction and service quality (Ashforth & Humphrey, 1993). This process is especially challenging for frontline employees, who must suppress personal emotions to conform to professional emotional displays, leading to a conflict between genuine feelings and required expressions. This emotional dissonance can be mentally and emotionally taxing (Kruml & Geddes, 2000). Employees in high-stress environments, such as banking, are often trained to align their emotional responses with organizational goals, which can lead to emotional exhaustion (Morris & Feldman, 1996). Emotional exhaustion, defined by Maslach et al. (2001) as the depletion of emotional and physical resources, leaves employees feeling drained and unable to cope with job demands. In the banking sector, where customer-facing roles are prevalent, the ongoing requirement to manage emotions according to the organization's display rules can gradually deplete emotional energy, leading to exhaustion (Zhang, 2011).

The Conservation of Resources (COR) Theory supports this, suggesting that employees expect a return for their emotional investments. However, in high-pressure environments like banking, when this return is not realized, employees may experience emotional exhaustion due to the constant demand to maintain a façade of positivity, even when their internal emotional state does not align with these expectations (Hobfoll, 2001). Recent studies confirm that emotional labor significantly contributes to emotional exhaustion among banking employees, where the relentless demand for positive client interactions exacerbates this exhaustion (Chen et al., 2023; Liu et al., 2019). The expectation to perform emotional labor without adequate support intensifies the exhaustion, leading to negative outcomes for both employees and organizations (Qian et al., 2020). Therefore, this study proposes the following hypothesis:

H3: Emotional labor has a positive effect on emotional exhaustion.

In the banking industry, emotional labor encompasses two primary forms of emotional regulation: surface acting and deep acting. Grandey's (2000) framework highlights that emotional labor is shaped by situational causes, individual characteristics, and organizational factors. Excessive emotional regulation, particularly when driven by job insecurity, can lead to emotional

exhaustion due to the high mental effort required to maintain appropriate emotional displays (Grandey, 2000). To preserve job security, employees may suppress their true feelings and exhibit emotions that align with organizational expectations, leading to psychological strain.

The cybernetic model of emotional labor suggests that when employees perceive job instability, they may modify their emotional display rules to safeguard their positions. In a high job insecurity environment, employees in the banking sector might become more cautious in their interactions, striving to display appropriate emotions to avoid conflicts and gain recognition from colleagues. However, surface acting can lead to emotional inconsistency, while deep acting demands significant psychological effort, depleting internal resources and contributing to emotional exhaustion (Zhang, 2011).

The Conservation of Resources (COR) theory posits that as work demands increase, internal resources are consumed, leading to depletion and exhaustion. Job insecurity heightens vulnerability to resource loss, and sustained emotional labor efforts can further erode existing resources, exacerbating emotional exhaustion (Chen et al., 2023). Studies have indicated that emotional labor, especially when influenced by job insecurity, mediates the

relationship between job insecurity and emotional exhaustion, as seen in various sectors, including banking (Grandey, 2000; Qian et al., 2020). Therefore, this study proposes the following hypothesis:

H4: Emotional labor mediates the relationship between job insecurity and emotional exhaustion.

In the banking industry, supervisors are essential as they serve as the organization's representatives, executing policies and ensuring employees align with organizational goals. Their frequent interaction with employees positions them as the primary source of job-related information, and the support they provide is often more direct and impactful (Kottke & Sharafinski, 1988). Supervisor support is particularly crucial in alleviating the psychological pressures that arise from work-related stressors, including job insecurity, which is common in high-pressure environments like banking (Li & Ling, 2008).

Supervisor support, as a key component of social support, plays a vital role in buffering the depletion of internal resources that employees experience due to emotional labor. Emotional labor, defined as the process by which employees manage their emotions to meet organizational expectations, is often heightened in situations of job insecurity, leading to increased

emotional exhaustion (Grandey, 2000; Hobfoll, 2001). In the banking sector, where job demands are high and customer interactions are frequent, the pressure to conform to emotional display rules can be overwhelming. This situation is further exacerbated when employees perceive a threat to their job security, necessitating greater emotional regulation and contributing to emotional exhaustion (Jung et al., 2020).

Recent studies have highlighted that perceived supervisor support can mitigate the adverse effects of emotional labor. For instance, supervisor support can reduce the psychological strain associated with the high mental effort required in emotional regulation, thereby lowering the risk of emotional exhaustion (Jung et al., 2020; Iqbal et al., 2020). In contrast, the absence of supervisor support can exacerbate the relationship between emotional labor

and emotional exhaustion, as employees may feel unsupported and more vulnerable to resource depletion (Hobfoll, 2001).

Therefore, in the context of the banking industry, higher levels of perceived supervisor support are expected to weaken the positive relationship between emotional labor and emotional exhaustion. Conversely, lower levels of supervisor support are likely to strengthen this relationship, making employees more susceptible to emotional exhaustion. This study proposes the following hypothesis:

H5: Supervisor support negatively moderates the relationship between emotional labor and emotional exhaustion.

The research framework is shown in Figure 1:

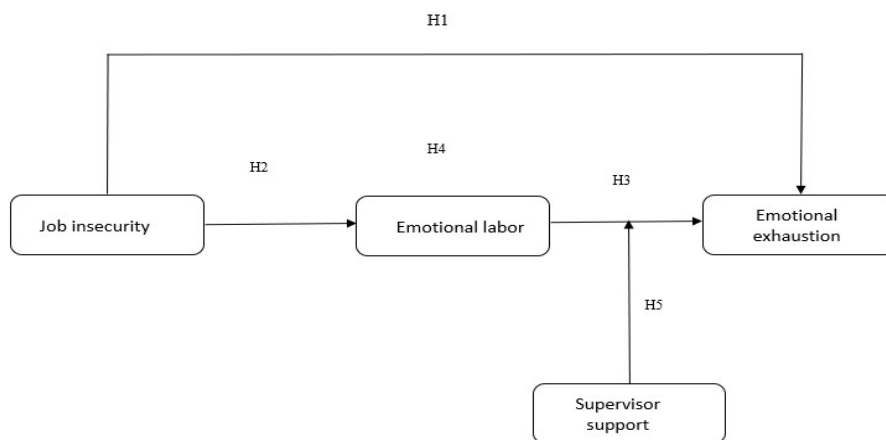


Figure 1. Research Framework

## Methodology

This study adopts the definition of job insecurity as outlined by Sverke et al. (2002), which describes the sense of threat experienced by employees in financial institutions due to the potential risk of job loss, leading to specific perceptions and emotional reactions associated with job insecurity. To quantify this construct, the study utilizes a scale developed by Hellgren, Sverke, and Isaksson (1999). Similarly, emotional labor is defined as the process by which employees in financial institutions express and regulate their emotions in alignment with organizational expectations, based on the framework provided by Groth et al. (2009). The study measures emotional labor using a scale developed by Grandey (2003). Emotional exhaustion, defined as a state of depletion resulting from the emotional demands of work, is assessed from the job burnout scale developed by Maslach et al. (1996). The study also explores perceived supervisor support, defined as the degree to which employees perceive that their supervisors care about their interests and provide informational, emotional, and identity value support. This construct is measured using a questionnaire developed by Iqbal et al. (2016). The sample for this study was chosen through purposive sampling, focusing on employees within China's banking industry, known for its emphasis on artificial in-

telligence and strict performance evaluations.

Prior to initiating the study, ethical approval was obtained from an ethics review board to ensure that the research adhered to ethical standards, with a strong emphasis on safeguarding participants' rights and well-being. In China, individuals over the age of 20 are not mandated to sign an informed consent form for research participation, as this practice is considered ethically sound. Nevertheless, all participants were fully informed about the study and provided with the opportunity to ask questions before deciding to participate. This process included offering a consent form that detailed the study's objectives, procedures, potential benefits, and participants' right to withdraw at any time. The distribution of questionnaires was coordinated by the heads of the institutions involved, targeting the selected participants within the company. Out of 750 questionnaires distributed, 633 valid responses were obtained after thorough screening, yielding a response rate of 84.4%. The demographic details of the respondents, including gender, age, work experience, education, and position, are presented in Table 1.

To assess the consistency of questionnaire research variables on each measurement item, reliability analysis employs Cronbach's Alpha reliability coefficient. Devellis (1991) posited that

a Cronbach's Alpha coefficient greater than 0.7 is indicative of good reliability for a variable. This study focused on four factors, namely job insecurity, emotional labor, supervisor support, and emotional exhaustion. The reliability analysis was performed individually

for each variable, and their respective Cronbach's Alpha coefficients were determined to be 0.902, 0.929, 0.963, and 0.884, all of which surpass the standard of 0.7. These results suggest that the variables exhibit good internal consistency reliability.

Table 1. Basic information description and analysis of respondents

Attribute	Category	Number	Percentage
Gender	Male	345	54.5
	Female	288	45.5
Generation	Age 20-29	146	23.1
	Age 30-39	388	61.3
	Age 40-49	82	13
	Age 50-59	11	1.7
	Age above 60	6	0.9
Working age	6 months and below	48	7.6
	7 months to 2 years	183	28.9
	3 to 5 years	131	20.7
	6 to 8 years	127	20.1
	9 years or more	144	22.7
Highest education	Technical secondary school or high school and below	63	10
	College	136	21.5
	Undergraduate	382	60.3
	Master's degree and above	52	8.2
Position	Staff	284	44.9
	Primary management	148	23.4
	Middle management	169	26.7
	Senior management	32	5.1

Source: Collation of this study

Confirmatory factor analysis was conducted in this study using SPSS 23.0 to perform KMO and Bartlett's sphericity test on the scale. The KMO value of 0.969 surpassed the 0.7 threshold, and the Bartlett's sphericity

test value was significant ( $p < 0.001$ ), indicating that the questionnaire data satisfied the requisite prerequisites for factor analysis. Consequently, principal component analysis method was employed for factor extraction, and the

common factor was extracted using the characteristic root greater than 1. The maximum variance orthogonal rotation was employed for factor analysis when rotating the factor. The results of the factor analysis revealed four factors with a total explanatory power of 59.639%, which surpasses the 50% threshold. This indicates that the four factors identified have good representation. Each measurement item's factor loading exceeded 0.5, and the cross loading was less than 0.4, with each item falling under the corresponding factor, indicating that the scale had good structural validity.

This study examined four variables: job insecurity, emotional labor, supervisor support, and emotional exhaustion. It included a total of 45 measurement items. Following confirmatory factor analysis, it was discovered that the CMIN/DF ratio was 1.781, which falls below the standard of 3 or less. The statistical values for GFI and AGFI were 0.879 and 0.866, respectively, both of which exceed 0.8 and fall within the acceptable range. Additionally, the NFI, TLI, IFI, and CFI all surpassed the standard of 0.9, while the SRMR was 0.034, which is below the 0.08 threshold, and the RMSEA was 0.039, which is also below 0.08. Taken together, these indicators align with general research standards, indicating that the model exhibits a good fit.

All four variables, namely job insecurity, emotional labor, supervisor support, and emotional exhaustion, displayed standardized factor loads above 0.6, while their respective component reliabilities (CR) of 0.902, 0.929, 0.963, and 0.886 exceeded the 0.7 threshold. Furthermore, their average variation extraction (AVE) values of 0.57, 0.545, 0.514, and 0.609 all surpassed 0.5, indicating that each variable demonstrates good convergent validity.

## Analysis Of Research Results

### *Correlation Analysis*

The primary focus of correlation analysis is to examine the relationship between variables, with the correlation coefficient ranging between -1 and 1. The strength of the correlation between variables is determined by the absolute value of the coefficient. To determine the structure of the dimension and its corresponding questions, validity and reliability analyses were conducted in the previous section. The score of each dimension was calculated as the average of its items, and correlation analysis was then performed. This study explores the associations between job insecurity, emotional labor, supervisory support, and emotional exhaustion using this approach. The findings demonstrate a significant positive correlation between job insecurity and emotional labor ( $r = 0.554$ ,  $p < 0.01$ ), job insecurity and emotional exhaustion ( $r =$

0.562,  $p < 0.01$ ), and emotional labor and emotional exhaustion ( $r = 0.607$ ,  $p < 0.01$ ).

### *Regression Analysis*

#### Regression Analysis Of Job Insecurity On Emotional Labor.

The aim of this study was to conduct a regression analysis to examine the relationship between job insecurity and emotional labor, while controlling for gender, age, working experience, education, and position as covariates. In this analysis, job insecurity was treated as the independent variable, and emotional labor was treated as the dependent variable. Model 1 in Table 3 showed an  $R^2$  value of 0.029, indicating that only 2.9% of the interpretable variation in emotional labor could be accounted for by the covariates. Interestingly, age and position were found to have a significantly positive effect on emotional labor. However, in model 2, the  $R^2$  value increased to 0.316, indicating that 31.6% of the variation in emotional labor could be explained. Importantly, job insecurity was found to have a significantly positive impact on emotional labor ( $\beta=0.545$ ,  $p<0.001$ ), supporting the assumption.

Regression analysis of job insecurity on emotional exhaustion.

To examine the relationship between job insecurity and emotional exhaustion, this study employed a regression analysis with gender, age, working

experience, education, and position serving as control variables. Job insecurity was treated as the independent variable, while emotional exhaustion was the dependent variable. Model 1 revealed an  $R^2$  value of 0.023, indicating that only 2.3% of the interpretable variance in emotional exhaustion could be accounted for by the covariates, with gender and position having a significantly positive impact on emotional exhaustion. In contrast, in model 2, the  $R^2$  value increased substantially to 0.323, indicating that 32.3% of the interpretable variance in emotional exhaustion could be explained. Importantly, job insecurity was found to have a significantly positive impact on emotional exhaustion ( $\beta=0.556$ ,  $p<0.001$ ).

Regression analysis of emotional labor on emotional exhaustion.

For the regression analysis in this study, emotional labor was treated as the independent variable, and emotional exhaustion was treated as the dependent variable. Gender, age, working experience, education, and position were used as control variables. In model 1, the  $R^2$  value was 0.023, indicating that only 2.3% of the explanatory variation in emotional exhaustion could be accounted for by the covariates. Gender and position were found to have a significantly positive effect on emotional exhaustion. However, in model 2, the  $R^2$  value increased substantially to 0.378, indicating that 37.8% of the explanatory variation in



emotional exhaustion could be explained. Importantly, emotional labor had a significantly positive effect on

emotional exhaustion ( $\beta = 0.604$ ,  $p < 0.001$ ), supporting the assumption (refer to Table 2 for details).

Table 2. Regression Analysis Of Emotional Labor On Emotional Exhaustion

	Emotional exhaustion	
	M1	M2
	$\beta$	$\beta$
Gender	0.131**	0.097**
Generation	0.03	-0.037
Working age	-0.022	0.016
Highest education	-0.01	-0.022
Position	0.118**	0.037
Emotional labor		0.604***
R <sup>2</sup>	0.023	0.378
Adjust R <sup>2</sup>	0.016	0.372
F	2.994*	63.445***

Remark: \*,  $p < 0.05$ ; \*\*,  $p < 0.01$ ; \*\*\*,  $p < 0.001$

#### *Mediation Analysis*

To test for mediation effect, this study used gender, age, working experience, education, and position as control variables, job insecurity as the independent variable, emotional labor as the mediator, and emotional exhaustion as the dependent variable. Model 2 revealed a significant impact of job insecurity on emotional exhaustion. Model 4 showed a significant impact of job insecurity on emotional labor. Model 5 demonstrated a significant impact of emotional labor on emotional exhaustion, and the standardized coefficient of job insecurity on emotional exhaustion decreased from 0.556 to 0.322, but remained significant. These

findings suggested that emotional labor partially mediated the impact of job insecurity on emotional exhaustion, which supports the hypothesis (please refer to Table 3 for details).

#### *Moderation Analysis*

This study included gender, age, work experience, education, and position as control variables; emotional labor as the independent variable; supervisory support as the moderator; and emotional exhaustion as the dependent variable for moderation analysis. According to Model 4, a supervisor's support in emotional labor had a significant negative impact on emotional exhaustion ( $\beta = -0.128$ ,  $p < 0.05$ ),

Table 3. Mediation Analysis

	Emotional exhaustion		Emotional labor		Emotional exhaustion
	M1	M2	M3	M4	M5
	$\beta$	$\beta$	B	$\beta$	$\beta$
Gender	0.131**	0.086*	0.056	0.012	0.081**
Generation	0.03	0.005	0.111**	0.086*	-0.032
Working age	-0.022	0.008	-0.063	-0.033	0.022
Highest education	-0.01	0.017	0.02	0.047	-0.003
Position	0.118**	0.018	0.133**	0.035	0.003
Job insecurity		0.556***		0.545***	0.322***
Emotional labor					0.429***
R <sup>2</sup>	0.023	0.323	0.029	0.316	0.449
Adjust R <sup>2</sup>	0.016	0.316	0.021	0.31	0.443
F	2.994*	49.763***	3.686**	48.28***	72.729***

Remark: \*, p<0.05; \*\*, p<0.01; \*\*\*, p<0.001

Table 4. Moderation Analysis

	Emotional exhaustion			
	M1	M2	M3	M4
	$\beta$	$\beta$	$\beta$	$\beta$
Gender	0.131**	0.097**	0.081*	0.064
Generation	0.03	-0.037	-0.018	-0.02
Working age	-0.022	0.016	-0.005	-0.018
Highest education	-0.01	-0.022	-0.011	-0.004
Position	0.118**	0.037	0.032	0.02
Emotional labor		0.604***	0.56***	0.522***
Supervisor support			-0.132***	-0.199***
Emotional labor x supervisor support				-0.128***
R <sup>2</sup>	0.023	0.378	0.393	0.405
Adjust R <sup>2</sup>	0.016	0.372	0.386	0.397
F	2.994*	63.445***	57.759***	53.05***

Remark: \*, p<0.05; \*\*, p<0.01; \*\*\*, p<0.001

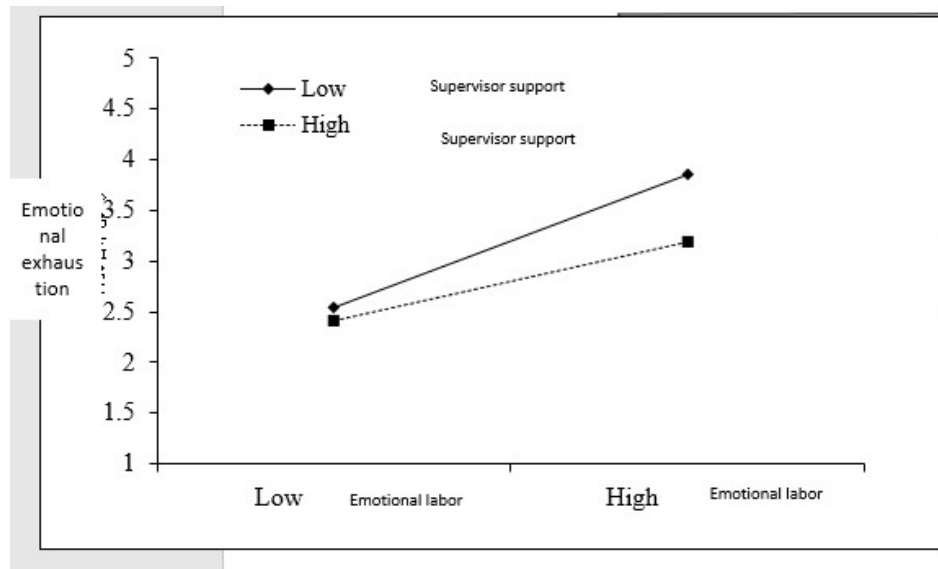


Figure 2. Moderating Effect Of Supervisor Support On The Relationship Between Emotional Exhaustion And Emotional Labor

### Conclusion

In the banking industry, job insecurity has been found to have a significant and positive correlation with emotional exhaustion. When employees perceive threats to their job security and are uncertain about their ability to secure essential work resources, they experience heightened job insecurity. This insecurity compels employees to continuously expend psychological and emotional energy to meet job demands, leading to a substantial depletion of their psychological resources, ultimately resulting in emotional exhaustion (Qian et al., 2020; Jia et al., 2022). Moreover, job insecurity also has a significant impact on emotional labor. Employees facing job insecurity may feel pressured to adjust their emotions

to align with organizational display rules, often requiring them to display emotions that may not reflect their true feelings, in an effort to secure their positions (Grandey, 2000; Liu et al., 2019). This ongoing emotional regulation necessitates a considerable investment of emotional resources, contributing to increased emotional exhaustion (Sverke et al., 2002).

The study further reveals that emotional labor serves as a partial mediator in the relationship between job insecurity and emotional exhaustion. Employees striving to maintain job security often have to regulate their emotions and behavior to meet organizational expectations, even when these actions conflict with their genuine emotions and thoughts. This process

requires substantial mental effort, leading to emotional exhaustion over time (Hobfoll, 2001; Maslach et al., 1996). However, the presence of supervisor support plays a critical role in moderating this relationship. Supervisor support acts as a buffer, providing employees with the necessary resources to manage the demands of emotional labor, thereby mitigating the impact of emotional exhaustion. The study indicates that in the context of banking, where stress levels are high, supervisor support can significantly reduce the likelihood of emotional exhaustion caused by the demands of emotional labor (Li & Ling, 2008).

The findings suggest that while job insecurity and emotional labor are significant contributors to emotional exhaustion in the banking sector, there are likely additional factors at play that warrant further investigation. Future research could explore other variables that may influence emotional exhaustion, such as organizational culture, job design, and individual resilience (Kim et al., 2021; Qian et al., 2020). Additionally, the study highlights the importance of cultural context in understanding the effects of supervisor support. While the current study focused on the Chinese banking sector, future research could examine whether the impact of supervisor support on emotional exhaustion varies across different cultural and organizational contexts.

To mitigate the negative effects of job insecurity and emotional labor, banking institutions should foster a "people-oriented" work environment that prioritizes employee well-being. This study confirms that higher levels of job insecurity lead to increased emotional exhaustion, which can have detrimental effects on employee retention and overall organizational performance (Sverke et al., 2002). It is essential for organizations to establish robust communication mechanisms to assess and address employee concerns related to job insecurity and emotional labor. By actively listening to employees and addressing their concerns, organizations can prevent the development of negative emotions that may lead to emotional exhaustion (Qian et al., 2020). Furthermore, the study emphasizes the critical role of supervisor support in mitigating emotional exhaustion. Supervisors at all levels should be encouraged to share information, show genuine concern for their employees, support their work, and provide recognition where due. Companies should incorporate evaluations of supervisory care and support into their performance review processes to ensure that employees feel adequately supported (Kottke et al., 1988).

Finally, the study acknowledges certain limitations related to sample selection, as the subjects were primarily drawn from a single industry within the financial sector. Given the diversity of

management models and employee benefits across different financial institutions, employees may experience varying levels of job insecurity and emotional labor. Future research should aim to expand the study to include a broader range of industries and regions to compare and explore whether employees in different contexts have different perceptions of job insecurity and emotional labor (Maslach et al., 1996). Additionally, qualitative methods such as interviews could be employed to gain a deeper understanding of employees' true feelings and experiences related to job insecurity, emotional labor, and supervisor support.

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