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Invisible Labor in Work Life: The Interaction Between Identification, Work Immersion, and Stress

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Abstract

This study presents an empirical analysis of the complex dynamics among job stress, emotional labor, organizational identification, and job engagement. The primary objective is to examine how job stress affects the dimensions of emotional labor within the context of organizational identification and job engagement. The research is based on a published 2022 PhD dissertation. The sample consists of 400 employees from the ground services sector of the aviation industry in the Marmara Region, selected using a convenience sampling method. Data was collected through comprehensive surveys. The findings reveal statistically significant relationships between emotional labor and job stress, as well as the effects of job engagement on job stress and emotional labor. Furthermore, the results confirm the indirect influence of organizational identification and job engagement on job stress, supporting the research hypotheses. This study provides valuable insights into emotional labor, stress management, and organizational behavior within the aviation industry. It extends previous research by integrating job engagement and emotional labor into the relationship between organizational identification and job stress, offering a novel contribution to the literature on emotional labor in the aviation industry.

Keywords: Organizational Identification, Job Engagement, Emotional Labor, Job Stress.

JEL Code: D23, J28, M54

1.Introduction

In the ever-evolving landscape of contemporary business, enterprises persist in their pursuit of competitive advantages, profitability, and long-term sustainability, mirroring historical objectives (Porter 1985, Barney (1991). Nevertheless, in today's business world, the significance of human resources and

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emotional factors has never been more pronounced (Pfeffer, 1998, Grant, 2012). The ongoing shifts in the external environment underscore the escalating importance of the relationship between employees and organizations (Grandey & Brauburger 2002). As we venture into the early 21st century, a pronounced emphasis has emerged, focusing on employees forging emotional bonds with their organizations, perpetuating job stability, and, subsequently, enhancing work productivity (Ashforth & Mael 1989).

A pivotal concept that assumes a central role in this context is "organizational identification". Organizational identification refers to the extent to which individuals define themselves in terms of their organizational membership and internalize its values and goals (Mael & Ashforth, 1992). It is a psychological process through which employees develop a sense of belonging and attachment to their organization (Dutton, Dukerich, & Harquail, 1994). The research has shown that higher levels of organizational identification are associated with increased job satisfaction, organizational commitment, and employee performance (Mael & Ashforth,1992; Riketta,2005).

In the service sector, service organizations are appraised by customers, who factor in the attitudes and behaviors of employees when evaluating service quality (Parasuraman, Zeithaml, & Berry, 1988). Effective communication with customers is a fundamental component of service quality (Gwinner, Gremler, & Bitner, 1998). The concept of emotional labor significantly influences this communication. Arlie Hochschild's groundbreaking work, "The Managed Heart: Commercialization of Human Feeling," published in 1983, introduced the concept of emotional labor to the literature, kindling a growing interest in this field (Hochschild, 1983), Kaya & Özhan, 2012) Emotional labor refers to the effort, planning, and control of emotions that employees must engage in as part of their job requirements (Hochschild, 1983). It involves managing one's own emotions and expressing the appropriate emotions to meet organizational expectations (Grandey, 2000). Research has shown that emotional labor can have both positive and negative effects on employees, impacting on job satisfaction, burnout, and overall well-being (Brotheridge & Lee, 2003; Zapf et al., 2001).

The concept of "job engagement" seeks to elucidate the elements influencing employee retention in the workplace and delineate the factors fostering organizational commitment (Kıran, 2017). Job engagement refers to the psychological state of being fully absorbed, enthusiastic, and dedicated to one's work (Schaufeli et al., 2002). It is characterized by vigor, dedication, and absorption, and has been found to be positively associated with job satisfaction, organizational commitment, and performance (Schaufeli et al., 2002; Bakker et al., 2017).

Emotional labor acts as a mediator by controlling the relationship between organizational identification and job stress, and this study aims to fill this gap. It aims to measure the emotional labor level of employees by controlling the interaction between these constructions.

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Job stress is defined as the harmful physical and emotional reactions that occur when the requirements of the job do not match the abilities, resources or needs of the employee. Job stress is often associated with the physical and mental health of employees, especially depression and anxiety, and can affect their job functioning. It is known that both job characteristics and the individual character traits of the employee are affected, emotional labor can turn into job stress. According to the National Institute for Occupational Safety and Health, while job stress is primarily affected, individual factors play additional roles in increasing this stress. It suggests that the work environment and the individual emotional management style affect emotional labor and job stress. (Lazarus & Folkman, 1984; Suter, Murphy, & Hurrell, 1990).

This study aims to examine the extent to which emotional labor contributes to employees' experience of job stress. In addition, the study aims to control the organization and staff's emotion and the effect of the relationship between organizational identification and job involvement contributes to the level of stress at work. By controlling these relationships, it provides valuable information about the complex interaction between organizational identification, job engagement, emotional labor, and job stress, which can inform employee health and adjust practices and interventions to promote organizational effectiveness.

To explain the interaction between emotional labor, organizational identification, job engagement, and stress, this research adopts the Job Demands–Resources (JD-R) model as its theoretical foundation. The JD-R model (Demerouti et al., 2001; Bakker & Demerouti, 2007) posits that every occupation has unique job demands and job resources that influence employees' well-being and performance. Job demands refer to physical, psychological, or emotional aspects of the job that require sustained effort and may lead to stress or burnout (e.g., emotional labor, workload, time pressure). Job resources, on the other hand, include factors such as organizational identification, job engagement, autonomy, and social support, which facilitate goal achievement and buffer the negative effects of job demands.

According to this model, employees who possess strong job resources are more capable of coping with emotional and cognitive demands, thereby reducing stress and maintaining higher levels of motivation and engagement. In the context of aviation ground services, organizational identification and job engagement are viewed as critical job resources that mitigate the stress caused by emotional labor and contribute to employees' psychological well-being and performance.

In this study, the notion of 'invisible labor' refers to the often unrecognized emotional and psychological efforts employees exert in managing their emotions and maintaining organizational harmony, which are not formally acknowledged in job descriptions.

2. Literature Review

2.1. Organizational Identification

Employees with organizational identification direct their work lives, because it is a process related to the individual defining themselves, they communicate with others with this definition and direct their private and work lives using this definition. Because it includes the benefits of the organization such as cooperation, effort, participation, decision making for the benefit of the organization, intrinsic motivation, task performance, information sharing, job satisfaction, adaptation to work, organizational citizenship behaviors, creative behavior, increased social support, and positive evaluation of the work and organization (Kıran, 2017).

According to the literature review, job satisfaction has been shown to be positively related to a variety of outcomes, including performance, motivation and organizational citizenship (Schaufeli et al., 2002). Employees who are engaged in their work feel greater job satisfaction and are more likely to perform better in their role. They also exceed work requirements by taking measures useful for the organization. Emotional labor has been used to refer to the individual efforts, planning and control of emotions in interaction with the customer (Hochschild, 1983). This is an important aspect of service-oriented services where employees need to manage their emotions to meet customer expectations.

The relationship between organizational identification and job engagement has been studied many times in literature. The identification of an organization indicates that employees express themselves together with their organization (Ashforth & Mael, 1989). It is a psychological process that develops a sense that an individual belongs to and is part of the organization. The feeling of "we are a family" comes from the concept called organizational identification.

They state that job engagement is a better predictor of important organizational outcomes such as employee retention and performance than the most widely accepted and well-known psychological explanations (organizational commitment, job satisfaction, etc.) (Holtom et al., 2006). Recently, the concept of job engagement has been associated with various positive work behaviors of a company in literature. Studies have shown that an increase in the level of job engagement of individuals negatively affects turnover behavior (Crossley et al., 2007; Mitchell et al., 2001). Lee et al. (2004) found that employees with job engagement are motivated to stay in the company and in their current job and therefore tend to exhibit high performance. The concept of job engagement means that employees are "involved in or connected to a social network" and has several important aspects. (Schaufeli et al., 2002).

In a study conducted by Kanten et al. (2016) on hotel employees, it was found that satisfaction with the wage structure and the importance of the job had a positive and significant effect on job engagement and happiness levels. In addition, it was found that happiness had a partial mediating role in the effect of satisfaction with the wage structure and the importance of the job-on-job engagement and

happiness. In a study conducted by Büyükbeşe and Gökaslan (2018) on workers working in a large-scale textile factory, they discovered that there was a significant relationship between job engagement and work commitment and its sub-dimensions. It was shown that job engagement had an effect on its sub-dimensions and work commitment (Kır& Akçakanat, 2024).

2.2 Job Engagement

Mitchell et al. (2001) introduced the concept of embedded work in the workplace to explain the reasons for work. This concept illustrates the most important difference between traditional orientation and employee turnover (Takaswira, Coetzee, & Scheuder, 2014). An important difference for others is that the concept of work at work includes both organizational and social factors (Mitchell et al., 2001). An employee's organizational identification refers to a person's commitment to the organization where he or she works and the way that employee presents himself or herself to the social environment.

The concept of Job Engagement, which covers the material and immaterial factors that enable an employee to exist in their work life, signifies all the factors that ensure an employee's continuity in the organization they work for (Yao et al., 2004) have defined the concept of Job Engagement as a force that connects an employee to their work, the organization, and other people within the organization (Crossley et al., 2007; Yao et al.,2004).

Job engagement reflects employees' cognitive and emotional connection with their work and organization. It goes beyond traditional attitudes such as intent to leave, job satisfaction, and organizational commitment, which primarily explain whether employees stay or quit. Unlike these constructions, job engagement provides a more comprehensive understanding of both professional and personal factors that motivate employees to remain in their roles and to invest effort and energy in their work.

In addition to organizational identification, emotional labor has been recognized as a significant factor influencing job engagement. Emotional labor refers to the effort individuals put into managing their emotions in the workplace (Hochschild, 1983). Research has shown that employees who engage in emotional labor are more likely to experience higher levels of job engagement (Brotheridge & Lee, 2003). This suggests that it may have a direct impact on employees' commitment to their organizations.

In addition, work stress appears to be a potential mediator of organizational identification and commitment to emotional labor and complex relationships. Stress of work, defined as psychological and physiological reactions activated by awareness of inadequate employment requirements and the adaptability of the individual, is associated with negative effects on job engagement (Lazarus & Folkman, 1984; Dememerouti et al., 2001). Therefore, understanding the mediating

function of companies in the relationship between organizational identification, emotional labor, and job engagement becomes crucial for a comprehensive understanding of these linked motivations.

2.3 Emotional Labor

The effectiveness of emotional labor for stress at work is an issue of interest to literature. Emotional labor illustrates employees' efforts to manage their emotions as part of their career requirements (Grandey, 2000). Superficial role-playing involves a flexible and non-in-depth way of acting, which is the actual experience of emotions (Hochschild, 1983).

Research has shown that emotional labor can have a significant impact on employees' health and work outcomes. For example, in a study conducted by Brotherridge and Lee (2003), it was discovered that surface acting is positively related to emotional exhaustion and psychological exhaustion (Zapf et al. 2001; Brotheridge & Lee, 2003). In addition, the concept of workplace stress has been widely tested in the literature. Organizational stress refers to the psychological and physiological reactions that individuals experience when they find a discrepancy between the requirements of the job and the ability to meet those requirements. Organizational tensions can have detrimental effects on health, job satisfaction and employee performance (Schaufeli et al, 2002).

Many studies in literature have examined the relationship between emotional labor and job stress. These studies have consistently shown that emotional labor is positively associated with workplace stress, and this relationship is closely linked to emotional exhaustion (Zapf et al., 2001; Brotheridge & Lee, 2006). Job engagement, job stress and organizational identification together have been supported by many studies. Job engagement refers to the level of individual enthusiasm, dedication and focus (Schaufeli et al., 2002), Organizational identification refers to the level of individual attribution and commitment to the organization (Ashforth & Mael, 1989). Organizational identification and job engagement have a positive effect on the well-being of employees. For example, Riketta (2005) showed that organizational identification is negatively related to job stress (a well-reviewed study). Schaufeli et al. (2002) similarly found that workplace engagement is negatively related to job stress.

2.4. Job Stress

Job stress can have negative effects on the individual. It can have negative effects on the physical and mental health, job performance and motivation of individuals, which is a common problem in a fast-paced and competitive work environment. It is necessary to understand the causes and consequences of job stress, to manage and reduce its effects and to develop effective strategies. The relationship between job stress and different organizational outcomes has been examined. It has been found that job stress is caused by changes in job interactions. (Pehlivan, 1995). Every job has stress factors that vary depending on the expectations of the employee, Organizations are expected to develop a system to keep the stress levels of employees at a positive level. Long-term effects of job

stress include factors such as employment stability, social status, ability to enjoy life, and opportunities for growth and expansion. This may involve implementing structural adjustments, policies and various strategies that promote a healthy working environment.

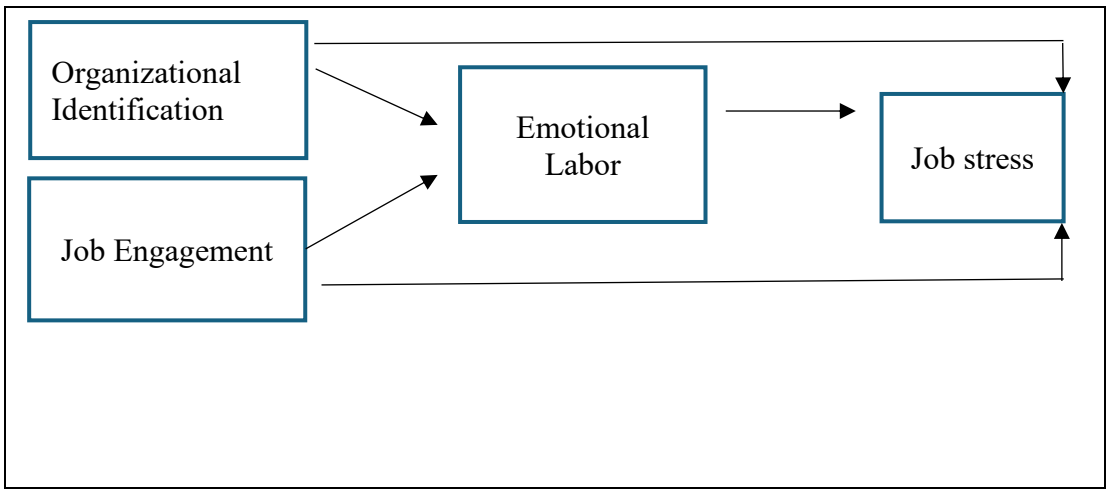
According to studies, the relationship between organizational effects and other variables and employee stress has been emphasized. Turunç and Çelik (2010) checked the effects of stress at work on the organization among 172 people working in the health field. They emphasized that organizational identification can significantly affect public performance and the importance of belonging to and being committed to the organization (Turunç & Çelik, 2010). Lee et al., (2012) conducted a study with 226 police officers to examine the relationship between job stress and motivation. Their findings indicated that psychological capital plays a mediating role in this relationship and emphasized the importance of developing individuals' psychological resources to mitigate the negative effects of job stress.

In the field of tourism, Rathi et al. (2013) examined the relationship between stress, burnout and turnover intention. They found that superficial behavior, which means hiding true emotions, has a positive relationship with stress and leads to emotional burnout. On the other hand, it shows that emotional labor and encouraging job involvement can actually help reduce the negative effects of job stress (Rathi et al., 2013).

Arbour and colleagues (2014) examined the impact of person-organization fit on job satisfaction, stress, and intention to stay in a job. While their study revealed some interesting findings, they acknowledged its limitations and emphasized the need for further research in this area (Arbour et al. 2014).

3. Materials and Methods

Figure 1: Research Model



Source: Author's calculationss

H1: Organizational identification has a positive effect on emotional labor.
H2: Job engagement has a positive effect on emotional labor.
H3: Organizational identification has a negative effect on job stress through emotional labor.
H4: Job engagement has a negative effect on job stress through emotional labor.
H5: Organizational identification has a negative effect on job stress.
H6: Job engagement has a negative effect on job stress.

3.1 Results

These results confirm that emotional labor mediates the relationship between organizational identification and job stress, supporting the theoretical assumptions of the JD-R model. Employees who identify more strongly with their organizations experience less stress because identification enhances their emotional regulation capacity. Similarly, job engagement acts as a protective resource that reduces stress by increasing employees' resilience and sense of purpose.

The survey conducted in Istanbul between April 2021 and March 2022 collected data from ground service employees. The age distribution of participants reveals that the largest concentration, approximately 66%, falls within the 20-30 age group, while the lowest concentration, around 1.5%, is found in the 61 and above age group. In terms of gender, the frequency distribution of survey participants indicates that 55.5% are female, while 45.5% are male. When examining the distribution by educational level, it was found that 0.8% of participants had completed primary education, 12.5% held a high school diploma, 14.5% had a bachelor's degree, 59.3% held a university degree, and 13% had a master's degree.

Regarding marital status, the frequency distribution of survey participants shows that 31% of them were married, while 69% were single. These demographic characteristics provide a comprehensive understanding of the sample population and can help contextualize the findings of the survey.

Table 3.1: Reliability Coefficients for Organizational Identification Scale

Organizational Identification	
Eigen Value	5,039
Explained Variance (%)	41,992
Cronbach's Alpha	,866
KMO	,914
Bartlett's Test	1608,786 (p=0,000)

Source: Author's calculations

According to methodological recommendations, a minimum sample size of 5–10 respondents per item is considered sufficient for structural equation modeling (Kline, 2016; Hair et al., 2019). The current sample of 320 respondents thus meets the required statistical power for SEM analysis. The findings of the reliability and factor analysis conducted on the organizational identification scale (tab. 3.1) are shown. The Kaiser-Meyer-Olkin (KMO) values are higher than acceptable levels,

indicating that the data are suitable for factor analysis. The basic characteristics of organizational identification of the study, as well as the statistical factor results, show that all items have a strong relationship with organizational identification. However, it shows that conceptual efficiency measurements are designed and can be considered reliable indicators of organizational identification. It further supports the validity of the components by showing that they significantly affect the overall score of the scale. The eigenvalues and variance percentage provide further evidence that it is appropriate to represent a dimension as a factor. The tolerance of the extracted factor to total variation is indicated by the percentage of variance values. A single item capturing a significant level of basic variation is indicated by a high variance ratio. Nevertheless, it supports the idea that the scale is a real and reliable measure. The psychological attributes of the organizational identification scale. It is supported by the findings of reliability and exploratory factor analysis.

Table 3.2.: Organizational Identification Scale Cohesion Coefficients

	CMIN/DF	**Goodness of Fit Index (GFI)**	**Comparative Fit Index (CFI)**	**Mean squares of error terms (RMSEA)**
Level 1	2,805	0,938	0,94	0,067

Source: Author's calculations

Table 3.2 shows the statistical results of model validity for the organizational identity scales. Model fit was assessed using χ^2/df, GFI, CFI, and RMSEA indices. Values of χ^2/df < 3, CFI and GFI > .90, and RMSEA < .08 were considered indicators of acceptable fit (Hair et al., 2019). Chi- squared test, standard root means square residuals (SRMR), Comparative Adaptation Index (CFI) and root mean square of the approximation error (RMSEA) were one of the indices to assessing the validity of the model. The difference between observed and predicted data is assessed using chi- squared tests. The chi- squared test realized significant results in this study and showed that the observed and valued data fit appropriately. The adapted indicators CFI and GFI help the model to fit better in the original model. A good agreement has been shown for an approximate value and in this study both indicators showed an appropriate fit, with a threshold value of 0.90. Differences between models and population classes are assessed by RMSEA. The RMSEA produced in this study shows satisfactory agreement as there is a moderate fit below 0.08 and its value is still below this cut-off point. Finally, the average difference between observed and predicted patina is measured using SRMR. Satisfactory matches are displayed with values below 0.08. SRMR values were allowed for this study. These results provide credibility for the validity of the scale and facilitate application in future research on organizational identity.

Table 3.3: Reliability Coefficient Findings for the Job Engagement Scale

Job Engagement	
Explained Variance (%)	41,992
Cronbach's Alpha	0,860
KMO	0,853
Bartlett's Test	1424,460 (p < 0,001)

Source: Author's calculations

The reliability and validity of the Job Engagement Scale were rigorously evaluated using several statistical measures, providing strong evidence for its effectiveness in measuring Job Engagement.

The results of the study contribute to the overall robustness of the research and enhance the credibility of the findings. The high reliability coefficient, as indicated by the Cronbach's Alpha test result of 0.860, demonstrates the scale's internal consistency and reliability. This suggests that the items in the scale consistently measure the construct of Job Engagement. Additionally, the KMO value of 0.853 further supports the adequacy of the sample size, ensuring that the data collected accurately represents the target population. These statistical measures provide a solid foundation for the reliability and validity of the Job Engagement Scale, giving researchers confidence in its ability to accurately assess and measure Job Engagement (Kaiser, 1974).

Table 3.4: The Conformity Coefficients of Job Engagement Scale

		Goodness of Fit Index (GFI)	**Comparative Fit Index (CFI)**	**Mean squares of error terms (RMSEA)**
Level 1	3,084	0,978	0,985	0,072

Source: Author's calculations

Finally, RMSEA measures the variance and the average discrepancy between the estimates. A value less than 0.08 indicates a good fit and the RMSEA value obtained in this study is acceptable. These results provide confidence in the validity of the scale and support its use in future research on organizational identification.

According to the information available, various statistics such as x2/df, GFI, CFI, and RMSEA are used to test the data fit to the model. The x2/df value indicates excellent fit if x2/df > 2, and acceptable fit if 2 < x2/df < 5. GFI (Goodness of Fit Index) and CFI (Comparative Fit Index) values of 0.90 or higher are considered to represent acceptable fit. RMSEA (Root Mean Square Error of Approximation)

values between 0 and 0.10 are considered acceptable fit (Byrne, 2016; Hair et al., 2019; Kline, 2016). Statistical values related to the validity of the Job Engagement Scale model are presented in Table 3.4, and it is observed that the index values are within the acceptable range for the performance model.

Table 3.5: Reliability Coefficients for the Emotional Labor Scale Findings

Emotional Labor	
Eigen Value	3,622
Explained Variance (%)	40,185
Cronbach's Alpha	,780
KMO	,795
Bartlett's Test	1032,728 (p<0,001)

Source: Author's calculationss

The KMO value has been calculated as 0.795, indicating that the sample size is sufficient. Additionally, eigenvalues and the explained variance ratio values suggest that it is a sound statistical decision to express the items as unidimensional (Arbour et al. 2014). Regarding the reliability results, the Cronbach's Alpha value obtained is greater than 0.60, which falls within the reference range for social sciences (Nunnally & Bernstein, 1994; Hair et al., 2019). The reliability coefficient of the Emotional Labor Scale, 0.780, indicates that it is highly reliable.

Table 3.6: Conformity Coefficients for the Emotional Labor Scale

	Workload	**Skill Use Decision**	**Freedom**	**Social Support**	**Item Total Correlation**
Eigen Value	3,952	2,527	1,762	1,196	
Explained Variance (%)	24,794	13,958	12,758	11,402	62,911
Cronbach's Alpha	,865	,626	,690	,846	0,648
KMO	0,795				
Barlett Test	2037,923 (p<0.001)				

Source: Author's calculations

Table 3.7: Reliability Coefficients for the Job Stress Scale and its Subdimensions

	CMIN/DF	Goodness of Fit Index (GFI)	Comparative Fit Index (CFI)	Mean squares of error terms (RMSEA)
Level 1	2,905	0,946	0,903	0,069

Source: Author's calculations

The goodness of fit statistical values for the Emotional Labor Scale model's validity has been presented in Table 3.6. According to the results, the index values fall within an acceptable range, indicating that the model is appropriate.

Reliability and convergent validity were assessed based on Cronbach's alpha, composite reliability (CR), and average variance extracted (AVE) values following the guidelines of Fornell and Larcker (1981).

The results of the descriptive factor analysis and reliability coefficient for the Workplace Stress Scale and its sub-dimensions have been presented in Table 3.7. The Bartlett test suggests that applying factor analysis to the items is appropriate, and the high factor loadings of the items, as well as the significant meaning of all items in terms of the scale, confirm that. With a Cronbach's Alpha value of 0.863, it is evident that the measurement is highly reliable. The KMO value of 0.795 indicates that the sample size is sufficient. The eigenvalues and the explained variance ratio values further support the statistically sound decision to express the items as a single dimension.

Table 3.8: Job Stress Scale and Subdimension 1st Level and 2nd Level Fit Indices

	CMIN/DF	Goodness of Fit Index (GFI)	Comparative Fit Index (CFI)	Mean squares of error terms (RMSEA)
Level 1	2,147	0,94	0,951	0,054
Level 2	2,169	0,937	0,949	0,054

Source: Author's calculations

The statistical correction values for the validity of the Job Stress Scale and its multi-level model are presented in Table 3.8. According to the results, the corrected index values for Level 1 and Level 2 indicate that the model fits within an acceptable range for model fit.

3.2 Tests

Based on the t-test results for the Organizational Identification, Job Engagement, Emotional Labor scales, and the Job Stress Scale and its sub-dimensions by gender, a statistically significant difference was observed in the

Emotional Labor scale between males and females. This finding suggests that females tend to perceive higher levels of Emotional Labor compared to males.

In addition, the results of the ANOVA test showed a statistical difference in organizational identification, job engagement and emotional labor scale. This means that the level of education influences organizational identification, job engagement and emotional awareness about emotional labor. It argues that individuals with different levels of education may have different levels of involvement and identification with their organizations. However, the results of the T-tests for the subtypes of marital status did not show statistical significance of the scale and dimensions. This suggests that marital status does not significantly influence individuals' perceptions of organizational identification, job engagement, emotional labor and job stress.

These results provide valuable insights into the factors that influence employees' awareness and experience at work. Understanding these differences can help organizations develop targeted strategies to increase Job Engagement, emotional work management, and reduce job stress.

Table 3.9: Fit Statistic Values for Model Validity

Fit Indices	**Model Findings**
CMIN/DF	2,351
Goodness of Fit Index (GFI)	0,942
Comparative Fit Index (CFI)	0,945
Mean squares of error terms (RMSEA)	0,058

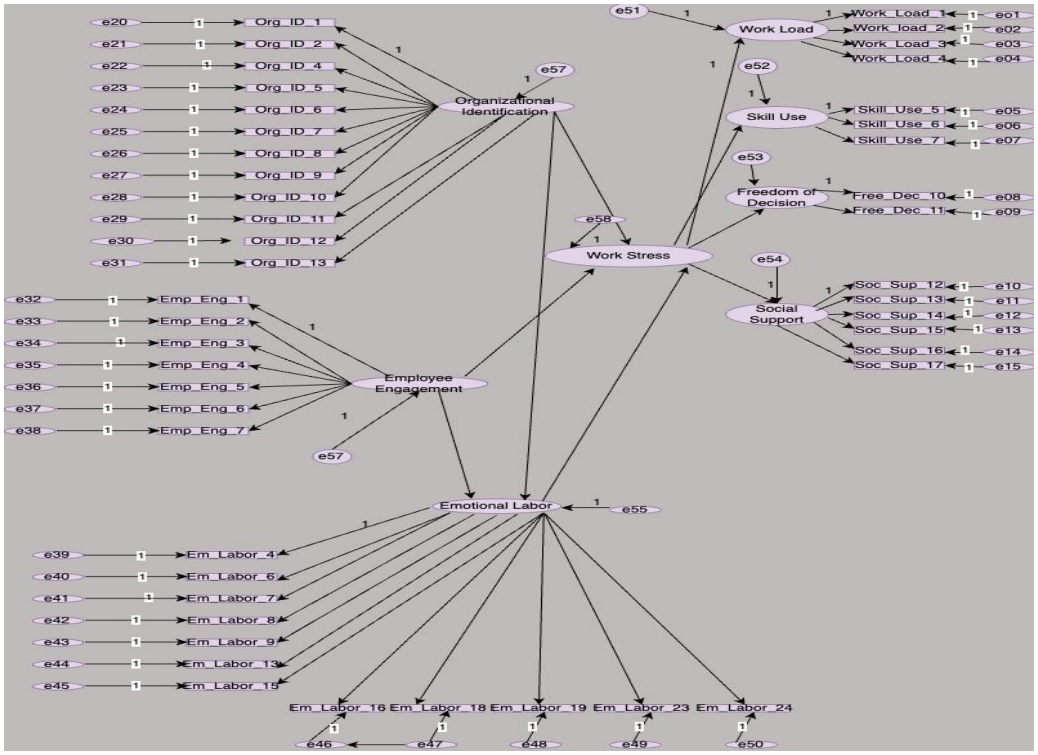
Source: Author's calculations

Table 3.9. displays the fit statistic outcomes for the research model. The results indicate that the fit indices' values for the structural equation model fall within an acceptable range. The formulation of the research model is illustrated by the Structural Equation Model (SEM) diagram provided below.

The research model was examined through structural equation analysis, and the findings are presented in Table 3.10. According to the results, all the path coefficients are statistically significant. The direct effect of organizational identification on job stress is calculated as -0.400. The indirect effect of emotional labor through mediation is -0.099. Thus, the total effect of organizational identification on job stress is calculated as -0.439. The direct effect of Job Engagement on job stress is -0.114. The indirect effect of emotional labor through mediation is -0.029. Therefore, the total effect of Job Engagement on job stress is calculated as -0.143. These results indicate the effects of organizational identification and Job Engagement on job stress.

As a result, all research hypotheses (**H1, H2, H3, H4, H5, and H6**) are accepted and confirmed.

Figure 2. Structural Equation Modeling Amos Output



Source: Author's calculations

Table 3.10: Direct and Indirect Effects of Hypotheses in the Model

		Emotional Labor	**Job stress**
Direct Effect	Emotional Labor		-0,136 **((p<0,05)**
	Organizational identification	0,289 **(p<0,05)**	.-0,400 **((p<0,05)**
	Job Engagement	0,214 **((p<0,05)**	-0,114 **((p<0,05)**
Indirect Effect	Emotional Labor		
	Organizational identification		-0,099
	Job Engagement		-0,029
Total Effect	Emotional Labor		0,197
	Organizational identification	0,289	-0,439
	Job Engagement	0,181	-0,143

Source: Author's calculations

5. Conclusions

The globalization of organizations and the need to adapt to changes in the international arena is a well-established reality. Many examples illustrate that organizations that cannot adapt to the necessary changes on an international scale may face failure. Additionally, it is a fact that organizations with the capital have access to ever-changing and evolving information and technology. In this context, the ability to distinguish oneself from other organizations and adapt to global changes and differences is crucial. This ability often depends on the human factor. As management and traditional organizational structures evolve, the emotional aspects of individuals gain more importance. Managing individuals who can access, understand, and develop knowledge and technology is a unique responsibility.

The size of the service sector has made competitive conditions more complex. Customer satisfaction and service quality are often influenced by the personal interactions of those providing and receiving services. Therefore, in the service sector, where emotions are emphasized, and service providers must satisfy their customers at the highest level, the emotional aspect becomes even more critical.

It's essential to remember that individuals entering the workforce not only produce work but also communicate with the people around them, adapt to local rules, and often deal with psychological and physical challenges. This situation can lead to the emergence of stress factors in the workplace. Individuals can react differently to these factors, with some working harder and others experiencing physical and psychological problems.

In the research literature, many studies show how organizational identification and Job Engagement affect job stress and the significant impact of emotional labor on stress. These studies suggest that organizational identification and Job Engagement affect stress through the mediation of emotional labor. Different dimensions of job stress, such as workload, decision freedom, skill utilization, and social support, were addressed in this research, and the effects of these factors were found to be consistent with the existing literature.

The findings of this study confirm that organizational identification and job engagement significantly reduce employees' job stress both directly and indirectly through emotional labor. The results suggest that organizational identification and engagement function as job resources that buffer the negative effects of job demands, such as emotional regulation and workload.

The research also demonstrates that emotional labor, while often considered a stress-inducing factor, can serve as a strategic mechanism when managed effectively**.** In today's competitive environment, employees' increasing identification with organizations and job engagement has become increasingly challenging due to changing conditions, both financially and spiritually. Companies wish for their employees to experience less stress, leading to reduced emotional labor expenditures.

Moreover, the results highlight the importance of developing organizational interventions aimed at strengthening employees' identification and engagement. Training programs focusing on emotional intelligence, mindfulness, and supportive leadership may mitigate the stressful outcomes of emotional labor. In addition, promoting a positive organizational culture that recognizes "invisible labor" the unacknowledged emotional efforts employees invest in maintaining professional harmony can enhance both individual well-being and organizational performance.

Employees with strong organizational bonds are more likely to adopt the organization's goals and act in the organization's interests. The stronger the identification of individuals with the organization, the more likely they are to accept the organization's expectations, and, therefore, the lower the likelihood of emotional conflict.

The findings of this research are consistent with previous studies indicating that organizational identification reduces stress through emotional regulation mechanisms (Riketta, 2005; Mishra et al., 2012). In line with Brotheridge and Lee (2003), the results also highlight that emotional labor, when managed positively, can enhance engagement rather than merely increasing exhaustion. This reinforces the dual role of emotional labor as both a demand and a resource, depending on contextual and personal factors.

Future studies could extend this research by incorporating longitudinal data or cross-cultural comparisons to test the generalizability of these relationships across different service sectors.

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